

---

NIAGARA FRONTIER TRANSPORTATION AUTHORITY

Monthly Board Meeting

September 24, 2020

---

Transcript of Video Recording  
of Proceedings held at NIAGARA FRONTIER TRANSPORTATION  
AUTHORITY, 181 Ellicott Street, Buffalo, New York,  
stenographically transcribed by VALERIE A. ROSATI, Notary  
Public.

1           MEMBERS IN THE BOARDROOM:

2           Chair Sister Denise Roche  
3           Commissioner Michael Hughes  
4           Commissioner Adam Perry  
5           Commissioner Rev. Mark Blue  
6           Commissioner Jennifer Persico  
7           Commissioner Stephen Tucker  
8           Kimberley Minkel (Executive Director)  
9           David State (General Counsel)  
10          John Cox (Chief Financial Officer)  
11          William Vanecek (Director, Aviation)  
12          Tom George (Director, Public Transit)  
13          Darren Kempner (Manager, Government Affairs)  
14          Helen Tederous (Director, Public Affairs)  
15          Lara Seniw (Assistant to Executive Director)

16           MEMBERS ON THE PHONE:

17           Commissioner LaVonne Ansari  
18           Commissioner Joan Aul  
19           Commissioner Anthony Baynes  
20           Commissioner Margo Downey  
21           Commissioner Philip Wilcox  
22           Vicky-Marie Brunette (Deputy General Counsel)  
23           Steve Duquette (Chief Information Officer)  
            George Gast (Chief of Police)  
            Karen Novo (Director, Human Resources)  
            John Schaefer (Director, Engineering).

            MR. STATE: We'll do a roll call. We need six  
            commissioners as a quorum. And I'll begin  
            alphabetically.

                    Commissioner Ansari?

COMMISSIONER ANSARI: I'm here.

1 MR. STATE: Commissioner Aul?  
2 COMMISSIONER AUL: I'm here.  
3 MR. STATE: Commissioner Baynes?  
4 COMMISSIONER BAYNES: Present.  
5 MR. STATE: Commissioner Blue?  
6 COMMISSIONER BLUE: Present.  
7 MR. STATE: Commissioner Hicks?  
8 Commissioner Hughes?  
9 COMMISSIONER HUGHES: Here.  
10 MR. STATE: Commissioner Perry?  
11 COMMISSIONER PERRY: Accounted for.  
12 MR. STATE: Commissioner Persico?  
13 COMMISSIONER PERSICO: Present.  
14 MR. STATE: Commissioner Tucker?  
15 COMMISSIONER TUCKER: Present.  
16 MR. STATE: Sister Denise?  
17 CHAIR SISTER ROCHE: Here.  
18 MR. STATE: And Commissioner Wilcox?  
19 COMMISSIONER WILCOX: Present.  
20 MR. STATE: We have a quorum.  
21 CHAIR SISTER ROCHE: Thank you very much. And I'm  
22 going to ask Kim Minkel to give us the executive  
23 director's report.

1 MS. MINKEL: Thank you, Sister.

2 A couple of things for the board for this  
3 month. First, I wanted to welcome our three new  
4 board members with us today. We have the  
5 Reverend Mark Blue, Jennifer Persico and Stephen  
6 Tucker. So welcome to the NFTA.

7 So a couple of things I want to highlight  
8 that was in your committee reports that I sent in  
9 advance of the meeting. As a reminder, we do not  
10 have separate committee meetings for this month;  
11 however, all of the metrics was sent to the board  
12 beforehand. At the end of the board meeting, we  
13 will have a couple of discussion items in terms  
14 of committee updates that we do want to share  
15 with the board.

16 In terms of the metrics that were sent out,  
17 a couple of things I wanted to point out, that  
18 despite the challenges of operating during the  
19 pandemic, our injuries and illnesses remain down.  
20 We sustained a reduction in both recordable and  
21 lost time injuries, and our days away are down by  
22 thirty percent. So really kudos to the staff, to  
23 our employees in paying attention to safety

1 because that's very important as we look to  
2 improve our operations and to control cost.

3 And the result of this is being recognized  
4 by the American Public Transportation  
5 Association. Yesterday they announced there were  
6 seven agencies across the U.S. that received the  
7 coveted gold award for best overall safety and  
8 security programs, and I'm proud to report that  
9 our light rail system was only one of four rail  
10 systems in all of the U.S. to receive this  
11 national recognition. The other three were MTA,  
12 Long Island Railroad, Sacramento Regional Transit  
13 and the National Railroad Passenger Corporation.  
14 So to be considered and to receive this  
15 recognition for our small system is a significant  
16 accomplishment. So congratulations to Tom  
17 George, his team, our safety group, for really an  
18 outstanding job and a job well done.

19 I also wanted to let the board know we're  
20 still trying to schedule the police exam. We had  
21 over thirteen hundred applicants who've signed up  
22 to take the exam. It's difficult trying to give  
23 an exam during a pandemic. At this point it

1 looks like the earliest we can schedule is now  
2 January. We're trying to keep all the applicants  
3 apprised, giving them as much time as possible so  
4 that they know when the exam will be. We do have  
5 study guides available for those who have signed  
6 up. We also think this is going to have to take  
7 place over a couple of days in order to be able  
8 to test all thirteen hundred applicants. In the  
9 past we would always do it in the convention  
10 center in one large room. It's hard to do that  
11 during the pandemic.

12 Our creative team and Helen's group, along  
13 with our HR folks have been working with our  
14 employees on our recruitment video that I wanted  
15 to show to the board. What's special to me in  
16 this video is that it wasn't scripted. So they  
17 went around, they talked to a number of  
18 employees. These are the employees and their own  
19 words that we're using as part of a recruitment  
20 video going forward.

21 So, Helen, if you could show that. And I  
22 will send a link out to everyone who's on the  
23 phone after.

1 (Whereupon, a video was played.)

2 MS. MINKEL: Great. Thank you, Helen.

3 And then, finally, the last thing I wanted  
4 to mention to the board, it's a special day.  
5 It's David State's birthday.

6 And that concludes my report.

7 CHAIR SISTER ROCHE: Thank you very much, Kim. I  
8 appreciate that.

9 Now we will ask for approval of the minutes  
10 of the last meeting, and they are in your book or  
11 in the material that you received.

12 COMMISSIONER PERRY: So moved.

13 COMMISSIONER HUGHES: Second.

14 CHAIR SISTER ROCHE: All in favor?

15 UNIDENTIFIABLE COMMISSIONERS: Aye.

16 CHAIR SISTER ROCHE: Any opposed?

17 Any abstentions?

18 Thank you very much.

19 And we will go into the corporate report for  
20 the audit, governance and finance committee, and  
21 I would ask John Cox to give us an update,  
22 please.

23 MR. COX: Yes. Thank you, Sister.

1           Good afternoon, commissioners. If you can  
2 refer to page seven in your packet. It's the  
3 performance for the month of August, and also  
4 I'll be doing -- combining that with year to date  
5 which is on page nine in your packet.

6           For the month of August, 2020, which is the  
7 fifth month of our fiscal year, because our  
8 fiscal year runs from April through to March of  
9 the following year, we have a positive variance  
10 to budget of sixty thousand dollars, and  
11 year-to-date positive variance is forty-two  
12 thousand or one percent.

13           Total operating revenues and assistance was  
14 below budget by two million dollars or nine point  
15 nine percent for the month of August; and on a  
16 year-to-date basis, seven point four million --  
17 or, seven point -- I'm sorry. Seven point four  
18 million or seven point three percent.

19           Revenue shortfalls were primarily due to  
20 Metro passenger fares. We had a negative  
21 variance to budget there for the month of August  
22 of one million dollars, which was a forty-three  
23 percent negative variance. On a year-to-date



1 basis, it was ten point nine million or  
2 seventy-nine percent. Now, as a reminder, we  
3 stopped collecting fares for social distancing  
4 purposes from the end of March and reinstituted  
5 those fares at the end of June. So during those  
6 three months, we lost approximately nine million  
7 dollars in fares.

8 We had a twenty-seven point five percent  
9 reduction in STOA, which for August -- and STOA  
10 is our State Transit Operating Assistance -- was  
11 approximately one point four million for the  
12 month of August; and year to date, it's seven  
13 million.

14 BNIA revenues were two point five million  
15 below budget or forty-one and a half percent for  
16 the month of August; and on a year-to-date basis,  
17 ten point five million or thirty-six point six  
18 percent below budget.

19 NFIA revenues were a hundred and fifteen  
20 thousand below budget, and that's approximately  
21 fifty-two percent, for the month of August, and  
22 approximately four hundred and eighty-three  
23 percent -- four hundred and eighty-three thousand

1 or thirty-eight point eight percent on a  
2 year-to-date basis.

3 And all of these revenue shortfalls have  
4 been offset by CARES Act funding from the FTA and  
5 FAA. And for the month of August, that's  
6 approximately three point three million; and on a  
7 year-to-date basis, twenty-three point eight  
8 million.

9 Now, our total operating expenses were below  
10 budget by two point three million or twelve point  
11 six percent for August, and eight point two  
12 million or nine point two million -- or, nine  
13 point two percent year to date. And this is  
14 primarily due to lower expenses across the board.  
15 And that's due to reductions in cost through some  
16 delayed purchases. We negotiated some member  
17 discounts and other cost controls, and the  
18 areas -- one exception being of course any  
19 operational items that are critical or safety  
20 sensitive expenditures, those were not delayed.  
21 And, also, we're seeing continued favorable  
22 pricing in commodities such as diesel, gasoline  
23 and natural gas.

1           Now, the CARES Act assistance for both Metro  
2           and the two airports has been a significant  
3           financial lifeline to the organization. Without  
4           it, we would have recognized a three point three  
5           million dollar negative variance to budget and a  
6           three million dollar deficit in the month of  
7           August. And on a year-to-date basis, it would  
8           have been a twenty-three point seven million  
9           dollar negative variance, and then nineteen point  
10          five million dollar deficit on a year-to-date  
11          basis. So that really just goes to show you how  
12          important it is that we received that assistance  
13          to allow us to continue our operations and keep  
14          running this organization.

15                 So unless there are any questions, that  
16          concludes the consolidated financials for the  
17          month of August.

18 CHAIR SISTER ROCHE: John, could you just -- because  
19          we have some new people too. But, could you  
20          remind us of what the annual year is --

21 MR. COX: Sure.

22 CHAIR SISTER ROCHE: -- and just say a word about  
23          where we are and what we think is coming.

1 MR. COX: So that's -- yeah. So the annual year  
2 is -- runs from April 1st and it goes through to  
3 March 31st of the following year. So we are in  
4 the fifth month of that, of that annual -- of  
5 that fiscal year, which, you know, of course is  
6 that twelve-month period. So, you know, we're,  
7 you know, we're certainly facing fiscal  
8 challenges that we've never seen before and then  
9 related to COVID and -- but we've had this -- the  
10 federal funding that we received through the  
11 CARES Act program, which, you know, for Metro,  
12 which is the surface transportation, was  
13 sixty-one point three million, BNIA was  
14 twenty-one point six million and approximately  
15 one point nine million for Niagara Falls  
16 International Airport.

17 And one of the -- and certainly, you know,  
18 where we are, you know, we're still continuing to  
19 operate. That's probably the toughest question  
20 right now is exactly where we're going to be and  
21 what type of assistance or what type of economy,  
22 which drives a lot of those numbers, that we're  
23 going to have through the remainder of the year.

1 CHAIR SISTER ROCHE: You can't know. So we will be  
2 watching this month by month and --

3 MR. COX: Absolutely.

4 CHAIR SISTER ROCHE: And everything will change month  
5 to month.

6 MR. COX: Yes.

7 CHAIR SISTER ROCHE: Thank you very much.

8 COMMISSIONER BLUE: Question?

9 CHAIR SISTER ROCHE: Yes.

10 COMMISSIONER BLUE: The CARES Act funding that's  
11 pretty much helped us to sustain the operation,  
12 have we applied just once or is this a second  
13 time applying? How many times can you apply?

14 MR. COX: There is the initial application phase, so  
15 when we got our allocation, we had to -- Darren  
16 and his group went through that process. And  
17 once you get approval of that application then  
18 what you do is all of these -- we do it on a  
19 reimbursement basis. So we get reimbursed for  
20 the various expenses. So we ask on a monthly  
21 basis, depending on what those expenses are, for  
22 draws from the federal government.

23 CHAIR SISTER ROCHE: Other questions?

1           Thank you, John. I know you've all been  
2           riding the waves through this time, and they're  
3           almost over your head, but you've done a great  
4           job, so thank you very much for that.

5           And the corporate resolutions.

6 MS. MINKEL: Thank you, Sister. The first two  
7           resolutions, did you want to take those, Sister?

8 CHAIR SISTER ROCHE: I'd be happy to. Are they  
9           both the same?

10 MS. MINKEL: Yes. One is for the NFTA and one is for  
11           Metro. Essentially -- typically, it's been the  
12           same.

13 CHAIR SISTER ROCHE: This is the election of  
14           officers. And as many of you know, some of our  
15           commissioners have changed. We have some new  
16           members and we have lost some other members who  
17           have served their terms. So I'm going to suggest  
18           a slate of officers. I'm going to ask after that  
19           if you would like to either question the slate or  
20           add to it. So for vice chair, I suggest Mike  
21           Hughes; for secretary, LaVonne Ansari; and for  
22           treasurer, Joan Aul.

23           Are there any other nominations to be made?

1           Hearing none, I will ask for a vote. And  
2           please feel free to abstain, et cetera.

3           So I will ask for a motion for the vote for  
4           the officers.

5   COMMISSIONER PERRY: Point of order?

6   UNIDENTIFIABLE COMMISSIONER: So moved.

7   COMMISSIONER PERRY: Point of order?

8   CHAIR SISTER ROCHE: Go ahead.

9   COMMISSIONER PERRY: So just to be clear, there's no  
10          obligation of a person who is up for an officer  
11          election to abstain? They can vote for  
12          themselves, right?

13   CHAIR SISTER ROCHE: Oh, absolutely.

14   COMMISSIONER PERRY: I just want to make sure. A lot  
15          of people think they have to abstain because the  
16          vote is about them.

17   CHAIR SISTER ROCHE: I did, I did speak to each of  
18          the members beforehand only to ascertain if they  
19          were willing to have me offer their names, and  
20          they were willing, which is wonderful. Thank  
21          you.

22   COMMISSIONER PERRY: Yes.

23   CHAIR SISTER ROCHE: Any other --

1 COMMISSIONER TUCKER: The term for the officers, how  
2 long is the term?

3 MS. MINKEL: It's a six-month term. Normally, this  
4 is done annually at our annual meeting in April.  
5 The reason why we're doing it this month is with  
6 the new board members, some of the old members  
7 held these positions previously so they need to  
8 be filled.

9 CHAIR SISTER ROCHE: Yes. And we really do need a  
10 slate of officers, so we're asking that this or  
11 whatever slate you suggest be approved.

12 MR. STATE: So we have a first by Commissioner Perry.  
13 We need a second.

14 CHAIR SISTER ROCHE: Second?

15 COMMISSIONER BLUE: I second the motion.

16 CHAIR SISTER ROCHE: Thank you very much.

17 Is there any conversation, any other  
18 comments or suggestions?

19 If not, I ask for the vote. All those in  
20 favor of the slate of officers, which I will  
21 repeat. For vice chair, Michael Hughes; for  
22 secretary, LaVonne Ansari; and for treasurer,  
23 Joan Aul.



1 MR. STATE: For this we need a roll call, Sister.  
2 CHAIR SISTER ROCHE: Yes, please.  
3 MR. STATE: The roll call vote on the officers.  
4 Commissioner Ansari?  
5 COMMISSIONER ANSARI: Yes.  
6 MR. STATE: Commissioner Aul?  
7 COMMISSIONER AUL: Yes.  
8 MR. STATE: Commissioner Baynes?  
9 COMMISSIONER BAYNES: Yes.  
10 MR. STATE: Commissioner Blue?  
11 COMMISSIONER BLUE: Yes.  
12 MR. STATE: Commissioner Hughes?  
13 COMMISSIONER HUGHES: Yes.  
14 MR. STATE: Commissioner Perry?  
15 COMMISSIONER PERRY: Aye.  
16 MR. STATE: Commissioner Persico?  
17 COMMISSIONER PERSICO: Yes.  
18 MR. STATE: Commissioner Tucker?  
19 COMMISSIONER TUCKER: Yes.  
20 MR. STATE: Sister Denise?  
21 CHAIR SISTER ROCHE: Yes.  
22 MR. STATE: And Commissioner Wilcox?  
23 COMMISSIONER WILCOX: Yes.

1 MR. STATE: Any other commissioners who have joined  
2 since the first roll call?

3 Item passes.

4 CHAIR SISTER ROCHE: Thank you. And for the election  
5 of officers Niagara Frontier Transit Metro  
6 System, I suggest the same ones. And unless  
7 there was more conversation, I'm going to ask for  
8 a motion to accept.

9 COMMISSIONER PERRY: So why do we have two different  
10 organizations and two different officers? That  
11 seems kind of strange.

12 CHAIR SISTER ROCHE: Surprises me too.

13 MS. MINKEL: Yes. It's part of our bylaws. Metro  
14 Corporation is wholly owned by the NFTA, but  
15 we've always had two different corporations.

16 COMMISSIONER PERRY: Got it.

17 MS. MINKEL: Typically, it has always been the same  
18 officers.

19 COMMISSIONER PERRY: Well, thank you. So moved.

20 COMMISSIONER BLUE: I'll second.

21 CHAIR SISTER ROCHE: Thank you very much.

22 Are there any other nominations to this  
23 board?

1           Hearing none, I ask for a vote. And I'm  
2           going to ask you to do it, David.

3 MR. STATE: Roll call vote.

4           Commissioner Ansari?

5 COMMISSIONER ANSARI: Yes.

6 MR. STATE: Commissioner Aul?

7           Commissioner Aul, are you voting on this?

8 COMMISSIONER AUL: Yes. I'm sorry.

9 MR. STATE: All right. Thank you.

10          Commissioner Baynes?

11 COMMISSIONER BAYNES: Yes.

12 MR. STATE: Commissioner Blue?

13 COMMISSIONER BLUE: Yes.

14 MR. STATE: Commissioner Hughes?

15 COMMISSIONER HUGHES: Yes.

16 MR. STATE: Commissioner Perry?

17 COMMISSIONER PERRY: Yea.

18 MR. STATE: Commissioner Persico?

19 COMMISSIONER PERSICO: Yes.

20 MR. STATE: Commissioner Tucker?

21 COMMISSIONER TUCKER: Yes.

22 MR. STATE: Sister Denise?

23 CHAIR SISTER ROCHE: Yes.

1 MR. STATE: And Commissioner Wilcox?

2 COMMISSIONER WILCOX: Yes.

3 MR. STATE: Item passes.

4 CHAIR SISTER ROCHE: Thank you very much. I  
5 appreciate that. And congratulations to all the  
6 new officers. We'll try to keep you a little  
7 busy this year. It is a different year  
8 definitely.

9 And authorization for procurement of winter  
10 chemicals.

11 MS. MINKEL: So, Sister, I can take the next three  
12 corporate resolutions.

13 So the corporate resolution number three is  
14 on page seventeen. Staff is recommending that  
15 the board authorize the procurement of our  
16 seasonal chemicals. This is used for de-icing  
17 operations throughout the Authority. So it's  
18 salt, urea and various chemicals for snow  
19 removal. In a total amount -- estimated amount  
20 of a hundred and seven thousand seven hundred and  
21 eighteen dollars and seventy cents from the  
22 following companies; Amrex Chemical Company,  
23 Chemical Distributors Incorporated of Buffalo and

1 Seneca Sales and Supplies. We went out with a  
2 bid. These were the three vendors with the  
3 lowest bid amounts. As part of this approval, of  
4 course you know that this procurement was  
5 excluded from Empire State Development MWBE  
6 requirements because there are limited New York  
7 State certified providers of these specialty  
8 chemicals. Additionally, the NFTA has excluded  
9 this procurement from our SDVOB requirements  
10 because there's no New York State certified  
11 providers of these chemicals.

12 The next corporate resolution that appears  
13 on page twenty-one is staff is recommending an  
14 authorization for agreement with Millersport  
15 Small Animal Clinic. And this is for  
16 veterinarian services for our canine working  
17 dogs. We went out with an RFP. We only received  
18 one responsive bid. This is somewhat specialized  
19 services, so we've had that in the past where  
20 we've only received one responsive bid. This is  
21 the incumbent who has been providing veterinarian  
22 services for the past several years. Audit did  
23 determine that the costs were fair and reasonable

1 based on past purchases.

2 The initial term of this agreement would be  
3 three years, it would start on November 1st, with  
4 the option of two additional one-year periods at  
5 our sole discretion. The estimated annual cost  
6 for each of the years is twenty-two thousand nine  
7 hundred and seven dollars. This procurement is  
8 also excluded from Empire State Development, from  
9 their MWBE requirements, because there are no New  
10 York State certified providers. And, similarly,  
11 we've excluded it from the SDVOB requirements  
12 because there are no certified providers for this  
13 service. And this is for our ten canine dogs.  
14 Seven of them are explosive detection and the  
15 other three are drug detection canine dogs.

16 And the final corporate resolution on page  
17 twenty-two. Staff is recommending authorization  
18 for a lease agreement. This is with William  
19 Taglis who is doing business as Pastime  
20 Marketplace. This is for space at 485 Cayuga  
21 Road. He's looking to lease four hundred and  
22 fifty-five square feet of storage space to store  
23 empty trading card and game holder cases in that

1 space. It would be for a one-year term that  
2 would end next September of 2021. The rental  
3 rate would be four dollars and eight cents per  
4 square foot, since it's just storage space, for a  
5 total amount of eighteen hundred fifty-six  
6 dollars and forty cents for the term of the  
7 lease.

8 And those are the corporate resolutions.

9 CHAIR SISTER ROCHE: Thank you, Kim.

10 May I ask for a motion to accept these  
11 three?

12 COMMISSIONER HUGHES: I make a motion to move all  
13 three.

14 CHAIR SISTER ROCHE: Thank you.

15 And a second?

16 COMMISSIONER TUCKER: I'll second.

17 CHAIR SISTER ROCHE: Thank you very much.

18 Any conversation or any questions?

19 COMMISSIONER BLUE: Yes. In dealing with the first  
20 resolution, two questions. Are these companies  
21 repeat providers, and is this the calculation of  
22 what we need based on the things that are  
23 happening in this pandemic with the less flights

1 and things of that nature?

2 MS. MINKEL: So I didn't hear the first question, so  
3 I'll do the second question first.

4 COMMISSIONER BLUE: Okay.

5 MS. MINKEL: Yes, it's based on traditional historic  
6 snowfalls that we've seen over the past many  
7 years at the Authority. The requirement for snow  
8 removal is going to be the same whether we have  
9 one flight per day versus twenty flights per day.  
10 So to your point, unfortunately, it almost  
11 becomes a fixed cost for the Authority and less  
12 of a variable cost.

13 So that was the second part. And I'm sorry,  
14 I didn't hear the first part.

15 COMMISSIONER BLUE: Are these -- have we used these  
16 vendors before? I mean, are they repeat vendors?

17 MS. MINKEL: I believe it was low bid. I recognize  
18 the names. Were they the incumbents from last  
19 year? That, I do not recall, but I know that as  
20 suppliers, we've absolutely used them in the  
21 past.

22 CHAIR SISTER ROCHE: Any other questions?

23 We will call the vote, then. David?



1 MR. STATE: Roll call vote.  
2 Commissioner Ansari?  
3 COMMISSIONER ANSARI: Yes.  
4 MR. STATE: Commissioner Aul?  
5 COMMISSIONER AUL: Yes.  
6 MR. STATE: Commissioner Baynes?  
7 COMMISSIONER BAYNES: Yes.  
8 MR. STATE: Commissioner Blue?  
9 COMMISSIONER BLUE: Yes.  
10 MR. STATE: Commissioner Hughes?  
11 COMMISSIONER HUGHES: Yes.  
12 MR. STATE: Commissioner Perry?  
13 COMMISSIONER PERRY: Aye.  
14 MR. STATE: Commissioner Persico?  
15 COMMISSIONER PERSICO: Yes.  
16 MR. STATE: Commissioner Tucker?  
17 COMMISSIONER TUCKER: Yes.  
18 MR. STATE: Sister Denise?  
19 CHAIR SISTER ROCHE: Yes.  
20 MR. STATE: And Commissioner Wilcox?  
21 COMMISSIONER WILCOX: Yes.  
22 MR. STATE: Any other commissioners voting on this  
23 item?

1           Item passes.

2 CHAIR SISTER ROCHE: Then for the new commissioners,  
3 I will add that we usually have meetings of these  
4 committees in the morning, so we go into more  
5 depth about each of these resolutions and then we  
6 come to the board meeting where we vote, so thank  
7 you.

8           Aviation group. And I'm going to ask for a  
9 report from Adam Perry.

10 COMMISSIONER PERRY: And if I may, Madam Chair, I'm  
11 going to pass it along to Bill Vanecek to run  
12 through the items we have.

13 CHAIR SISTER ROCHE: Great.

14 MR. VANECEK: We have a couple of items to talk about  
15 today. We don't have to go through the  
16 financials unless you want me to. But, I can  
17 give you an update on basically what enplanements  
18 are doing, and it's not a pretty picture. We're  
19 down almost, almost ninety percent in our  
20 enplanements at the airport, and so that  
21 negatively affects all of our concession revenue  
22 lines and our parking revenues and our car rental  
23 revenues and all those. So the situation is very

1           tough to look forward in the future to say it's  
2           going to get positive anytime soon. And I'll  
3           talk a little bit later about some of the  
4           contract provisions we have with some of our  
5           partners for the airport that will help insulate  
6           us a little bit on that.

7           But, I wanted to, I wanted to let the board  
8           know that, you know, Prior Aviation has been  
9           operating our fixed base operations here for  
10          probably the past almost fifty years I would  
11          think. And with the passing of the owner, the  
12          son came in and started running the operation and  
13          decided that he didn't want to run the operation,  
14          so he went out and reached out to a number of  
15          different organizations to see if they had an  
16          interest in acquiring Prior operations at  
17          Buffalo, and they did.

18          They came up with a company, it's called TAC  
19          Air. They're a well-established FBO operation  
20          throughout the country. They have fifteen  
21          different operations at different airports  
22          including Denver Centennial, which is the largest  
23          general aviation airport in the country. Dallas

1 Love Field is where they're headquartered and  
2 they have a large operation there. And I could  
3 go through all fifteen, but they're all very,  
4 very well-established airports and they do a very  
5 nice job.

6 So they came in and they, you know, they've  
7 got -- they've already cut their deal with Prior.  
8 That will take effect on October 1st. It's  
9 nothing the board has to vote on. It's a  
10 contractual matter between those two parties.  
11 But, what they really want to do is they want to  
12 bring everything up to modern-day levels and  
13 modern-day service at Prior. So what you're  
14 seeing here is some of the renderings of what  
15 they want ultimately the FBO buildings to look  
16 like. This is the old Prior Aviation sign. This  
17 would be the new TAC Air sign.

18 And they're going to be updating the hangar.  
19 For all the hangars that are out there, this is a  
20 big corporate hangar that used to house the  
21 Calspan operations over on that side of the  
22 airport. They're going to go through and  
23 refurbish everything there, put a lot of -- do a

1 lot of kind of missed opportunities to upgrade  
2 some of the looks of the buildings. They're  
3 going to do that.

4 They're going to work very, again, hard on  
5 putting in a lot of aesthetics. There's a lot of  
6 aesthetic spending going in in this first phase.  
7 So they'll be doing nice foliage, et cetera,  
8 updating all the fronts of the buildings.

9 And then they're going to create -- this is  
10 where the main office of Prior Aviation is. When  
11 people come to get in their planes, they go into  
12 the lounge area in this area. They're actually  
13 going to build out a covered walkway so that  
14 you're not walking in the rain and snow,  
15 et cetera, to get in.

16 And this is another look. Again, a lot of  
17 touches here that make it more attractive, as  
18 people who own planes typically are -- you know,  
19 have a lot of money and they have expectations,  
20 and they're going to try to meet those  
21 expectations.

22 And then going inside. In here, this is  
23 the -- these are the existing building

1 decorations or design that they have, and they're  
2 really looking at doing something more along the  
3 line of -- I think it's one more slide, if I'm  
4 not mistaken -- of really making it more open,  
5 brighter. They're literally going to a hang a  
6 plane in the foyer area, so it will be a much,  
7 much welcomed upgrade for our FBO operations.

8 And so that's really what I had for you  
9 today. If there's questions on anything else,  
10 the finances, et cetera, I'd be happy to talk  
11 about those. We are going to go through some  
12 slides that kind of talk about what's happening  
13 in our financial situation and kind of looking at  
14 long-term scenarios.

15 Yes?

16 CHAIR SISTER ROCHE: Now, NFTA owns the property?

17 MR. VANECEK: We own the property.

18 CHAIR SISTER ROCHE: And the buildings and operations  
19 are leased to somebody else; is that right?

20 MR. VANECEK: Correct. So they built, they built the  
21 buildings on the property that they lease from  
22 us. Their contract will expire on December 31st,  
23 2026, so, you know, they've got -- I don't know

1           what the number is now. I guess it's about four  
2           more years to run on that, and at that point  
3           we'll either look at going out again to another  
4           RFP, or if the incumbent comes in and puts  
5           together a very attractive capital investment  
6           commitment, there is a provision that would allow  
7           them to get extended for an additional ten years.  
8           But, we have to, we have to get comfortable going  
9           through that. At this point, we don't have an  
10          answer for them whether or not we would accept  
11          what they're looking at. It would require that  
12          they'd have to put capital in, not just painting  
13          and cleaning. We'd really like to see some  
14          capital improvements go in as part of that.

15 CHAIR SISTER ROCHE: Thank you.

16 COMMISSIONER HUGHES: That current lease, I know you  
17          said -- 2025?

18 MR. VANECEK: Ends December 31st, 2026.

19 COMMISSIONER HUGHES: That was ten years, fifteen?  
20          How long was that lease?

21 MR. VANECEK: It originally was a twenty-year  
22          contract. And that wasn't -- that was only the  
23          current contract. It went back, you know,

1           twenty-plus years before that as well.

2           Any other questions?

3           All right. Thank you.

4 COMMISSIONER PERRY: And that concludes the aviation.

5 CHAIR SISTER ROCHE: Thank you. And there is one  
6 resolution.

7 MS. MINKEL: There is one resolution. And this is to  
8 purchase potassium acetate for both the Buffalo  
9 and Niagara Falls airports from Seneca Sales and  
10 Supplies for this winter season at a cost of two  
11 hundred and ninety-four thousand three hundred  
12 and eighty-eight dollars. This is for liquid  
13 potassium acetate to be used on the runways and  
14 the ramps.

15           Several years ago we went to liquid  
16 potassium acetate versus the crystals because we  
17 noticed that, the wind, a lot it would blow to  
18 the side and we were using a lot more. So this  
19 has been a lot more effective in terms of  
20 de-icing on the ramp and runways at the airports.

21           We did issue a bid. We did receive three  
22 responsive bids. Seneca Sales was the lowest  
23 cost. This procurement is excluded from Empire



1 State Development's MWBE requirements because  
2 there are no New York State certified providers  
3 of this product. And, similarly, we've excluded  
4 this procurement from SDVOB requirements because  
5 there's no New York State certified providers of  
6 this product.

7 This is the only aviation resolution. For  
8 the new board members, I will mention there's  
9 significantly less resolutions coming to the  
10 board because we are doing everything we can to  
11 save money and conserve costs. So the only  
12 things that you are seeing are those things that  
13 are needed that are safety or operational  
14 critical. So you may think, well, gee, don't  
15 they do lunch? We typically do a lot more.  
16 We're just not spending a lot at the moment.

17 And that's the resolution.

18 CHAIR SISTER ROCHE: Thank you very, very much.

19 I would like to ask for a motion for the  
20 resolution, please.

21 COMMISSIONER BLUE: So moved.

22 CHAIR SISTER ROCHE: Thank you kindly.

23 COMMISSIONER PERRY: And second.

1 CHAIR SISTER ROCHE: Second. Thank you.

2 Is there any discussion or questions about  
3 the motion?

4 If not, may I ask you please to call the  
5 roll?

6 MR. STATE: Roll call vote.

7 Commissioner Ansari?

8 COMMISSIONER ANSARI: Yes.

9 MR. STATE: Commissioner Aul?

10 COMMISSIONER AUL: Yes.

11 MR. STATE: Commissioner Baynes?

12 COMMISSIONER BAYNES: Yes.

13 MR. STATE: Commissioner Blue?

14 COMMISSIONER BLUE: Yes.

15 MR. STATE: Commissioner Hughes?

16 COMMISSIONER HUGHES: Yes.

17 MR. STATE: Commissioner Perry?

18 COMMISSIONER PERRY: Aye.

19 MR. STATE: Commissioner Persico?

20 COMMISSIONER PERSICO: Yes.

21 MR. STATE: Commissioner Tucker?

22 COMMISSIONER TUCKER: Yes.

23 MR. STATE: Sister Denise?

1 CHAIR SISTER ROCHE: Yes.

2 MR. STATE: And Commissioner Wilcox?

3 COMMISSIONER WILCOX: Yes.

4 MR. STATE: Any other commissioners registering a  
5 vote?

6 Thank you. Item passes.

7 CHAIR SISTER ROCHE: Thank you very much.

8 And the surface transportation business  
9 group.

10 COMMISSIONER HUGHES: So similar to aviation, the  
11 surface transportation committee meeting was  
12 suspended this past month, so --

13 I don't know, Tom, if you want to give a  
14 brief update. Tom George.

15 MR. GEORGE: Yeah. If I could, I've got a couple  
16 items. So I won't go over financials, but I do  
17 have one thing on the financials. We've recently  
18 received our past sales information, and of note  
19 I thought was very interesting, we have a product  
20 called Token Transit, which is an electronic or  
21 app-based bus fare or rail fare product. Our  
22 previous high month in sales was about ninety  
23 thousand in February of 2020. Our ridership is

1           about half of what it was in February of 2020.  
2           This month we sold ninety-six thousand dollars  
3           worth of product, so we're up over our previous  
4           high month.

5                     And another interesting fact to that is  
6           twenty-two thousand of that is on a new product  
7           that we just offered, a thirty-day pass. So we  
8           heavily marketed that and made that available to  
9           people because we wanted to get away from  
10          touch-based, cash-based fares, and it's had a  
11          great uptake, and I think this just proves that  
12          it's been a nice added product for our customers.

13                    I don't have anything new in the initiatives  
14          report today, but I would want to talk a little  
15          bit about our Portage Road transit center. We've  
16          done some work up there recently where we've  
17          shrunk the size of that down a little bit. We  
18          had a lot of challenges in that center. But, as  
19          part of that, we've done a remodel in there and  
20          we're initiating an art project at Portage Road.  
21          And we're working with the Niagara Falls National  
22          Heritage Area. We're developing a contract with  
23          them to move forward with that. We're going to

1 spend between five and seven thousand dollars and  
2 do a local -- do a call for local artists up  
3 there for that project. So the contract is in  
4 their hands. We would anticipate moving forward  
5 with that. Once again, it's bringing artists  
6 from Niagara Falls in and doing an art program  
7 within that transit center as an initiative to  
8 try to create some more ownership and more pride  
9 in the interior of that center. So that is  
10 moving forward as well.

11 On the ridership, we're fairly steady.  
12 We're seeing a little bit of an increase. Right  
13 now bus is down forty-five percent from where we  
14 were last year, rail is down sixty percent from  
15 where we were last year, and paratransit is down  
16 about forty percent. So we're seeing paratransit  
17 start to creep back up more quickly than some of  
18 the others that we've seen.

19 You also -- those that are with me also know  
20 you get the pleasure of listening to my citizens  
21 advisory and accessibility advisory reports. So  
22 we did have meetings with both of those in July.  
23 The citizens advisory committee meeting, we just

1 basically talked about the onboard signage, Token  
2 Transit, chase buses and bus staging, ridership,  
3 cleaning procedures, everything COVID with them.  
4 We had a long discussion. We did have some  
5 questions back about the results of our cleaning  
6 review, our financial situation, some policies on  
7 open buses and windows, passenger limits on  
8 vehicles and just some other general comments  
9 about masks.

10 You'll see, if you look at our report, our  
11 complaints are up a bit. They're starting to  
12 come back down. But, the complaints primarily  
13 are based on masks and mostly the challenges of  
14 people wearing masks. We did do an independent  
15 audit of the mask wearing using video on the  
16 buses. We do have ninety-six percent compliance  
17 on our vehicles, so we're very pleased with that.

18 On the accessibility advisory committee,  
19 which met in August, we talked, again, about  
20 COVID, we talked about bus schedule changes and  
21 we -- you know, the changes that we've been  
22 making in the bus schedule relative to the  
23 challenge we're having both on ridership and

1 financial are not impacting the paratransit  
2 service area or service time. So we're leaving  
3 those whole and not making any impact to those  
4 whatsoever.

5 We do have a project right now on the rail  
6 which it's got single tracking which has fairly  
7 major implications to the disabled community  
8 because there's some different way-finding and  
9 how you use the platform, so we have to be very  
10 clear on how we communicate that to them. We've  
11 done that. We're updating our paratransit rider  
12 guide. And then there was some other requests  
13 about some way-finding technology that's been  
14 implemented at the airports and asking that to be  
15 brought to Metro.

16 And then the last thing I just wanted to  
17 bring to the board's attention is on August --  
18 or, September 10th, there was at the corner of  
19 Jefferson and Northampton, we had a gas  
20 issue/leak in a People Inc. facility. Red Cross  
21 reached out to us and we brought our buses in and  
22 we relocated those folks to local hotels. And  
23 then when that issue was taken care of, again we

1 brought our buses back in and brought them home  
2 again. So that's something we'll do normally,  
3 but I like to bring it to the board's attention  
4 when we do those.

5 And that's all I have for today, unless  
6 there's any other questions.

7 COMMISSIONER HUGHES: Tom, if you can, with the two  
8 subcommittees, relatively new to the NFTA but  
9 they're a direct result of listening to the  
10 ridership. If you can, just explain to the new  
11 members how people get engaged with those two  
12 boards.

13 MR. GEORGE: Okay. So the accessibility advisory  
14 committee is more of an Authority-wide committee,  
15 so it's both Metro and aviation, so  
16 representatives from both Metro and aviation go  
17 to those meetings. Those are open to individuals  
18 who want to come in. And I'm not really clear on  
19 how that is, but basically it's well-communicated  
20 through the community and there's opportunities  
21 for people to come and get engaged there. Right  
22 now all these meetings are virtual. None of them  
23 are in person anymore.



1           The citizens advisory committee has a little  
2 bit stronger governance where there's  
3 specifically twenty-five memberships. And right  
4 now five of those are just general riders. So we  
5 have a procedure we go through here at Metro.  
6 When we want to bring a general rider in, we open  
7 it up to our ridership, they apply to that and we  
8 select those.

9           And then we also have representation from a  
10 number of different groups across the community  
11 from the medical campus to labor unions to all  
12 sorts of different groups that are involved and  
13 have different, different representatives --  
14 different groups from, you know, refugee groups  
15 are part of that. We've got a whole number of  
16 those. And I can provide that list of groups.

17           And so what we do is we track that, and that  
18 changes as well, because if groups are on that  
19 and they do not ever participate then we go back  
20 to the committee and say, okay, this group hasn't  
21 participated in two years, do you have  
22 suggestions for other groups that we can bring  
23 in. So we do evolve that as well. And then we

1 meet on -- that group meets four times a year.  
2 We meet quarterly. And we have a pretty robust  
3 agenda. And that meeting is tonight at  
4 five-thirty, and our accessibility advisory  
5 committee is today at two p.m. So those happen  
6 to be on board days as well. So we do have both  
7 of those meetings coming up. And I would be  
8 remiss if I didn't invite every one of you to  
9 participate if you'd like. Thank you.

10 MS. MINKEL: And I'll just mention that Margo Downey,  
11 who is on the phone, is on our accessibility  
12 advisory committee, and they do an incredible job  
13 of reviewing all of the Authority assets and our  
14 operations, providing feedback so that we can  
15 make changes that really -- we can do a better  
16 job of providing access for people in the  
17 community. Sometimes it's simple things. For  
18 example, it may be a stall door in a restroom at  
19 the airport that none of us didn't really think  
20 about, it's not really reachable to someone in a  
21 wheelchair. They'll bring back that information  
22 to us so that we can make the changes so that we  
23 can do a better job.

1 COMMISSIONER DOWNEY: Kim, this is Margo.

2 MS. MINKEL: Yes, Margo.

3 COMMISSIONER DOWNEY: And I am a commissioner, but  
4 kind of a special commissioner in that I  
5 represent the transit dependent riders. And that  
6 can be anybody from the disabled to maybe a  
7 homeless person, the person whose car broke down  
8 and they don't know how to use transit because  
9 they never have. And so it just depends on who  
10 is dependent on transit is who I represent. And  
11 I do not have a voting on resolutions and such,  
12 but I am a commissioner with you all. And I want  
13 to welcome the new commissioners.

14 COMMISSIONER HUGHES: She may not have a vote, but  
15 her voice is well heard. That's for sure.

16 CHAIR SISTER ROCHE: Definitely.

17 MS. MINKEL: Absolutely.

18 COMMISSIONER DOWNEY: I try.

19 COMMISSIONER HUGHES: Sister, there's two resolutions  
20 to go over today.

21 MS. MINKEL: The first resolution is on page thirty.

22 Staff is recommending procurement of three  
23 low-floor paratransit vehicles from Gorman

1 Enterprise. The unit price of each vehicle is a  
2 hundred and thirty-nine thousand ninety-one  
3 dollars and four cents. The vehicles will be  
4 replacing older vehicles that are 2008, 2010  
5 vintage. Staff did go out with an RFP, brought  
6 it -- a five-year agreement to the board back in  
7 September of 2019. We are now asking to exercise  
8 one of the options to purchase the vehicles for  
9 this year going forward. Normally, we would be  
10 purchasing more than three vehicles at a time,  
11 but, once again, we are trying to be very careful  
12 as to how we spend our funds under these  
13 conditions.

14 The next surface resolution is on page  
15 thirty-one. And staff is recommending that the  
16 board authorize a naming tribute at our Utica  
17 Station to honor the life and legacy of Robert T.  
18 Coles.

19 By way of information for the new board  
20 members, the last time the board met at the end  
21 of July, the board had some robust discussion as  
22 we had reviewed a request from Mayor Brown to  
23 honor the legacy of Robert T. Coles as a

1 nationally prominent black architect from  
2 Buffalo.

3 Mr. Coles had designed two of our facilities  
4 here at the NFTA Metro, one being our operation  
5 control center that all the new members had the  
6 opportunity to tour, but also our Utica Station.  
7 So the mayor had asked if we would consider  
8 honoring his legacy by providing some kind of  
9 naming tribute at our Utica Station.

10 Mr. Coles was a lifelong advocate for racial  
11 and social justice, particularly outspoken about  
12 the lack of diversity in the practice of  
13 architecture. So in honoring his extraordinary  
14 life and contributions, we would construct this  
15 naming tribute in a way that would have permanent  
16 signage throughout the station. We would focus  
17 on his building projects so that the community,  
18 the city, the public who are passing through, we  
19 can help educate them and they can appreciate the  
20 history that he has provided to our community.

21 After the board approves this resolution,  
22 the next steps going forward, I would sit down  
23 with the University of Buffalo, Robert Shibley,

1 the dean architect, Dr. Davis, to get the  
2 historical perspective, so that we can identify  
3 opportunities for this naming tribute. We would  
4 also work to identify funding to help really  
5 create a wonderful space going forward.

6 And those are the two resolutions within  
7 surface.

8 CHAIR SISTER ROCHE: Thank you very much.

9 May I have a motion --

10 COMMISSIONER PERRY: So moved.

11 COMMISSIONER HUGHES: Second.

12 CHAIR SISTER ROCHE: Thank you.

13 Any conversation? Yes?

14 COMMISSIONER PERRY: Yes. I also just want to note  
15 that in addition to the two facilities, in terms  
16 of Utica Station which is the subject of this  
17 resolution, Bob Coles designed many other  
18 buildings which actually are now part of our  
19 landscape, including, just a couple of examples,  
20 the West Side post office, the Merriweather  
21 Library and many others. There's also a number  
22 of projects for which he got to a certain level  
23 of development in concept. One of those is

1 the -- what he referred to as the black history  
2 museum and cultural center, which was designed  
3 with a rendering of Niagara Falls.

4 So there's really an opportunity now to see  
5 some of those actually occur because the designs  
6 are now much more appreciated. And in  
7 discussions with Robert Shibley who is the dean  
8 of the UB School of Architectural and Planning,  
9 and Charles Davis who has worked with us to  
10 provide source material to bring this naming  
11 tribute to life, there are a number of other  
12 things that may come to pass. One thing that you  
13 may have seen, and maybe we can re-forward those,  
14 especially since we've got new people, is there  
15 was a compilation of press articles, and it's  
16 really, really amazing. I mean, I've been here  
17 for fifty-three years and it was like something I  
18 didn't know. And my parents were good friends  
19 with the Coles and there was something I didn't  
20 know. Buffalo Rising, a whole bunch of other  
21 articles. So these are really great things to  
22 read.

23 And the other thing, I'm just kind of

1           puzzled, maybe one of my fellow commissioners  
2           know. I don't know why there's not more  
3           significant recognition at the UB School of  
4           Architecture and Planning, you know, durable for  
5           Bob Coles. That just kind of puzzles me. Is it  
6           possibly because he's an MIT graduate?

7 CHAIR SISTER ROCHE: You're so low key out there.

8 COMMISSIONER PERRY: Sometimes.

9 CHAIR SISTER ROCHE: It's a good point.

10 COMMISSIONER HUGHES: Kim, just maybe one more point  
11           on that. I know you're meeting with the  
12           university, but I would just encourage us to move  
13           with a little pace. I know you want to do it  
14           right, but we shouldn't take forever to get this  
15           done. And I'm not saying because of us, I'm  
16           making sure that we just move with pace and push  
17           our friends along a little bit.

18 COMMISSIONER PERRY: Here. Here. And also I want to  
19           comment on something that Commissioner Hughes  
20           said when we were debating this last time, which  
21           is that this is the station that has, you know,  
22           some challenges in the neighborhood, but it also  
23           has one of the lowest values from an advertising



1 perspective. And the one thing that we discussed  
2 that was raised last time was that this is  
3 another way to enhance the value and the image of  
4 the station and make it more of a destination.  
5 So we have to look at it that way too. It's good  
6 for the community, but it also is good -- this  
7 can be good for our bottom line. And Senator  
8 Kenney, Senator Kennedy's office has said they'll  
9 come to the table to talk to us and give us, you  
10 know, ideas and approaches for funding and so  
11 forth. So yeah. So it's great. Thank you.

12 CHAIR SISTER ROCHE: Thank you.

13 So we have these resolutions, so may I ask  
14 for a motion to approve?

15 COMMISSIONER BLUE: So moved.

16 CHAIR SISTER ROCHE: Second?

17 COMMISSIONER HUGHES: Second.

18 CHAIR SISTER ROCHE: Is there any discussion of  
19 either of these resolutions?

20 Hearing none, David, will then call the  
21 role.

22 MR. STATE: Roll call vote.

23 Commissioner Ansari?

1 COMMISSIONER ANSARI: Yes.

2 MR. STATE: Commissioner Aul?

3 COMMISSIONER AUL: Yes.

4 MR. STATE: Commissioner Baynes?

5 COMMISSIONER BAYNES: Yes.

6 MR. STATE: Commissioner Blue?

7 COMMISSIONER BLUE: Yes.

8 MR. STATE: Commissioner Hughes?

9 COMMISSIONER HUGHES: Yes.

10 MR. STATE: Commissioner Perry?

11 COMMISSIONER PERRY: Yes.

12 MR. STATE: Commissioner Persico?

13 COMMISSIONER PERSICO: Yes.

14 MR. STATE: Commissioner Tucker?

15 COMMISSIONER TUCKER: Yes.

16 MR. STATE: Sister Denise?

17 CHAIR SISTER ROCHE: Yes.

18 MR. STATE: And Commissioner Wilcox?

19 COMMISSIONER WILCOX: Yes.

20 MR. STATE: Any other commissioners who've joined us?

21 Item passes.

22 CHAIR SISTER ROCHE: Thank you.

23 COMMISSIONER HUGHES: Just one quick question on the

1 Coles naming. I know the original request, the  
2 letter came from the mayor. Did we officially  
3 correspond with his office?

4 MS. MINKEL: Yes.

5 COMMISSIONER HUGHES: Maybe he will pick it up sooner  
6 rather than later, but we should at least put  
7 something back in writing.

8 CHAIR SISTER ROCHE: You're right, because I believe  
9 we didn't at the time -- we said we would bring  
10 it to the board, but that's --

11 MS. MINKEL: Yeah. We responded, but we left it  
12 open.

13 CHAIR SISTER ROCHE: Thank you. Good point.  
14 David?

15 MR. STATE: Commissioners, in the middle of your  
16 packet, there's some yellow -- a yellow memo  
17 which always contains a report from my office.  
18 Typically, it's litigated matters, as it is  
19 today, but it could be other things as well,  
20 ethics, compliance and different things.

21 So we're just reporting on a litigated  
22 matter that was scheduled for trial later in  
23 October. It's an accident from about four years

1           ago near the Walden Galleria. We're going  
2           southbound; a car is going northbound. There's a  
3           collision. Plaintiff has suffered some injuries  
4           and has had at least one surgery at this point.  
5           Settlement discussions were ongoing, but in the  
6           middle of that we got some favorable parameters  
7           on an arbitration. So at present it's scheduled  
8           for an arbitration starting October 23rd, so it  
9           will be resolved in the same time frame as it  
10          would have been with a jury trial.

11                   Any questions on the, on the report, I'd be  
12          pleased to take them, but that concludes the  
13          report.

14 CHAIR SISTER ROCHE: Thank you very much.

15                   Any questions for David?

16                   Thank you very much. Executive session?

17 MS. MINKEL: Actually, before we do executive  
18          session, can we do the discussion items, Sister?

19 CHAIR SISTER ROCHE: Oh, sure. Yes.

20 MS. MINKEL: So on page forty-two on the PDF document  
21          that I sent the board before is a PowerPoint  
22          discussion that we're going to present. It's  
23          page forty-two of your handout as well for board

1 members who are present.

2 And we thought what we would do is spend  
3 some time talking about our business operations.  
4 And I'm titling this, making sense of  
5 uncertainty, because it's certainly challenging  
6 times. And as we go through our planning, as we  
7 take a look at our budget next year, in the past  
8 it's been a little bit more predictive. We take  
9 a look at our forecast, we know what enplanements  
10 will be or we have a pretty good idea, we have a  
11 pretty good idea about ridership, we have a  
12 pretty good idea about funding levels. And then  
13 from that it drives our planning for the next  
14 year. It's a little more challenging during a  
15 pandemic.

16 So the process we're using looking to our  
17 fiscal year ending 2022 is essentially a  
18 four-step process, where first we want to  
19 identify some of the key drivers at risk. You  
20 know, what are those things that are affecting  
21 the economics of any of our modeling.

22 The second part that we'll spend some time  
23 talking about is developing and modeling

1 different scenarios. So staff has spent some  
2 time having discussions about three different  
3 scenarios; our best-case scenario, a moderate  
4 scenario and a worst-case scenario as we look  
5 forward. So we'll talk a little bit about that.

6 The third portion, creating a portfolio of  
7 actions. Both Bill and Tom will talk about our  
8 operations and how do we provide flexibility. Do  
9 we make it small-scale changes going forward, do  
10 we have larger or more permanent changes in our  
11 operations to help support the financial --  
12 overall financial health of the NFTA.

13 And then, finally, determining those key  
14 trigger points and at what time do we hit those  
15 trigger points that would cause us to take action  
16 going forward.

17 So I'll turn it over to Darren Kempner, who  
18 is behind me, who will go over some of those key  
19 drivers that are at risk that we're using as part  
20 of our decision making.

21 Darren?

22 MR. KEMPNER: Thanks, Kim.

23 So this is two slides that we've been

1 presenting for a few months now. It's our key  
2 revenues and operating assistance. And we've  
3 been bringing this to you, but we've been also  
4 using it to keep our elected officials, our  
5 federal and state local elected officials up to  
6 date. Just a quick point, YOY is year over year.

7 So the numbers here -- the first -- the  
8 second column is our 2021 budget numbers, current  
9 budget numbers. The third column, you've heard  
10 John, Tom and Bill speak to these. These are our  
11 fiscal year-to-date variances. So after five  
12 months of our fiscal year. And then the last  
13 column is our forecast variance for the end of  
14 this year.

15 So starting with passenger fares. As Tom  
16 mentioned, we did not collect passenger fares for  
17 a few months of this fiscal year, so that  
18 variance has been going slightly down as we've  
19 continued to collect passenger fares the last few  
20 months. So I've slightly adjusted the forecasted  
21 variance, but it's still very large and not all  
22 that different from what we've been speaking --  
23 talking to.

1           Concessions and commissions continue to be  
2           about seventy percent down to budget. That  
3           number is listed there as well. Sales tax, as we  
4           all know, has been impacted by the decrease in  
5           economic activity. Slight improvements month  
6           over month. Compared to last year, this month  
7           we're down eleven percent in sales tax in the  
8           forecast variance there.

9           And then the last two items, state transit  
10          operating assistance and a local match portion to  
11          that state transit that comes from Erie and  
12          Niagara Counties. We've received two payments  
13          from the state out of a typical four for state  
14          transit operating assistance. Both of those  
15          payments have been reduced by twenty-seven and a  
16          half percent. So projecting the variance of that  
17          continued reduction until the end of the year is  
18          sixteen and a half million dollars. And then the  
19          last line there is the counties match a certain  
20          portion of that payment. And when that was  
21          reduced, their match was also reduced, so we're  
22          showing the negative variance there.

23          The second last slide here. This is more of



1       our capital funding sources. The two primary  
2       ones here, passenger facility charges for the  
3       airport and state transit capital. Passenger  
4       facility charges are collected on enplanements,  
5       so obviously as enplanements are down, that is  
6       significantly down. It's a little bit harder to  
7       forecast because we receive those from the  
8       airlines. But, just for example, Southwest  
9       hasn't paid in now a few months because their  
10      cancellations are more than their bookings. So  
11      this is a moving target, but, you know, based on  
12      enplanements, this is where we look to be down,  
13      about seven point three million dollars out of a  
14      ten million dollar budget.

15             And then state transit capital, our budget  
16      line item there. We recently received word from  
17      the state that they're looking for applications  
18      for about ten million dollars in state transit  
19      capital, so that's the decrease in the forecast  
20      variance there. It shouldn't say a hundred  
21      percent. It should say less than that. And then  
22      we've also been carefully working with the state  
23      on the additional capital items, the twenty-six

1 million, and hoping to make some progress there.  
2 So some good news I think there on transit  
3 capital, but that's the update for those two  
4 items. Actually, I'm sorry, it should say a  
5 hundred percent because we haven't received it  
6 yet. I'm sorry.

7 Any questions?

8 COMMISSIONER PERSICO: Yes. I'm sorry. I just was a  
9 little confused about the state transit capital.  
10 I'm sure this is because of my status as a  
11 newbie, so bear with me.

12 So the 2021 budgeted amount was thirty-five  
13 million and some change, and you -- is the  
14 twenty-six million dollar negative variance --  
15 I'm sorry. What was that?

16 MR. KEMPNER: That's meant to indicate we expect -- I  
17 expect us to receive at least ten million of that  
18 thirty-five point seven seven million.

19 COMMISSIONER PERSICO: Okay. I'm sorry. I  
20 misunderstood you. Thanks.

21 MR. KEMPNER: Yeah. It's a confusing concept.

22 COMMISSIONER PERSICO: No, I get it. Thank you.

23 COMMISSIONER TUCKER: I have a question too.

1           So earlier when you were doing your  
2           presentation, you said that we received  
3           significant funding from the CARES Act to bridge  
4           the gap.

5   MR. COX:   That's correct.

6   COMMISSIONER TUCKER:  Is there a sunset on that?

7           Because moving forward, unless we get another  
8           stimulus, for lack of a better word, we're going  
9           to have some challenges.

10  MR. COX:   Right.  The time period for expenditures is  
11           a four-year period.

12  COMMISSIONER TUCKER:  Oh, okay.  That makes me feel a  
13           little better.

14  MR. KEMPNER:  Well, we plan to burn through that at a  
15           much --

16  MR. COX:   Right.  That would be if everything were  
17           recovered.  We certainly don't -- you know, our  
18           right-now forecast is not that it will last that  
19           long, but that's how much time they've given us  
20           in the legislation, but we certainly --

21  COMMISSIONER TUCKER:  So there's no max amount?

22  MR. COX:   Oh, there is a max amount.  It's just the  
23           time period that they make that assistance or

1 grant available to you.

2 COMMISSIONER TUCKER: Okay.

3 MR. COX: But, again, we don't anticipate that it  
4 will last that long. We're thinking one and --  
5 get through this year and then possibly there  
6 being some left next year. But it's still -- you  
7 know, the jury is still out on that, whether that  
8 will actually happen. That's dependent on  
9 activity.

10 MR. KEMPNER: Our total allocations for transit was  
11 sixty-one point three --

12 MR. COX: Right.

13 MR. KEMPNER: -- and then the airport is about  
14 twenty -- twenty-three million from the CARES  
15 Act.

16 MS. MINKEL: So next slide, Helen.

17 MR. COX: Okay. So as Kim had mentioned before, you  
18 know, one of the toughest things we're going  
19 through right now is, typically, you know, when  
20 we formulate a budget, you know, if we have a  
21 downturn or some kind of economic recession, you  
22 can forecast that. That's something that we can  
23 come up, we can come up with one scenario and

1       then typically, you know, once we get more  
2       information, we can tweak it and we still work  
3       with one scenario. But, with what's going on  
4       with COVID, as the title was, you know, at the  
5       beginning of the slides, the first slide was  
6       there's just so much uncertainty. So one of the  
7       things that we're doing is, as Kim had mentioned,  
8       is we're going through and we're putting together  
9       and formulating three different scenarios or  
10      cases for the fiscal year 2022 budget.

11             And one of them being of course the best  
12      case, which is the first one, and that's where we  
13      see a full recovery, pre-pandemic levels as far  
14      as ridership as far as revenues, and then those  
15      revenues driving actually our assistance. The  
16      moderate case where we improve somewhat from  
17      where we are right now, but it's not a full  
18      recovery. And then in the worst case, we  
19      basically keep bouncing along the bottom,  
20      basically status quo. We stay where we are right  
21      now since the beginning of COVID, and that goes  
22      through the remainder of the fiscal year. And of  
23      course each one of these is dependent on what the

1 recovery is from COVID.

2 And up here we've got along under sources,  
3 you see each of the key funding sources for the  
4 two main business centers at the NFTA. And  
5 there's certain levels of correlation there.  
6 You've got your local assistance, which is your  
7 mortgage tax, your sales tax. Those are  
8 dependent on the local economy and what's  
9 happening here.

10 Then you go up to the next level, which also  
11 has some effect on the local level that I just  
12 mentioned, which is state operating assistance,  
13 which is called -- we refer to, you know, with  
14 the acronym STOA. State transit capital, and,  
15 again, that's, you know, dependent on the state  
16 of the economy within New York State.

17 Then you go up to the next level which is,  
18 of course, federal transit funding which is  
19 through the FAA, which is, you know, Federal  
20 Aviation Administration, and the FTA, which is  
21 the Federal Transit Administration. Those are  
22 sources of funding for us.

23 And, again, that -- you know, the federal

1 level, that, you know, that bucket runs down to  
2 the state which then eventually gets down to your  
3 local level. And all of those combined, you  
4 know, that same economic activity that drives  
5 those and/or the federal level where there can be  
6 stimulus, that will, that will actually drive the  
7 level of passenger fares that we see in surface  
8 and also the concessions and commissions and PFC  
9 amounts at the airports. And with the airports,  
10 you know, there's the added factor of Canadian  
11 traffic at the airports, which is also a  
12 significant factor to the amount of enplanements  
13 and business that's done at the airports.

14 So, ultimately, all of these funding sources  
15 are dependent on two major things. It's the  
16 speed of recovery from COVID and also the level  
17 of federal assistance right now that gets  
18 provided either state, local government or other  
19 stimulus measures that the federal government  
20 takes which affect each of these major sources.

21 And as we move through this process, we'll  
22 select the case that is closest to where we are  
23 when we have to bring the budget to you based on

1 the information we have at that time. You know,  
2 we have -- we'll select the budget case that's  
3 closest and that will allow us to have a starting  
4 point and then adjust it as needed.

5 And, typically, with the budget process,  
6 what we do is in November we bring you what's  
7 called the blue book. And the blue book is all  
8 of the core financial information. That will be  
9 the -- basically the financials of the all of the  
10 business centers of the organization, what our  
11 estimates of revenues are, assistance and  
12 expenses through the course of the year. And  
13 then in December is when we bring you the full  
14 book, full budget, and that's when it comes to  
15 the board for consideration.

16 And then following that, there's the period  
17 of January, typically what happens is somewhere  
18 in there -- it may be different this year -- the  
19 executive, the executive budget comes out, and  
20 that's from the governor's office. And then of  
21 course it goes through the legislative process.  
22 And if we get more visibility and more  
23 information and we have a better idea and things



1           are going to change significantly from what we  
2           thought when we brought the budget in December,  
3           what we will do is bring back the budget again in  
4           March to adjust if there's significant changes  
5           between December and March.

6                        So in a nutshell, I wanted to give you kind  
7           of how we're going to -- this is a scenario that  
8           we've never dealt with, but this is how we're  
9           going to go through this process because there's  
10          just so much uncertainty out there right now.

11   MS. MINKEL:   Next slide, Helen.

12                        And, Bill, if you will take us through the  
13          aviation.

14   MR. VANECEK:   Yes.   Thank you.

15                        We have two airports in Western New York.  
16          We have Buffalo Niagara International and Niagara  
17          Falls airports.   We are the most impacted airport  
18          in a negative manner in the United States,  
19          because with the Canadian border closed, it cut  
20          off about thirty percent of the people that  
21          travel out of our Buffalo airport and about  
22          ninety percent of the people that travel out of  
23          the Niagara Falls airport.

1           You can't point to any other airport in the  
2           country. Seattle is not impacted because you  
3           have Vancouver which is a large airport operating  
4           in a service similar market. None of the other  
5           border states have it. So we've been impacted  
6           most dramatically by this, which is unfortunate.  
7           Our enplanement loss, approximately, you know,  
8           right now, becomes closer to hitting thirty  
9           percent, and eighty percent, I guess, at Niagara  
10          Falls.

11          Other items that are hurting us right now is  
12          the requirement that people visiting the state or  
13          returning to the state have to quarantine for  
14          fourteen days. A lot of people have put off  
15          their plans to travel by air to other areas  
16          because they don't want to have to comply with  
17          the fourteen-day requirement. You know, the  
18          sales of RVs have gone through the roof. And,  
19          you know, people are taking drive vacations,  
20          et cetera, and it really has dried up a lot of  
21          what we count on to drive our revenues at the  
22          airport.

23          From an airline operation standpoint, we're

1       being impacted by that as well. You've heard a  
2       lot about the Max aircraft being grounded. That  
3       was supposed to be the new generation of Boeing  
4       fleet that would help expand airline flights and  
5       capacity. With those issues on the ground now,  
6       they're not doing it. With the lower level of  
7       enplanements, they have now started grounding  
8       older aircraft, so that's going to just  
9       exacerbate the issue of capacity of the seats  
10      that are going to be available for all airports  
11      in the United States. So that's a big issue.  
12      And once the -- their end of their CARES Act  
13      window is the end of September. So on October  
14      1st and beyond, you're going to see the airlines  
15      just start cutting personnel significantly across  
16      the board. And, again, that will have a negative  
17      impact on us.

18               As a matter of fact, we've already been  
19      informed by Spirit Airlines who operates out of  
20      the Niagara Falls Airport that they're going to  
21      suspend all their operations effective October  
22      5th, and the earliest that they are anticipating  
23      being able to come back would be maybe next

1 summer. So that's going to put a significant  
2 dent in the revenues that we derive from Niagara  
3 Falls.

4 So on our finances, of course, again, it's  
5 all tied to passengers or enplanements as we  
6 refer to them. They use our airports. They park  
7 at our airports which they pay revenue for. They  
8 usually -- people coming inbound are renting  
9 cars, we get revenue from that. We get revenue  
10 from our food and beverage providers which is  
11 Delaware North. They have a master contract at  
12 our airport. Airport advertising, ground  
13 transportation operators as well.

14 But, we do have a bit of a structure that  
15 helps us. So in the airfield, we only -- we  
16 don't make a profit off of the airfield. So any  
17 of the expenses that we spend money on in the  
18 airfield get billed back directly to the  
19 airlines, and the airlines are responsible to pay  
20 those costs because we have to keep the airport  
21 operational. Runways have to stay open, taxiways  
22 have to stay open, we have to do snowplowing.  
23 That will never go away. We have to -- we're

1 obligated to keep our airport open. So we  
2 recover about eighty-eight percent from the  
3 airlines on those costs. The twelve percent is  
4 typically more of the general aviation committee.  
5 We get lease agreements with some of them that  
6 helps offset that twelve percent. In the  
7 terminal we only get forty percent because we  
8 have revenue generating space in the terminal  
9 which we can't bill and collect from the airlines  
10 on. That's our dime. So we started, you know,  
11 in our stores and our food and beverage,  
12 et cetera, that's why it's only forty percent.  
13 Sixty percent is deemed for revenue generating  
14 space and operational space that we need in the  
15 terminal for other activities.

16 But, we do have several agreements that have  
17 what's called a minimum annual guarantee. So we  
18 negotiate -- typically we'll go out to requests  
19 for proposals for the various food and beverage  
20 operations, car rentals, et cetera, and what we  
21 ask them to do is to put together a bid that  
22 includes a number that if they're below it, they  
23 have to pay a set minimum annual amount of

1 revenue. And then if it's above it, we can share  
2 in that. So it helps to protect us. And so  
3 right now we're at the level where all of the car  
4 rental companies are not meeting their minimum  
5 annual guarantee, but yet they have to pay it to  
6 us. So it's a -- you know, it's tough to sit  
7 down and talk to the concessionaires out there  
8 and tell them, I'm sorry, but I need that revenue  
9 to keep my airport open. And I do. Because I  
10 have to be able to keep the airport open, and not  
11 only the runways and the taxiways, but the  
12 terminal and everything else that goes along with  
13 it.

14 And then of course as our cash on hand  
15 continues to dwindle, it's starting to affect our  
16 ratings, our credit ratings which will drive the  
17 cost of borrowing up which we don't want to see.  
18 So it's, you know, it's certainly a difficult  
19 time to deal with partners that you've been  
20 partnering with for a long time and tell them,  
21 I'm sorry, I can't let you out of your contracts  
22 because we need to stay open and operating at the  
23 airport, so it's been very difficult.

1                   Sorry?

2   COMMISSIONER BAYNES:   Can I ask you a question?

3   MR. VANECEK:   Certainly.

4   COMMISSIONER BAYNES:   How many flights -- I missed  
5                   how many flights were coming in and out of  
6                   Niagara Falls since the pandemic.

7   MR. VANECEK:   It's always been a relatively small  
8                   number.  They don't fly a seven day a week  
9                   schedule.  So typically during a week in the kind  
10                  of spring break time, it's almost a seven-day  
11                  schedule.  But you're talking less than one a day  
12                  overall.  What -- I'm sorry.  Yeah.  It's not  
13                  daily service.

14   COMMISSIONER BAYNES:   So less than one a day?

15   MR. VANECEK:   It can't be less than one a day.  I'm  
16                  sorry.  It's less than, it's less than -- say,  
17                  four -- it's about three to five flights a week  
18                  out of Niagara Falls.  It's a very small  
19                  operation.

20   COMMISSIONER BAYNES:   So has anybody been laid off?

21   MR. VANECEK:   No.  Because the flights are still  
22                  operating.  You still need personnel to be able  
23                  to keep the airport open and operating.  And we

1 are also obligated under the CARES Act to  
2 maintain those employees because we accepted the  
3 CARES Act money from the federal government. So  
4 that, that won't change in the near future. We  
5 will if for whatever reason we had to  
6 mothball the -- if Allegiant pulled out, we would  
7 look at actually mothballing the terminal for a  
8 while. But we still have to retain our employees  
9 at least until the end of the year in that  
10 scenario, so we're hopeful we won't have to do  
11 that.

12 COMMISSIONER BAYNES: Have we considered moving those  
13 three flights a week to Buffalo in the meantime?

14 MR. VANECEK: That would be the choice for the  
15 airlines. I can't mandate them to go to Buffalo.  
16 We'd welcome them with open arms if they wanted  
17 to. But, that's not their business model. They  
18 came into the market because they wanted to get  
19 the big share of Canadian travelers. It's  
20 primarily Canadians that utilize Spirit and  
21 Allegiant out of Niagara Falls.

22 COMMISSIONER BAYNES: So with Canada being closed, I  
23 don't think it will affect them.



1 MR. VANECEK: Well, it will, because those Canadians  
2 aren't driving across the border. They can't.

3 COMMISSIONER BAYNES: Exactly. So they wouldn't have  
4 a problem flying out of Buffalo now.

5 MR. VANECEK: Well, again, they'd be competing  
6 against their Southwest competitors, et cetera.  
7 So they chose Niagara Falls because it gave them  
8 a little bit of a niche market to avoid that  
9 competition.

10 COMMISSIONER BAYNES: So I assume we're charging them  
11 less to land in Niagara Falls?

12 MR. VANECEK: Yes, we are.

13 COMMISSIONER BAYNES: So why don't we just charge  
14 them the same to land in Buffalo in the meantime?

15 MR. VANECEK: Because we already have too much  
16 capacity and not enough passengers traveling out  
17 of our airports. They won't be able to profit on  
18 those flights. That's what the bottom line is.  
19 They won't be able to make a profit on those  
20 flights so they're not going to fly them.

21 COMMISSIONER BAYNES: I don't think they're profiting  
22 now. I can bet a hundred dollars nobody is  
23 profiting now.

1 MR. VANECEK: I understand that, but they'll lose  
2 less money by just pulling out, pulling the  
3 flights down. If you're losing money, if you  
4 don't fly the flight then you don't lose money,  
5 you'll break even on that particular flight. I  
6 mean, you know, they're getting -- for example,  
7 Spirit was getting ten passengers on their planes  
8 for every flight they were flying out. They have  
9 a hundred and eighty seats on those planes. The  
10 fuel cost to fly from here to Florida, you can't  
11 even come close, let alone covering it. You just  
12 can't. It's the expenses for each individual  
13 flight are just too much. They'll ground the  
14 flights before they would move to Buffalo. And  
15 that's their option.

16 COMMISSIONER BAYNES: I clearly understand that, but  
17 we should probably in the future look for options  
18 about closing that airport since we're losing  
19 five million dollars a year, three to five  
20 million a year. If this was the real world, we  
21 wouldn't be doing that.

22 MS. MINDEL: Yeah. But --

23 COMMISSIONER PERRY: Can I say a couple of things?

1 MS. MINKEL: Sure.

2 COMMISSIONER PERRY: Because we seem to be returning  
3 to this issue all the time and we seem to forget  
4 about that there's context to the whole world  
5 here that we have to consider.

6 Number one -- and these are choices that we  
7 can make. And I'm only going to mention two or  
8 three, but I'm sure there's ten more that I won't  
9 mention. This is a reliever airport that is  
10 connected in an economic and structural way with  
11 the Air Force base. The airport firefighting and  
12 rescue operation and the air traffic control  
13 operation and other operations are inextricably  
14 tied with the Air Force base. If we mothball and  
15 close the airport and no longer participate in  
16 the collaboration we have with the Air Force  
17 base, it puts the base at a significant  
18 disadvantage for remaining open. That is one of  
19 the reasons for the past BRAC grounds that this  
20 base was considered to be part of the economic  
21 fabric of the region and that it also is able to  
22 share costs with a civilian airport which many  
23 other bases that were selected for closure did

1 not.

2 In addition to that, if we look at -- and  
3 instead of just saying, well, you know, all the  
4 Canadians aren't coming over so let's just close  
5 the airport, we should look at --

6 COMMISSIONER BAYNES: No. I'm not saying --

7 COMMISSIONER PERRY: I know. But you're saying --  
8 you are saying it. You actually did say it. You  
9 said why don't we just close the airport.

10 COMMISSIONER BAYNES: I'm saying in the interim. In  
11 the interim --

12 COMMISSIONER PERRY: No. We have to keep the airport  
13 open because somebody said that COVID was going  
14 to be over by Easter last year. Now, I didn't  
15 believe that then, but I do believe that it's  
16 going to be over at some point and the Canadians  
17 will start coming. And if we close everything  
18 down and shut it up and -- you know, then we have  
19 to restart the nuclear reactor, and we've told  
20 the airlines that like they're fungible, that  
21 they have to go somewhere else and that  
22 passengers shouldn't come and we close this  
23 airport at the drop of a hat, it's not going to

1           be that easy. We just can't turn it on and off  
2           like a light switch.

3   COMMISSIONER BAYNES: I'm just asking the question.  
4           I'm not trying to get in an argument. I'm asking  
5           the question.

6   COMMISSIONER PERRY: Well, I mean, but we seem to be  
7           going over this and over this and over this. And  
8           anytime the question comes up, we seem to forget  
9           the entire rest of the context. And the other  
10          thing is, you know, these are businesses. The  
11          PPP point is a very significant one. I don't  
12          even know if we can maintain the PPP loan if we  
13          try to -- you know, we would still have to pay  
14          those employees anyways. And we're getting a  
15          forgivable loan to do so. But, Anthony, all I'm  
16          saying is that you did say why don't we close the  
17          airport. And it's something that's come up over  
18          and over and over again.

19   COMMISSIONER BAYNES: Why don't we -- in the future  
20          let's address, let's look at it in the future.  
21          When you say it's a feeder airport, I don't  
22          believe Rochester --

23   COMMISSIONER PERRY: I did not say the word feeder.

1 I said the word reliever, which is a specific  
2 aviation term of art. It's --

3 COMMISSIONER PERSICO: Well, no. I -- whoever is on  
4 the phone, this is Jen. I find this interesting  
5 because I haven't heard this again and again.  
6 You guys probably all have, but it is -- to me,  
7 it's educational.

8 COMMISSIONER BLUE: This is Reverend Blue. I was a  
9 Reservist. I worked at the Air Force base. And  
10 the survivability of the base and the airport,  
11 they are linked together. For that community, it  
12 will be economically disastrous for us to close  
13 that airport because of the impact, the economic  
14 impact on that community. So I faced some of the  
15 BRAC Commissions by being an employee there. So  
16 it's very important that that partnership  
17 continues to exist for Niagara Falls, for the  
18 NFTA, because it's a very important part of the  
19 fabric of Niagara Falls.

20 COMMISSIONER PERRY: And when the border is open  
21 which is the normal state. COVID-19 isn't the  
22 normal state. When the border is open, which is  
23 the normal state, which we hope it's going to be

1 opening at sometime soon, then we will have that  
2 entire -- there's no reason why we wouldn't have  
3 that entire cohort of the market coming back. I  
4 don't think that we have a demonstrated series of  
5 setbacks at the airport. I think we have a  
6 demonstrated series of a very steady development  
7 of business over time.

8 And I think when we make these investments  
9 and these, and these policy decisions to support  
10 a certain structure for the economic health of  
11 our community, which is something that we are  
12 involved in and should be involved in, we have to  
13 say that as long as we are seeing continued  
14 improvement, we need to signal to the marketplace  
15 and to the potential customers and airlines that  
16 we're going to stick it out when things like this  
17 happen. And then when the border reopens,  
18 hopefully we would continue this trajectory to at  
19 some point we're going to make a break even.

20 By the way, as far as I'm concerned, if  
21 we're making anywhere near break even, where we  
22 have a negligible loss -- and the loss we have  
23 right now is not negligible, but as far as I'm

1       concerned it's well worth it. That number does  
2       not in any way, considering our overall budget  
3       and the importance of this facility to the entire  
4       economy, to the life of the air base and to that  
5       community, I don't think that's a lot of money  
6       every year.

7                But, assuming somebody believes that it is,  
8       what I would say is that we've demonstrated that  
9       over time there's a continuing improvement and  
10      growth in the service the airport provides and  
11      the economic picture.

12              So, therefore, I felt -- I just -- it's --  
13      and I realize I'm probably too strident over  
14      this, which is not my normal state of affairs,  
15      but I don't -- I'm really concerned about us  
16      saying we're going to cut and run as soon as the  
17      going gets tough. Yeah, we're going to cut and  
18      run, we're going to shut down. And that's really  
19      going to create a lot of confidence in  
20      enterprises, especially ultra low cost or value  
21      carriers that are selecting us for this purpose.  
22      If they know that we -- if we are seriously  
23      thinking about shutting it down when something



1       like this happens, they are going to decide that  
2       they need to look for other options for their  
3       investments.

4               I personally think that now is the time when  
5       we should say we are absolutely committed to  
6       sticking this out whether you believe the rosy  
7       projections or the non-rosy ones, we're going to  
8       stick this out. It will be over, it will turn  
9       around. And that's the time -- not right now.  
10       That's the time to start talking about, okay,  
11       does this make sense. But I would like to let  
12       the world get back to normal, which I hope will  
13       happen sooner than later, and then look at the  
14       numbers from that perspective and say, hey, Bill,  
15       does this make sense? But it doesn't make sense  
16       to me to ask these particular questions now.

17               I'm not -- you know, commissioners should  
18       ask questions. That's your obligation,  
19       Commissioner Baynes, but it's also my obligation  
20       to do what I'm doing which is to say I think that  
21       this is, this is -- this is something that we  
22       have gone over and over and over again, and I  
23       just -- I vehemently disagree that we should be

1           trying to find ways to shut it off and walk away  
2           and tell everybody that, you know, if it gets  
3           tough, we're going to, you know, we're going to  
4           let it go.

5   COMMISSIONER BAYNES:   Commissioner Perry, I -- again,  
6           I did not say let's shut it down tomorrow.  I  
7           said let's consider it in the future.  Let's see  
8           the cost.  By the way, what is the nominal cost  
9           we lose every year.

10  MR. VANECEK:   Don't have it off the top of my head.

11  MS. MINKEL:   It's somewhere between three to five  
12           million dollars.

13  MR. VANECEK:   Yeah, right in that range.

14  MS. MINKEL:   But what I do need to say --

15  COMMISSIONER BAYNES:   Has that been over a course of  
16           twenty years maybe?

17  MS. MINKEL:   No, in recent years.  Over the course of  
18           twenty years, it was much lower.  But, what I  
19           do -- I think it's important to point out to the  
20           board, and we can bring -- we had prepared  
21           something, oh, maybe a year and a half ago.  We  
22           can certainly bring it back for the new board  
23           members because it probably has value.  Based on

1 a 2010 economic impact study that the Department  
2 of Transportation had done before the new  
3 terminal had been built, that airport brings in  
4 two hundred million of economic impact to that  
5 community. That was two hundred million at that  
6 time. Today we know it's significantly higher.  
7 So while the NFTA loses money, previous boards  
8 have always been cognizant of the economic impact  
9 that that brings to that community and its  
10 importance.

11 COMMISSIONER PERRY: I want to answer that.

12 COMMISSIONER BAYNES: I understand that clearly.

13 COMMISSIONER PERRY: I want to answer that. I don't  
14 know of any other ongoing operational supports  
15 that this government provides, the state  
16 government or through its instrumentalities like  
17 these public authorities, where you spend three  
18 million dollars to get two hundred million  
19 dollars. I sound like Howard Zensky talking  
20 about the Amazon deal.

21 So what I'm saying is that this is -- this  
22 to me, that's a bargain. And I think, I think it  
23 actually goes far beyond that because there's the

1 opportunity that it preserves for us to -- that  
2 goes beyond just those economic development  
3 numbers that I think are important. But, to me  
4 that's a bargain.

5 And, also, there's another argument. I  
6 don't think -- I think if we don't spend that  
7 three million dollars and don't provide the  
8 support, we significantly degrade worse than it  
9 is now our ability to make the case that we make  
10 a difference. So if we don't try to find a way  
11 to get those funds, to use the funds that are  
12 allowable under FAA regulations to divert from  
13 BNIA to NFIA for that purpose and the other  
14 support that we give, we weaken our case that we  
15 deserve additional funding. And, conversely,  
16 maybe we need to do a better job in pointing out  
17 that number, that this support that we provide  
18 and the effort that we make to keep that airport  
19 open is that significant. And maybe that's an  
20 additional way that we can hammer on a little  
21 more. I think that's what we need to do.

22 I just, I just -- I don't, I don't see --  
23 personally, for me, I have to see a very strong

1 and clear reason why we need to keep revisiting  
2 this. And probably it is time to bring out that  
3 presentation again, because when this is over,  
4 we're going to come out of this and we're going  
5 to resume, you know, hopefully the levels of  
6 service and advancing of new service, and, you  
7 know, this is something that is critical in my  
8 view to our overall mission.

9 COMMISSIONER AUL: Can I interject? It's Joan Aul.

10 I just wanted to follow those comments. I do  
11 have that presentation in front of me, Kim. And  
12 it doesn't have a date on it, but it does have  
13 information from fiscal year 2018. I think it  
14 would be helpful -- and I know we have to get  
15 back to the conversation for this meeting. But,  
16 I think it would be helpful with everything I  
17 know that you have on your plate, you and your  
18 team, I think it would be helpful to update this  
19 as you mentioned in some semblance so that we can  
20 kind of look at these, take some of the emotion  
21 out of it, but look at it from, you know, a  
22 little bit of an impartial position. I think  
23 we'll certainly come to the same conclusions for

1 all of the reasons that Commissioner Perry  
2 stated. But, again, we're always right to  
3 question. And so I think if we can look at some  
4 of those hard numbers and understand the true  
5 impact that is truly there with this airport, I  
6 think it will be better served for us to look at  
7 those numbers and look at some tangible results.

8 MS. MINKEL: Yes. Absolutely. Staff can work on  
9 that and have that for the board for either next  
10 meeting or the following meeting.

11 MR. VANECEK: All right. So going back to the  
12 presentation here. The coronavirus has slowed  
13 our capital improvement projects. It has not  
14 affected the expansion -- terminal expansion in  
15 Buffalo because that money is already in the bank  
16 and it's already fully funded. It's backed by  
17 PFCs. So it may take a little longer to collect  
18 on the PFCs to be able to pay it off, but we're  
19 in good shape on that end.

20 We cannot avoid doing the necessary capital  
21 improvements and things like runways and taxiways  
22 and security lighting and lighting on the  
23 airfield. Same way with security projects, you

1 know, fencing lines, camera systems, things of  
2 that nature. We have to fund those. Those are  
3 must haves not like to haves. Projects that  
4 increase capacity are something that would be a  
5 like to have. So if we want to eventually  
6 somewhere add another runway or a taxiway, you  
7 know, those are the types of projects that we  
8 would mothball. And by the way, we don't have  
9 any plans to do that at the airports as of this  
10 time. And then also projects to increase our  
11 carrier competition for things like, for example,  
12 additional gates at the terminal without  
13 necessarily expanding the taxiways and the  
14 runways, you know, that won't happen until demand  
15 develops that would justify adding additional  
16 gates. So only the necessary projects that can  
17 keep the airport functional and operating is all  
18 that we'll fund now. You know, again, the major  
19 expansion being fully funded is an exception.

20 I wanted to show this to you. So this is --  
21 what you see up above is the TSA checkpoint  
22 throughput. It's a pretty good barometer of how  
23 passengers are flying through airports right now.

1 And so you can see it's about two point five  
2 million over this time period, which is from  
3 March, 2020, you know, to September, 2020.

4 So the last year numbers was the year  
5 before. The blue line is the current year  
6 number. And you can see the significant drop  
7 really starting in March and then bottoming out  
8 in April, and it pretty much has stayed there.  
9 There's been a little bit of recovery.

10 The graph on the bottom is Buffalo. And so  
11 you see a very similar pattern. We're no  
12 different than most of the country, although the  
13 numbers are a little bit lower. I think, again,  
14 we can contribute that to the closure of the  
15 Canadian border. So all bets are off on when  
16 these numbers will start to significantly trend  
17 up. I think vaccines will help eventually if we  
18 get those in place, but it's going to be a while  
19 before they start turning.

20 And then this number here, this is the  
21 revenue per kilometer forecast. This was put  
22 together by the International Association of  
23 Transport -- Transport Association, excuse me.



1 IATA. And this is where they're seeing their  
2 trend go. This is going to be the forecast for  
3 the entire industry now. This is not Buffalo,  
4 but for the entire industry. It's going to go up  
5 very high. And what we're seeing now is this,  
6 and then a much lower normal, if you will, line  
7 of growth. And that's what we're kind of banking  
8 on is that we'll kind of fall into that and see  
9 that recovery go up. Again, working against us,  
10 border, quarantine.

11 So planning for recovery. The three  
12 scenarios. Steady recovery is underway and we're  
13 on a path to 2019 levels, that was last year, but  
14 not getting there until 2024. Slow recovery adds  
15 a year to that. And then the anemic recovery,  
16 you know, that's -- it's well out, it's more than  
17 five years out. So that's what we're looking at.

18 So these are the assumptions that go into  
19 each of those in a steady recovery. You know,  
20 the vaccines come into play, the U.S./Canadian  
21 border gets opened, quarantine restrictions are  
22 lifted or at least eased for more states to come  
23 off it quicker, and then also airline operations

1           returning to, you know, levels by 2024.

2           That's a big if, because we just talked  
3           about the issues with the Max aircraft and the  
4           older planes being grounded, so, you know,  
5           equipment availability becomes an issue for us,  
6           even in the positive light.

7           So under public health concerns, your  
8           operating expenses, those will increase, but then  
9           again, we'll be getting back some of our  
10          concession revenues, most notably parking. If we  
11          get the parking back, it will go -- be a big shot  
12          in the arm. A lot of people that drive down from  
13          Canada are more likely to stay at our parking  
14          lots than go offsite. And the same is true for  
15          Niagara Falls. It's almost all -- it's almost a  
16          hundred percent Canadian plates in the Niagara  
17          Falls parking lots.

18          The slow recovery. You know, again, the  
19          health concerns are lagging, the vaccine's still  
20          not quite ready yet. It keeps getting delayed,  
21          delayed, delayed. The border takes longer to be  
22          opened, the quarantine restrictions are basically  
23          staying where they're at today. And, again, the

1       airline operations would not return until 2025.  
2       In this case, expenses are reduced in line with  
3       the operating activities. We've already done  
4       this. You know, for any position that we've had  
5       at the airport, unless it's really a critical  
6       position, we're not backfilling those, we're not  
7       allowing any overtime. So we're cutting back on  
8       all the expenses that we can do. We cut back on  
9       all significant landscaping work and things of  
10      that nature. That's all been suppressed. So  
11      we're doing the best that we can. And, again,  
12      our compensatory and concession revenues are  
13      going to be lower as well than what they normally  
14      would be.

15             And then the last scenario is the anemic  
16      recovery. And, you know, it's just not good  
17      news, bottom line. You know, we're now looking  
18      at things within five years and, you know, it's  
19      going to drive the cost of doing business for the  
20      airlines up, because if you don't have as many  
21      flights flying, when you're under a compensatory  
22      arrangement, everybody's share goes up. It's not  
23      a per-airline calculation. So those airlines

1 will be paying more which could make us less  
2 attractive to get any air service back at our  
3 airport relative to other airports. Because  
4 there's some others that have what they call a  
5 residual contract. So they put all these -- they  
6 take basically the bottom line, the net bottom  
7 line gets shared amongst the airport and the  
8 airlines, the profits that are made, so it's a  
9 little different scenario.

10 So I think that's my last slide. Yes, it  
11 is.

12 Any other questions I can answer? I know  
13 I'm the bluebird of happiness today.

14 Thank you. And welcome to the new  
15 commissioners. I was remiss in not doing that  
16 before. Welcome aboard. I think you'll enjoy  
17 your time here for sure.

18 MR. GEORGE: You started at a perfect time. So on  
19 the transit side of it, the surface side of it,  
20 we've charted a path. We -- you know, I'll sit  
21 up here and say this is our path today, but the  
22 most important part is that we remain flexible  
23 and we are able to be dynamic as well.

1           So, you know, we're looking at next year,  
2           what John had talked about, laying out the budget  
3           for '21-'22. So we're looking at that year as  
4           the transit demand increases in the community,  
5           normalizes, that we're going to be able to  
6           address that with our budget. And the revenue  
7           remains depressed while it's rebounding through  
8           this fiscal year. Additional COVID relief  
9           funding may help fill the gap for that period,  
10          but we do recognize that fiscal '21-'22 will not  
11          be a normal year. We will still have to rebound  
12          moving forward.

13           Looking at fiscal year '22-'23. It's our  
14          target year for sustainable model. Notice I  
15          don't say return to normal. Revenue is  
16          stabilized, question mark. Ridership demand  
17          normalization. Once again, I use the word  
18          normalize. And gradual growth may follow.

19           And why I use this word normalize here and  
20          why I talk about this is the world we live in has  
21          changed dramatically. It was changing -- we were  
22          fighting headwinds over the last three years with  
23          car sharing, with online learning, with Amazon

1 shopping, with all the things that are keeping  
2 people at home. That's been doubled down on now  
3 with COVID. So there's a concern in our industry  
4 that the ridership -- we can traditionally say we  
5 carry twenty-six million people in a year here at  
6 the NFTA. We don't know if that will occur again  
7 for quite some time, so we don't know what a new  
8 normal will look like in public transportation,  
9 so I keep using the word normalization.

10 So we put together this graph, and these  
11 numbers don't represent anything specifically,  
12 but we'll say they represent ridership and  
13 services combined. So you'll see pre-COVID.  
14 We'll just call that the twenty-six million rider  
15 line that we generally experience. That dropped  
16 drastically in March of 2020, COVID.

17 We have started to gradually reduce our  
18 service. We haven't maintained it the same. We  
19 gradually started to reduce it to reflect the  
20 fact that today we're carrying fifty percent of  
21 the passengers we were carrying before and we're  
22 in fiscal crisis mode. So we didn't just shut  
23 our service down because we're a key to the

1 community and we're a very important cog, and we  
2 also have a lot of employees that we have a  
3 responsibility to. So we want to keep our  
4 employees employed and we want to serve the  
5 community, but at the same point in time we have  
6 to be cognizant of the fact that we get back to a  
7 new normal over here.

8 So what we've represented here is if we were  
9 to keep things on the red line, just not touch  
10 anything, we're basically spending a lot of money  
11 and we will run out, and then we'll be forced to  
12 really significantly reduce. But what we're  
13 trying to do here is gradually reduce our service  
14 to reflect the future needs and to reflect the  
15 current environment we're in. So this as I said  
16 doesn't really represent anything, but it tells  
17 the picture of basically the line -- the area  
18 under this line is what we talked earlier about  
19 the COVID relief and the CARES funding, and those  
20 moneys are allowing us to fill that gap.

21 This kind of gives you an idea of where we  
22 are right now. You saw the graphs earlier with  
23 the erosion. So these were generally our pie

1 graphs of what we expected for revenue. You can  
2 see all fare revenue is down twenty-seven  
3 percent, mortgages are down ten percent. So all  
4 these funding sources are down.

5 The graph next to it talks about our  
6 service. So the whole pie was the service that  
7 we had prior to COVID. We've pulled about five  
8 percent of our service out to date. You'll see  
9 some of the -- we've taken some routes that don't  
10 have a lot of impact to individuals, some of the  
11 areas that are served by multiple services, and  
12 we've reduced that down to try and reduce costs.

13 And then you'll see over here about  
14 thirty-five percent of our service today is  
15 covered by that relief funding that we have. So  
16 the -- I guess -- I don't know what color it is.  
17 We'll call it orange for here. That part is what  
18 we're basically running with the funding that we  
19 have coming in regularly right now, but we don't  
20 want to actually run that much service. We want  
21 to run more, as we talked about, so we're using  
22 that relief funding from the federal government  
23 to do that.



1           So in order to match the service levels with  
2           the new budget and ridership realities, we're  
3           faced with really difficult challenges, right,  
4           as a transit provider. We talk about the  
5           different options we have. In order for our  
6           service planning group to plan service, it's an  
7           enormous effort. So we change service quarterly,  
8           but those are very little changes. They're very  
9           minor changes that we do to service.

10           What we're talking about here is bigger  
11           changes to service and how we do that. We show  
12           two examples here. I call this our social  
13           responsibility. For example, when we have to  
14           cover so much of the community, we have to be out  
15           in the community, we have to geographically cover  
16           that. We've made a commitment to our community  
17           to do that.

18           And then over here is the business model.  
19           This is where we run -- we've got tremendous  
20           ridership on these core areas and they're darn  
21           near break even for us. They're really effective  
22           runs. And if we could run these services, we  
23           would be a very effective and efficient

1 operation.

2 So we have to balance these two, because we  
3 can't just provide service to the whole area, but  
4 we also can't just do this. So we -- once again,  
5 it's a balancing act that we have to come up with  
6 and try to address in a depressing market, so  
7 we're trying to address that.

8 The next slide is the same thing. In order  
9 to match the service levels, there's trade-offs,  
10 duration and frequency. Do we run the buses  
11 until two a.m. in the morning or do we pull them  
12 back and shut them down at nine p.m.? Do we run  
13 every fifteen minutes or do we go every forty  
14 minutes? Big impacts on cost, big impacts on the  
15 community. So we have to trade those off.

16 Weekends and evenings. Once again, do we  
17 continue service? A lot of communities don't  
18 have transit service on the weekends. We have  
19 very robust transit service on the weekends here  
20 in Western New York. So those are the trade-offs  
21 again.

22 And then furthermore, peak and all day. One  
23 thing we're really seeing now is we used to have

1 really peak service, so a.m. and p.m. when  
2 everybody is coming and going from work, we had a  
3 lot more service out there. Now the trend is for  
4 those peaks to go away, so maybe that's an  
5 opportunity for us. So if we can reduce some of  
6 the peaks, maybe we can keep the all-day service.  
7 So once again, these are the trade-offs that our  
8 planners will be looking at in trying to balance  
9 as they move forward to meet these new needs in  
10 the budget.

11 So the last, the last slide I have is the  
12 number one thing, minimize the negative impacts  
13 to the community. We're going to be doing this  
14 work, but we really have to keep this -- anybody  
15 who works in my group understands the number one  
16 thing I always ask, what does the customer want,  
17 what's most important to the customer. That's  
18 right there. But, we also have to maintain  
19 operational efficiency. I always go back to this  
20 balance.

21 So we're going to be identifying incremental  
22 service modifications based on demand. We're  
23 going to be determining design service levels

1 through monitoring of trends. Right? So we're  
2 seeing what's happening on each one of the  
3 routes. We monitor ridership on each route every  
4 week, so we know where the demand is so we can  
5 start to move service around. What's happening  
6 in the local activity? What limitations are in  
7 place? Are there businesses opening up, are we  
8 wide open or are they throttled back again? And  
9 then we're also looking at state and national  
10 approaches to how other agencies are doing their  
11 work to try to address the same exact issues we  
12 have here in Western New York.

13 One thing to keep in mind, we're a very  
14 highly transit dependent transit system. What  
15 that means is that over eighty-five percent of  
16 our riders are dependent on our transit system to  
17 get where they need to go. You take a major  
18 metropolitan area like New York or Boston, that  
19 number is much lower. There's much more of a  
20 choice ridership there. So it affects how you  
21 look at things.

22 So we'll be doing this as the budget numbers  
23 become real. We constantly look and see how we

1 fit into that envelope that's created for us, and  
2 these are the considerations that we have. So  
3 that's what we've been doing. We'll be coming  
4 back to you and explaining to you the work we're  
5 doing and how we're addressing it.

6 MS. MINKEL: Thanks, Tom.

7 So that's how we're trying to go forward and  
8 to do planning. So when we take a look at each  
9 of those trigger points that we had identified  
10 earlier, there's eight different ones we had used  
11 as an example. There's even more than the eight  
12 that we have on the screen. And the three  
13 different scenarios, best case, moderate case,  
14 worst case, just looking at the screen there, you  
15 can see that's twenty-four different plans we  
16 would have to put out based on those key trigger  
17 points.

18 So going forward -- next slide, Helen.

19 It's really important that we try to keep  
20 this dynamic so that we can plan to provide  
21 structure for coping with this risk and  
22 uncertainty going forward because of COVID and  
23 the economy. We need to make it as flexible as

1 possible so that we can react to many of those  
2 outside forces that both Tom and Bill had  
3 identified. And doing this now allows us to  
4 think through very carefully and plan for the  
5 future so we're not just reacting as things are  
6 occurring.

7 So in terms of advocacy, a lot of our focus  
8 is on federal relief.

9 Darren, if you want to talk a little bit  
10 about our advocacy efforts.

11 MR. KEMPNER: Sure. Just real quick. These have  
12 been the three focus areas for us during the  
13 pandemic. Certainly federal COVID relief for  
14 states and local governments would help shore up  
15 the fiscal subsidy for our work as well as  
16 additional specific allocations to keep us going.  
17 Because as we mentioned before, those specific  
18 allocations will dry up in the coming months.

19 The federal surface transportation  
20 reauthorization. The House just passed a  
21 one-year CR, continuing resolution, that included  
22 reauthorization of the Surface Transportation Act  
23 that expires next week. So now is the time to

1 continue to advocate for reform as well as  
2 sustainable funding sources, and we've been doing  
3 that just this week, talking to our Congressional  
4 representatives along with our national advocacy  
5 organizations.

6 And then the last thing, federal  
7 infrastructure stimulus. There's been some talk,  
8 not enough I think, about stimulating the economy  
9 through infrastructure, and transit and aviation  
10 are real good ways to do that, additional bus,  
11 bridges, runway projects. So we'll continue to  
12 talk with our representatives about that going  
13 forward.

14 MS. MINKEL: So that's the update. Are there any  
15 questions, comments, suggestions?

16 And hopefully the board doesn't want to run  
17 and leave us now.

18 COMMISSIONER TUCKER: I just think you and your team  
19 did a great job of planning for uncertainty which  
20 is very difficult to do, so I commend you and  
21 your team. This is challenging, but I also  
22 believe as we go back better, it gives us an  
23 opportunity to, you know, grow both the airports

1 and hopefully bring some investments to the NFTA.

2 COMMISSIONER AUL: Thank you. It's Joan. Tom and  
3 Bill, this is great. I mean, it's really, it's  
4 really helpful information. I mean, there's just  
5 so much coming at you guys and all of us, and  
6 this really helps us to kind of set the stage for  
7 what lies ahead. Thank you so much.

8 MS. MINKEL: Thank you, Joan. We have a lot of work  
9 ahead of us, but we're excited to roll up our  
10 sleeves.

11 CHAIR SISTER ROCHE: It's going to gradually get  
12 better.

13 Any other --

14 COMMISSIONER WILCOX: This is Commissioner Wilcox.  
15 I'm just curious if we think any loss of  
16 ridership continues to be concerns about sanitary  
17 conditions, and if that might be the case, is  
18 there any merit in considering even advertising  
19 for a short period of time the additional efforts  
20 that have been put into sanitizing the equipment,  
21 something to the effect of we're doing our part  
22 and we'd like our customers to do theirs.  
23 Showing them sanitizing their hands, wearing the



1 masks. I don't know if that would amount to any  
2 additional customers, but I just pose the  
3 question.

4 MS. MINKEL: It's a good question. I know early on  
5 we had done a rider survey. I know that rider  
6 safety, the safety of our system was a concern.  
7 The things that made people feel more safe about  
8 returning was the requirement of a mask. We're  
9 very fortunate in New York State. Our job was  
10 made easier because the governor had mandated  
11 masks, which made compliance in our system much  
12 higher. Tom mentioned ninety-six percent. It's  
13 not a hundred percent. We'll get there.

14 We also did hand sanitizers for on the  
15 buses, but promoting that, I think we could do a  
16 better job and it probably does have value in  
17 getting that out.

18 Tom, did you want to add to that?

19 MR. GEORGE: Yeah. We had developed -- or, actually  
20 our marketing group under Helen had developed a  
21 marketing based video that was run on local media  
22 welcoming people back and highlighting some of  
23 these. I think it may make sense for us to roll

1           that back out and periodically get that back out.  
2           People are concerned, and I think anytime we can  
3           alleviate those concerns and let them know what  
4           we're doing would be beneficial. We'll take a  
5           look at rolling that back out again.

6 MS. MINKEL: Yes.

7 COMMISSIONER WILCOX: Thank you.

8 CHAIR SISTER ROCHE: Any other comments?

9           If not, we're ready to go into executive  
10          session. We have one item, right?

11 MR. STATE: Yes. The board requested an executive  
12          session on the status of labor negotiations,  
13          strategy with the ATU and all of our unions.  
14          That is an appropriate basis under the Public  
15          Officers Law, but we need a motion, a second and  
16          a vote for executive session.

17 COMMISSIONER PERRY: So moved.

18 COMMISSIONER PERSICO: Second.

19 CHAIR SISTER ROCHE: And all in favor --

20 MR. STATE: I'll take the roll for this. I want to  
21          make sure we've got a quorum still.

22                 Commissioner Ansari?

23 COMMISSIONER ANSARI: Yes.

1 MR. STATE: Commissioner Aul?  
2 COMMISSIONER AUL: Yes.  
3 MR. STATE: Commissioner Baynes?  
4 COMMISSIONER BAYNES: Yes.  
5 MR. STATE: Commissioner Blue?  
6 COMMISSIONER BLUE: Yes.  
7 MR. STATE: Commissioner Perry?  
8 COMMISSIONER PERRY: Yes.  
9 MR. STATE: Commissioner Persico?  
10 COMMISSIONER PERSICO: Yes.  
11 MR. STATE: Commissioner Tucker?  
12 COMMISSIONER TUCKER: Yes.  
13 MR. STATE: Sister Denise?  
14 CHAIR SISTER ROCHE: Yes.  
15 MR. STATE: And Commissioner Wilcox?  
16 COMMISSIONER WILCOX: Yes.  
17 MS. MINKEL: And Hughes may be on the phone.  
18 MR. STATE: And, Commissioner Hughes, did you join us  
19 on the phone?  
20 COMMISSIONER HUGHES: Yeah, I'm here.  
21 MR. STATE: Okay. So in my view that is an  
22 affirmative and that does pass and we can go into  
23 executive session.

1 CHAIR SISTER ROCHE: Thank you very much.

2 (Whereupon, the Board went into Executive  
3 Session.)

4 CHAIR SISTER ROCHE: No action was taken during  
5 executive session. We simply had a conversation.

6 May I ask for a motion, please, to adjourn?

7 COMMISSIONER BLUE: Motion.

8 CHAIR SISTER ROCHE: Thank you. And a second?

9 COMMISSIONER PERSICO: Second.

10 CHAIR SISTER ROCHE: Thank you very much.

11 All in favor of adjourning this meeting?

12 UNIDENTIFIABLE COMMISSIONERS: Aye.

13 CHAIR SISTER ROCHE: Thank you very much, and see you  
14 soon.

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

STATE OF NEW YORK)

SS:

COUNTY OF NIAGARA)

I, Valerie A. Rosati, a Notary Public in and for the State of New York, County of Niagara, DO HEREBY CERTIFY that the above transcript of a video recording was taken down by me in a verbatim manner by means of Machine Shorthand, and that the transcript was then reduced into writing under my direction.

I further CERTIFY that the above-described transcript constitutes a true and accurate and complete transcript of the video recording.

-----  
VALERIE A. ROSATI,  
Notary Public.

	7:17	<b>advertising</b> [3] - 48:23, 68:12, 104:18	75:11, 75:15, 75:22, 76:5, 76:9, 76:12, 76:23, 77:17, 77:21, 78:10, 78:13, 79:5, 80:10, 83:3, 84:18, 86:5, 87:17, 91:5, 92:3, 92:7	83:11, 83:13, 92:12
'21-'22 [2] - 93:3, 93:10	<b>accept</b> [3] - 18:8, 23:10, 31:10	<b>advisory</b> [8] - 37:21, 37:23, 38:18, 40:13, 41:1, 42:4, 42:12	<b>airports</b> [20] - 11:2, 27:21, 28:4, 32:9, 32:20, 39:14, 63:9, 63:11, 63:13, 65:15, 65:17, 67:10, 68:6, 68:7, 73:17, 87:9, 87:23, 92:3, 103:23	<b>Anthony</b> [2] - 2:12, 77:15
'22-'23 [1] - 93:13	<b>accepted</b> [1] - 72:2	<b>advocacy</b> [3] - 102:7, 102:10, 103:4	<b>airways</b> [1] - 99:6	<b>anticipate</b> [2] - 37:4, 60:3
<b>1</b>	<b>access</b> [1] - 42:16	<b>advocate</b> [2] - 45:10, 103:1	<b>Allegiant</b> [2] - 72:6, 72:21	<b>anticipating</b> [1] - 67:22
<b>10th</b> [1] - 39:18	<b>accessibility</b> [5] - 37:21, 38:18, 40:13, 42:4, 42:11	<b>aesthetic</b> [1] - 29:6	<b>alleviate</b> [1] - 106:3	<b>anytime</b> [3] - 27:2, 77:8, 106:2
<b>181</b> [1] - 1:16	<b>accident</b> [1] - 51:23	<b>aesthetics</b> [1] - 29:5	<b>allocation</b> [1] - 13:15	<b>anyways</b> [1] - 77:14
<b>1st</b> [4] - 12:2, 22:3, 28:8, 67:14	<b>accomplishment</b> [1] - 5:16	<b>Affairs</b> [2] - 2:7, 2:8	<b>allocations</b> [3] - 60:10, 102:16, 102:18	<b>app</b> [1] - 35:21
<b>2</b>	<b>accounted</b> [1] - 3:11	<b>affairs</b> [1] - 80:14	<b>allow</b> [3] - 11:13, 31:6, 64:3	<b>app-based</b> [1] - 35:21
<b>2008</b> [1] - 44:4	<b>accurate</b> [1] - 109:13	<b>affect</b> [3] - 63:20, 70:15, 72:23	<b>allowable</b> [1] - 84:12	<b>applicants</b> [3] - 5:21, 6:2, 6:8
<b>2010</b> [2] - 44:4, 83:1	<b>acetate</b> [3] - 32:8, 32:13, 32:16	<b>affecting</b> [1] - 53:20	<b>allowing</b> [2] - 91:7, 95:20	<b>application</b> [2] - 13:14, 13:17
<b>2018</b> [1] - 85:13	<b>acquiring</b> [1] - 27:16	<b>affects</b> [2] - 26:21, 100:20	<b>almost</b> [8] - 14:3, 24:10, 26:19, 27:10, 71:10, 90:15	<b>applications</b> [1] - 57:17
<b>2019</b> [2] - 44:7, 89:13	<b>acronym</b> [1] - 62:14	<b>afternoon</b> [1] - 8:1	<b>alone</b> [1] - 74:11	<b>applied</b> [1] - 13:12
<b>2020</b> [7] - 1:9, 8:6, 35:23, 36:1, 88:3, 94:16	<b>Act</b> [10] - 10:4, 11:1, 12:11, 13:10, 59:3, 60:15, 67:12, 72:1, 72:3, 102:22	<b>agencies</b> [2] - 5:6, 100:10	<b>alphabetically</b> [1] - 2:21	<b>apply</b> [2] - 13:13, 41:7
<b>2021</b> [3] - 23:2, 55:8, 58:12	<b>act</b> [1] - 98:5	<b>agenda</b> [1] - 42:3	<b>amazing</b> [1] - 47:16	<b>applying</b> [1] - 13:13
<b>2022</b> [2] - 53:17, 61:10	<b>action</b> [2] - 54:15, 108:4	<b>ago</b> [3] - 32:15, 52:1, 82:21	<b>Amazon</b> [2] - 83:20, 93:23	<b>appreciate</b> [3] - 7:8, 20:5, 45:19
<b>2024</b> [2] - 89:14, 90:1	<b>actions</b> [1] - 54:7	<b>agreement</b> [4] - 21:14, 22:2, 22:18, 44:6	<b>American</b> [1] - 5:4	<b>appreciated</b> [1] - 47:6
<b>2025</b> [2] - 31:17, 91:1	<b>activities</b> [2] - 69:15, 91:3	<b>agreements</b> [2] - 69:5, 69:16	<b>amount</b> [9] - 20:19, 23:5, 58:12, 59:21, 59:22, 63:12, 69:23, 105:1	<b>apprised</b> [1] - 6:3
<b>2026</b> [2] - 30:23, 31:18	<b>activity</b> [4] - 56:5, 60:9, 63:4, 100:6	<b>ahead</b> [3] - 15:8, 104:7, 104:9	<b>amounts</b> [2] - 21:3, 63:9	<b>approaches</b> [2] - 49:10, 100:10
<b>23rd</b> [1] - 52:8	<b>Adam</b> [2] - 2:3, 26:9	<b>Air</b> [6] - 27:19, 28:17, 75:11, 75:14, 75:16, 78:9	<b>amrex</b> [1] - 20:22	<b>appropriate</b> [1] - 106:14
<b>24</b> [1] - 1:9	<b>add</b> [4] - 14:20, 26:3, 87:6, 105:18	<b>air</b> [4] - 66:15, 75:12, 80:4, 92:2	<b>anemic</b> [2] - 89:15, 91:15	<b>approval</b> [3] - 7:9, 13:17, 21:3
<b>3</b>	<b>added</b> [2] - 36:12, 63:10	<b>aircraft</b> [3] - 67:2, 67:8, 90:3	<b>Animal</b> [1] - 21:15	<b>approve</b> [1] - 49:14
<b>31st</b> [3] - 12:3, 30:22, 31:18	<b>adding</b> [1] - 87:15	<b>airfield</b> [4] - 68:15, 68:16, 68:18, 86:23	<b>announced</b> [1] - 5:5	<b>approved</b> [1] - 16:11
<b>4</b>	<b>addition</b> [2] - 46:15, 76:2	<b>airline</b> [5] - 66:23, 67:4, 89:23, 91:1, 91:23	<b>annual</b> [8] - 11:20, 12:1, 12:4, 16:4, 22:5, 69:17, 69:23, 70:5	<b>approves</b> [1] - 45:21
<b>485</b> [1] - 22:20	<b>additional</b> [12] - 22:4, 31:7, 57:23, 84:15, 84:20, 87:12, 87:15, 93:8, 102:16, 103:10, 104:19, 105:2	<b>airlines</b> [12] - 57:8, 67:14, 68:19, 69:3, 69:9, 72:15, 76:20, 79:15, 91:20, 91:23, 92:8	<b>annually</b> [1] - 16:4	<b>April</b> [4] - 8:8, 12:2, 16:4, 88:8
<b>5</b>	<b>additionally</b> [1] - 21:8	<b>Airlines</b> [1] - 67:19	<b>Ansari</b> [10] - 2:11, 2:22, 14:21, 16:22, 17:4, 19:4, 25:2, 34:7, 49:23, 106:22	<b>arbitration</b> [2] - 52:7, 52:8
<b>5th</b> [1] - 67:22	<b>address</b> [5] - 77:20, 93:6, 98:6, 98:7, 100:11	<b>Airport</b> [2] - 12:16, 67:20	<b>ANSARI</b> [7] - 2:23, 17:5, 19:5, 25:3, 34:8, 50:1, 106:23	<b>architect</b> [2] - 45:1, 46:1
<b>A</b>	<b>addressing</b> [1] - 101:5	<b>airport</b> [43] - 26:20, 27:5, 27:23, 28:22, 42:19, 57:3, 60:13, 65:17, 65:21, 65:23, 66:1, 66:3, 66:22, 68:12, 68:20, 69:1, 70:9, 70:10, 70:23, 71:23, 74:18, 75:9,	<b>answer</b> [4] - 31:10,	<b>Architectural</b> [1] - 47:8
<b>a.m</b> [2] - 98:11, 99:1	<b>adds</b> [1] - 89:14			<b>architecture</b> [1] - 45:13
<b>ability</b> [1] - 84:9	<b>adjourn</b> [1] - 108:6			<b>Architecture</b> [1] - 48:4
<b>able</b> [10] - 6:7, 67:23, 70:10, 71:22, 73:17, 73:19, 75:21, 86:18, 92:23, 93:5	<b>adjourning</b> [1] - 108:11			<b>Area</b> [1] - 36:22
<b>aboard</b> [1] - 92:16	<b>adjust</b> [2] - 64:4, 65:4			<b>area</b> [7] - 29:12, 30:6, 39:2, 95:17, 98:3, 100:18
<b>above-described</b> [1] - 109:12	<b>adjusted</b> [1] - 55:20			<b>areas</b> [5] - 10:18, 66:15, 96:11, 97:20, 102:12
<b>absolutely</b> [6] - 13:3, 15:13, 24:20, 43:17, 81:5, 86:8	<b>Administration</b> [2] - 62:20, 62:21			<b>argument</b> [2] - 77:4, 84:5
<b>abstain</b> [3] - 15:2, 15:11, 15:15	<b>advance</b> [1] - 4:9			<b>arm</b> [1] - 90:12
<b>abstentions</b> [1] -	<b>advancing</b> [1] - 85:6			<b>arms</b> [1] - 72:16

<p><b>arrangement</b> [1] - 91:22</p> <p><b>art</b> [3] - 36:20, 37:6, 78:2</p> <p><b>articles</b> [2] - 47:15, 47:21</p> <p><b>artists</b> [2] - 37:2, 37:5</p> <p><b>ascertain</b> [1] - 15:18</p> <p><b>assets</b> [1] - 42:13</p> <p><b>assistance</b> [13] - 8:13, 11:1, 11:12, 12:21, 55:2, 56:10, 56:14, 59:23, 61:15, 62:6, 62:12, 63:17, 64:11</p> <p><b>Assistance</b> [1] - 9:10</p> <p><b>Assistant</b> [1] - 2:8</p> <p><b>Association</b> [3] - 5:5, 88:22, 88:23</p> <p><b>assume</b> [1] - 73:10</p> <p><b>assuming</b> [1] - 80:7</p> <p><b>assumptions</b> [1] - 89:18</p> <p><b>attention</b> [3] - 4:23, 39:17, 40:3</p> <p><b>attractive</b> [3] - 29:17, 31:5, 92:2</p> <p><b>ATU</b> [1] - 106:13</p> <p><b>audit</b> [3] - 7:20, 21:22, 38:15</p> <p><b>August</b> [14] - 8:3, 8:6, 8:15, 8:21, 9:9, 9:12, 9:16, 9:21, 10:5, 10:11, 11:7, 11:17, 38:19, 39:17</p> <p><b>Aul</b> [12] - 2:11, 3:1, 14:22, 16:23, 17:6, 19:6, 19:7, 25:4, 34:9, 50:2, 85:9, 107:1</p> <p><b>AUL</b> [9] - 3:2, 17:7, 19:8, 25:5, 34:10, 50:3, 85:9, 104:2, 107:2</p> <p><b>authorities</b> [1] - 83:17</p> <p><b>Authority</b> [5] - 20:17, 24:7, 24:11, 40:14, 42:13</p> <p><b>AUTHORITY</b> [2] - 1:7, 1:16</p> <p><b>Authority-wide</b> [1] - 40:14</p> <p><b>authorization</b> [3] - 20:9, 21:14, 22:17</p> <p><b>authorize</b> [2] - 20:15, 44:16</p> <p><b>availability</b> [1] - 90:5</p> <p><b>available</b> [4] - 6:5, 36:8, 60:1, 67:10</p>	<p><b>aviation</b> [11] - 26:8, 27:23, 32:4, 33:7, 35:10, 40:15, 40:16, 65:13, 69:4, 78:2, 103:9</p> <p><b>Aviation</b> [5] - 2:6, 27:8, 28:16, 29:10, 62:20</p> <p><b>avoid</b> [2] - 73:8, 86:20</p> <p><b>award</b> [1] - 5:7</p> <p><b>Aye</b> [5] - 7:15, 17:15, 25:13, 34:18, 108:12</p> <p style="text-align: center;"><b>B</b></p> <p><b>backed</b> [1] - 86:16</p> <p><b>backfilling</b> [1] - 91:6</p> <p><b>balance</b> [3] - 98:2, 99:8, 99:20</p> <p><b>balancing</b> [1] - 98:5</p> <p><b>bank</b> [1] - 86:15</p> <p><b>banking</b> [1] - 89:7</p> <p><b>bargain</b> [2] - 83:22, 84:4</p> <p><b>barometer</b> [1] - 87:22</p> <p><b>base</b> [9] - 27:9, 75:11, 75:14, 75:17, 75:20, 78:9, 78:10, 80:4</p> <p><b>based</b> [13] - 22:1, 23:22, 24:5, 35:21, 36:10, 38:13, 57:11, 63:23, 82:23, 99:22, 101:16, 105:21</p> <p><b>bases</b> [1] - 75:23</p> <p><b>basis</b> [10] - 8:16, 9:1, 9:16, 10:2, 10:7, 11:7, 11:11, 13:19, 13:21, 106:14</p> <p><b>Baynes</b> [9] - 2:12, 3:3, 17:8, 19:10, 25:6, 34:11, 50:4, 81:19, 107:3</p> <p><b>BAYNES</b> [25] - 3:4, 17:9, 19:11, 25:7, 34:12, 50:5, 71:2, 71:4, 71:14, 71:20, 72:12, 72:22, 73:3, 73:10, 73:13, 73:21, 74:16, 76:6, 76:10, 77:3, 77:19, 82:5, 82:15, 83:12, 107:4</p> <p><b>bear</b> [1] - 58:11</p> <p><b>become</b> [1] - 100:23</p> <p><b>becomes</b> [3] - 24:11, 66:8, 90:5</p> <p><b>beforehand</b> [2] - 4:12, 15:18</p>	<p><b>begin</b> [1] - 2:20</p> <p><b>beginning</b> [2] - 61:5, 61:21</p> <p><b>behind</b> [1] - 54:18</p> <p><b>believes</b> [1] - 80:7</p> <p><b>below</b> [6] - 8:14, 9:15, 9:18, 9:20, 10:9, 69:22</p> <p><b>beneficial</b> [1] - 106:4</p> <p><b>best</b> [5] - 5:7, 54:3, 61:11, 91:11, 101:13</p> <p><b>best-case</b> [1] - 54:3</p> <p><b>bet</b> [1] - 73:22</p> <p><b>bets</b> [1] - 88:15</p> <p><b>better</b> [10] - 42:15, 42:23, 59:8, 59:13, 64:23, 84:16, 86:6, 103:22, 104:12, 105:16</p> <p><b>between</b> [4] - 28:10, 37:1, 65:5, 82:11</p> <p><b>beverage</b> [3] - 68:10, 69:11, 69:19</p> <p><b>beyond</b> [3] - 67:14, 83:23, 84:2</p> <p><b>bid</b> [7] - 21:2, 21:3, 21:18, 21:20, 24:17, 32:21, 69:21</p> <p><b>bids</b> [1] - 32:22</p> <p><b>big</b> [7] - 28:20, 67:11, 72:19, 90:2, 90:11, 98:14</p> <p><b>bigger</b> [1] - 97:10</p> <p><b>Bill</b> [7] - 26:11, 54:7, 55:10, 65:12, 81:14, 102:2, 104:3</p> <p><b>bill</b> [1] - 69:9</p> <p><b>billed</b> [1] - 68:18</p> <p><b>birthday</b> [1] - 7:5</p> <p><b>bit</b> [17] - 27:3, 27:6, 36:15, 36:17, 37:12, 38:11, 41:2, 48:17, 53:8, 54:5, 57:6, 68:14, 73:8, 85:22, 88:9, 88:13, 102:9</p> <p><b>black</b> [2] - 45:1, 47:1</p> <p><b>blow</b> [1] - 32:17</p> <p><b>blue</b> [3] - 64:7, 88:5</p> <p><b>BLUE</b> [18] - 3:6, 13:8, 13:10, 16:15, 17:11, 18:20, 19:13, 23:19, 24:4, 24:15, 25:9, 33:21, 34:14, 49:15, 50:7, 78:8, 107:6, 108:7</p> <p><b>Blue</b> [10] - 2:3, 3:5, 4:5, 17:10, 19:12, 25:8, 34:13, 50:6, 78:8, 107:5</p> <p><b>bluebird</b> [1] - 92:13</p>	<p><b>BNIA</b> [3] - 9:14, 12:13, 84:13</p> <p><b>board</b> [34] - 4:2, 4:4, 4:11, 4:12, 4:15, 5:19, 6:15, 7:4, 10:14, 16:6, 18:23, 20:15, 26:6, 27:7, 28:9, 33:8, 33:10, 42:6, 44:6, 44:16, 44:19, 44:20, 44:21, 45:21, 51:10, 52:21, 52:23, 64:15, 67:16, 82:20, 82:22, 86:9, 103:16, 106:11</p> <p><b>Board</b> [2] - 1:8, 108:2</p> <p><b>board's</b> [2] - 39:17, 40:3</p> <p><b>BOARDROOM</b> [1] - 2:1</p> <p><b>boards</b> [2] - 40:12, 83:7</p> <p><b>Bob</b> [2] - 46:17, 48:5</p> <p><b>Boeing</b> [1] - 67:3</p> <p><b>book</b> [4] - 7:10, 64:7, 64:14</p> <p><b>bookings</b> [1] - 57:10</p> <p><b>border</b> [10] - 65:19, 66:5, 73:2, 78:20, 78:22, 79:17, 88:15, 89:10, 89:21, 90:21</p> <p><b>borrowing</b> [1] - 70:17</p> <p><b>Boston</b> [1] - 100:18</p> <p><b>bottom</b> [7] - 49:7, 61:19, 73:18, 88:10, 91:17, 92:6</p> <p><b>bottoming</b> [1] - 88:7</p> <p><b>bouncing</b> [1] - 61:19</p> <p><b>BRAC</b> [2] - 75:19, 78:15</p> <p><b>break</b> [5] - 71:10, 74:5, 79:19, 79:21, 97:21</p> <p><b>bridge</b> [1] - 59:3</p> <p><b>bridges</b> [1] - 103:11</p> <p><b>brief</b> [1] - 35:14</p> <p><b>brighter</b> [1] - 30:5</p> <p><b>bring</b> [16] - 28:12, 39:17, 40:3, 41:6, 41:22, 42:21, 47:10, 51:9, 63:23, 64:6, 64:13, 65:3, 82:20, 82:22, 85:2, 104:1</p> <p><b>bringing</b> [2] - 37:5, 55:3</p> <p><b>brings</b> [2] - 83:3, 83:9</p> <p><b>broke</b> [1] - 43:7</p> <p><b>brought</b> [6] - 39:15, 39:21, 40:1, 44:5,</p>	<p>65:2</p> <p><b>Brown</b> [1] - 44:22</p> <p><b>Brunette</b> [1] - 2:13</p> <p><b>bucket</b> [1] - 63:1</p> <p><b>budget</b> [29] - 8:10, 8:14, 8:21, 9:15, 9:18, 9:20, 10:10, 11:5, 53:7, 55:8, 55:9, 56:2, 57:14, 57:15, 60:20, 61:10, 63:23, 64:2, 64:5, 64:14, 64:19, 65:2, 65:3, 80:2, 93:2, 93:6, 97:2, 99:10, 100:22</p> <p><b>budgeted</b> [1] - 58:12</p> <p><b>Buffalo</b> [17] - 1:16, 20:23, 27:17, 32:8, 45:2, 45:23, 47:20, 65:16, 65:21, 72:13, 72:15, 73:4, 73:14, 74:14, 86:15, 88:10, 89:3</p> <p><b>build</b> [1] - 29:13</p> <p><b>building</b> [2] - 29:23, 45:17</p> <p><b>buildings</b> [6] - 28:15, 29:2, 29:8, 30:18, 30:21, 46:18</p> <p><b>built</b> [3] - 30:20, 83:3</p> <p><b>bunch</b> [1] - 47:20</p> <p><b>burn</b> [1] - 59:14</p> <p><b>bus</b> [6] - 35:21, 37:13, 38:2, 38:20, 38:22, 103:10</p> <p><b>buses</b> [7] - 38:2, 38:7, 38:16, 39:21, 40:1, 98:10, 105:15</p> <p><b>business</b> [10] - 22:19, 35:8, 53:3, 62:4, 63:13, 64:10, 72:17, 79:7, 91:19, 97:18</p> <p><b>businesses</b> [2] - 77:10, 100:7</p> <p><b>busy</b> [1] - 20:7</p> <p><b>bylaws</b> [1] - 18:13</p> <p style="text-align: center;"><b>C</b></p> <p><b>calculation</b> [2] - 23:21, 91:23</p> <p><b>Calspan</b> [1] - 28:21</p> <p><b>camera</b> [1] - 87:1</p> <p><b>campus</b> [1] - 41:11</p> <p><b>Canada</b> [2] - 72:22, 90:13</p> <p><b>Canadian</b> [5] - 63:10, 65:19, 72:19, 88:15, 90:16</p> <p><b>Canadians</b> [4] -</p>
---	--	---	--	--

<p>72:20, 73:1, 76:4, 76:16</p> <p><b>cancellations</b> [1] - 57:10</p> <p><b>canine</b> [3] - 21:16, 22:13, 22:15</p> <p><b>cannot</b> [1] - 86:20</p> <p><b>capacity</b> [4] - 67:5, 67:9, 73:16, 87:4</p> <p><b>capital</b> [13] - 31:5, 31:12, 31:14, 57:1, 57:3, 57:15, 57:19, 57:23, 58:3, 58:9, 62:14, 86:13, 86:20</p> <p><b>car</b> [6] - 26:22, 43:7, 52:2, 69:20, 70:3, 93:23</p> <p><b>card</b> [1] - 22:23</p> <p><b>care</b> [1] - 39:23</p> <p><b>careful</b> [1] - 44:11</p> <p><b>carefully</b> [2] - 57:22, 102:4</p> <p><b>CARES</b> [10] - 10:4, 11:1, 12:11, 13:10, 59:3, 60:14, 67:12, 72:1, 72:3, 95:19</p> <p><b>carrier</b> [1] - 87:11</p> <p><b>carriers</b> [1] - 80:21</p> <p><b>carry</b> [1] - 94:5</p> <p><b>carrying</b> [2] - 94:20, 94:21</p> <p><b>cars</b> [1] - 68:9</p> <p><b>case</b> [14] - 54:3, 54:4, 61:12, 61:16, 61:18, 63:22, 64:2, 84:9, 84:14, 91:2, 101:13, 101:14, 104:17</p> <p><b>cases</b> [2] - 22:23, 61:10</p> <p><b>cash</b> [2] - 36:10, 70:14</p> <p><b>cash-based</b> [1] - 36:10</p> <p><b>Cayuga</b> [1] - 22:20</p> <p><b>Centennial</b> [1] - 27:22</p> <p><b>center</b> [7] - 6:10, 36:15, 36:18, 37:7, 37:9, 45:5, 47:2</p> <p><b>centers</b> [2] - 62:4, 64:10</p> <p><b>cents</b> [4] - 20:21, 23:3, 23:6, 44:3</p> <p><b>certain</b> [4] - 46:22, 56:19, 62:5, 79:10</p> <p><b>certainly</b> [10] - 12:7, 12:17, 53:5, 59:17, 59:20, 70:18, 71:3, 82:22, 85:23, 102:13</p>	<p><b>certified</b> [6] - 21:7, 21:10, 22:10, 22:12, 33:2, 33:5</p> <p><b>CERTIFY</b> [2] - 109:7, 109:12</p> <p><b>cetera</b> [8] - 15:2, 29:7, 29:15, 30:10, 66:20, 69:12, 69:20, 73:6</p> <p><b>Chair</b> [2] - 2:2, 26:10</p> <p><b>chair</b> [2] - 14:20, 16:21</p> <p><b>CHAIR</b> [67] - 3:17, 3:21, 7:7, 7:14, 7:16, 11:18, 11:22, 13:1, 13:4, 13:7, 13:9, 13:23, 14:8, 14:13, 15:8, 15:13, 15:17, 15:23, 16:9, 16:14, 16:16, 17:2, 17:21, 18:4, 18:12, 18:21, 19:23, 20:4, 23:9, 23:14, 23:17, 24:22, 25:19, 26:2, 26:13, 30:16, 30:18, 31:15, 32:5, 33:18, 33:22, 34:1, 35:1, 35:7, 43:16, 46:8, 46:12, 48:7, 48:9, 49:12, 49:16, 49:18, 50:17, 50:22, 51:8, 51:13, 52:14, 52:19, 104:11, 106:8, 106:19, 107:14, 108:1, 108:4, 108:8, 108:10, 108:13</p> <p><b>challenge</b> [1] - 38:23</p> <p><b>challenges</b> [7] - 4:18, 12:8, 36:18, 38:13, 48:22, 59:9, 97:3</p> <p><b>challenging</b> [3] - 53:5, 53:14, 103:21</p> <p><b>change</b> [5] - 13:4, 58:13, 65:1, 72:4, 97:7</p> <p><b>changed</b> [2] - 14:15, 93:21</p> <p><b>changes</b> [11] - 38:20, 38:21, 41:18, 42:15, 42:22, 54:9, 54:10, 65:4, 97:8, 97:9, 97:11</p> <p><b>changing</b> [1] - 93:21</p> <p><b>charge</b> [1] - 73:13</p> <p><b>charges</b> [2] - 57:2, 57:4</p> <p><b>charging</b> [1] - 73:10</p> <p><b>Charles</b> [1] - 47:9</p> <p><b>charted</b> [1] - 92:20</p> <p><b>chase</b> [1] - 38:2</p>	<p><b>checkpoint</b> [1] - 87:21</p> <p><b>Chemical</b> [2] - 20:22, 20:23</p> <p><b>chemicals</b> [5] - 20:10, 20:16, 20:18, 21:8, 21:11</p> <p><b>Chief</b> [3] - 2:6, 2:14, 2:14</p> <p><b>choice</b> [2] - 72:14, 100:20</p> <p><b>choices</b> [1] - 75:6</p> <p><b>chose</b> [1] - 73:7</p> <p><b>citizens</b> [3] - 37:20, 37:23, 41:1</p> <p><b>city</b> [1] - 45:18</p> <p><b>civilian</b> [1] - 75:22</p> <p><b>cleaning</b> [3] - 31:13, 38:3, 38:5</p> <p><b>clear</b> [4] - 15:9, 39:10, 40:18, 85:1</p> <p><b>clearly</b> [2] - 74:16, 83:12</p> <p><b>Clinic</b> [1] - 21:15</p> <p><b>close</b> [8] - 74:11, 75:15, 76:4, 76:9, 76:17, 76:22, 77:16, 78:12</p> <p><b>closed</b> [2] - 65:19, 72:22</p> <p><b>closer</b> [1] - 66:8</p> <p><b>closest</b> [2] - 63:22, 64:3</p> <p><b>closing</b> [1] - 74:18</p> <p><b>closure</b> [2] - 75:23, 88:14</p> <p><b>cog</b> [1] - 95:1</p> <p><b>cognizant</b> [2] - 83:8, 95:6</p> <p><b>cohort</b> [1] - 79:3</p> <p><b>Coles</b> [8] - 44:18, 44:23, 45:3, 45:10, 46:17, 47:19, 48:5, 51:1</p> <p><b>collaboration</b> [1] - 75:16</p> <p><b>collect</b> [4] - 55:16, 55:19, 69:9, 86:17</p> <p><b>collected</b> [1] - 57:4</p> <p><b>collecting</b> [1] - 9:3</p> <p><b>collision</b> [1] - 52:3</p> <p><b>color</b> [1] - 96:16</p> <p><b>column</b> [3] - 55:8, 55:9, 55:13</p> <p><b>combined</b> [2] - 63:3, 94:13</p> <p><b>combining</b> [1] - 8:4</p> <p><b>comfortable</b> [1] - 31:8</p> <p><b>coming</b> [13] - 11:23,</p>	<p>33:9, 42:7, 68:8, 71:5, 76:4, 76:17, 79:3, 96:19, 99:2, 101:3, 102:18, 104:5</p> <p><b>commend</b> [1] - 103:20</p> <p><b>comment</b> [1] - 48:19</p> <p><b>comments</b> [5] - 16:18, 38:8, 85:10, 103:15, 106:8</p> <p><b>Commissioner</b> [78] - 2:2, 2:3, 2:3, 2:4, 2:4, 2:11, 2:11, 2:12, 2:12, 2:13, 2:22, 3:1, 3:3, 3:5, 3:7, 3:8, 3:10, 3:12, 3:14, 3:18, 16:12, 17:4, 17:6, 17:8, 17:12, 17:14, 17:16, 17:18, 17:22, 19:4, 19:6, 19:7, 19:10, 19:12, 19:14, 19:18, 19:20, 20:1, 25:2, 25:6, 25:8, 25:10, 25:12, 25:14, 25:16, 25:20, 34:7, 34:9, 34:11, 34:13, 34:15, 34:17, 34:19, 34:21, 35:2, 48:19, 49:23, 50:2, 50:4, 50:6, 50:8, 50:10, 50:12, 50:14, 50:18, 81:19, 82:5, 86:1, 104:14, 106:22, 107:1, 107:3, 107:5, 107:7, 107:9, 107:11, 107:15, 107:18</p> <p><b>COMMISSIONER</b> [153] - 2:23, 3:2, 3:4, 3:6, 3:9, 3:11, 3:13, 3:15, 3:19, 7:12, 7:13, 13:8, 13:10, 15:5, 15:6, 15:7, 15:9, 15:14, 15:22, 16:1, 16:15, 17:5, 17:7, 17:9, 17:11, 17:13, 17:15, 17:17, 17:19, 17:23, 18:9, 18:16, 18:19, 18:20, 19:5, 19:8, 19:11, 19:13, 19:15, 19:17, 19:19, 19:21, 20:2, 23:12, 23:16, 23:19, 24:4, 24:15, 25:3, 25:5, 25:7, 25:9, 25:11, 25:13, 25:15, 25:17, 25:21, 26:10, 31:16, 31:19, 32:4, 33:21, 33:23, 34:8, 34:10, 34:12, 34:14, 34:16, 34:18, 34:20, 34:22,</p>	<p>35:3, 35:10, 40:7, 43:1, 43:3, 43:14, 43:18, 43:19, 46:10, 46:11, 46:14, 48:8, 48:10, 48:18, 49:15, 49:17, 50:1, 50:3, 50:5, 50:7, 50:9, 50:11, 50:13, 50:15, 50:19, 50:23, 51:5, 58:8, 58:19, 58:22, 58:23, 59:6, 59:12, 59:21, 60:2, 71:2, 71:4, 71:14, 71:20, 72:12, 72:22, 73:3, 73:10, 73:13, 73:21, 74:16, 74:23, 75:2, 76:6, 76:7, 76:10, 76:12, 77:3, 77:6, 77:19, 77:23, 78:3, 78:8, 78:20, 82:5, 82:15, 83:11, 83:12, 83:13, 85:9, 103:18, 104:2, 104:14, 106:7, 106:17, 106:18, 106:23, 107:2, 107:4, 107:6, 107:8, 107:10, 107:12, 107:16, 107:20, 108:7, 108:9</p> <p><b>commissioner</b> [6] - 17:10, 19:16, 25:4, 43:3, 43:4, 43:12</p> <p><b>Commissioners</b> [1] - 51:15</p> <p><b>COMMISSIONERS</b> [2] - 7:15, 108:12</p> <p><b>commissioners</b> [12] - 2:20, 8:1, 14:15, 18:1, 25:22, 26:2, 35:4, 43:13, 48:1, 50:20, 81:17, 92:15</p> <p><b>commissions</b> [2] - 56:1, 63:8</p> <p><b>Commissions</b> [1] - 78:15</p> <p><b>commitment</b> [2] - 31:6, 97:16</p> <p><b>committed</b> [1] - 81:5</p> <p><b>committee</b> [14] - 4:8, 4:10, 4:14, 7:20, 35:11, 37:23, 38:18, 40:14, 41:1, 41:20, 42:5, 42:12, 69:4</p> <p><b>committees</b> [1] - 26:4</p> <p><b>commodities</b> [1] - 10:22</p> <p><b>communicate</b> [1] - 39:10</p> <p><b>communicated</b> [1] - 40:19</p>
--	--	---	---	--



<p><b>communities</b> [1] - 98:17</p> <p><b>community</b> [21] - 39:7, 40:20, 41:10, 42:17, 45:17, 45:20, 49:6, 78:11, 78:14, 79:11, 80:5, 83:5, 83:9, 93:4, 95:1, 95:5, 97:14, 97:15, 97:16, 98:15, 99:13</p> <p><b>companies</b> [3] - 20:22, 23:20, 70:4</p> <p><b>company</b> [1] - 27:18</p> <p><b>Company</b> [1] - 20:22</p> <p><b>compared</b> [1] - 56:6</p> <p><b>compensatory</b> [2] - 91:12, 91:21</p> <p><b>competing</b> [1] - 73:5</p> <p><b>competition</b> [2] - 73:9, 87:11</p> <p><b>competitors</b> [1] - 73:6</p> <p><b>compilation</b> [1] - 47:15</p> <p><b>complaints</b> [2] - 38:11, 38:12</p> <p><b>complete</b> [1] - 109:14</p> <p><b>compliance</b> [3] - 38:16, 51:20, 105:11</p> <p><b>comply</b> [1] - 66:16</p> <p><b>concept</b> [2] - 46:23, 58:21</p> <p><b>concern</b> [2] - 94:3, 105:6</p> <p><b>concerned</b> [4] - 79:20, 80:1, 80:15, 106:2</p> <p><b>concerns</b> [4] - 90:7, 90:19, 104:16, 106:3</p> <p><b>concession</b> [3] - 26:21, 90:10, 91:12</p> <p><b>cessionaires</b> [1] - 70:7</p> <p><b>concessions</b> [2] - 56:1, 63:8</p> <p><b>concludes</b> [4] - 7:6, 11:16, 32:4, 52:12</p> <p><b>conclusions</b> [1] - 85:23</p> <p><b>conditions</b> [2] - 44:13, 104:17</p> <p><b>confidence</b> [1] - 80:19</p> <p><b>confused</b> [1] - 58:9</p> <p><b>confusing</b> [1] - 58:21</p> <p><b>congratulations</b> [2] - 5:16, 20:5</p> <p><b>Congressional</b> [1] - 103:3</p>	<p><b>connected</b> [1] - 75:10</p> <p><b>conserve</b> [1] - 33:11</p> <p><b>consider</b> [3] - 45:7, 75:5, 82:7</p> <p><b>consideration</b> [1] - 64:15</p> <p><b>considerations</b> [1] - 101:2</p> <p><b>considered</b> [3] - 5:14, 72:12, 75:20</p> <p><b>considering</b> [2] - 80:2, 104:18</p> <p><b>consolidated</b> [1] - 11:16</p> <p><b>constantly</b> [1] - 100:23</p> <p><b>constitutes</b> [1] - 109:13</p> <p><b>construct</b> [1] - 45:14</p> <p><b>contact</b> [1] - 68:11</p> <p><b>contains</b> [1] - 51:17</p> <p><b>context</b> [2] - 75:4, 77:9</p> <p><b>continue</b> [6] - 11:13, 56:1, 79:18, 98:17, 103:1, 103:11</p> <p><b>continued</b> [4] - 10:21, 55:19, 56:17, 79:13</p> <p><b>continues</b> [3] - 70:15, 78:17, 104:16</p> <p><b>continuing</b> [3] - 12:18, 80:9, 102:21</p> <p><b>contract</b> [7] - 27:4, 30:22, 31:22, 31:23, 36:22, 37:3, 92:5</p> <p><b>contracts</b> [1] - 70:21</p> <p><b>contractual</b> [1] - 28:10</p> <p><b>contribute</b> [1] - 88:14</p> <p><b>contributions</b> [1] - 45:14</p> <p><b>control</b> [3] - 5:2, 45:5, 75:12</p> <p><b>controls</b> [1] - 10:17</p> <p><b>convention</b> [1] - 6:9</p> <p><b>conversation</b> [6] - 16:17, 18:7, 23:18, 46:13, 85:15, 108:5</p> <p><b>conversely</b> [1] - 84:15</p> <p><b>coping</b> [1] - 101:21</p> <p><b>core</b> [2] - 64:8, 97:20</p> <p><b>corner</b> [1] - 39:18</p> <p><b>coronavirus</b> [1] - 86:12</p> <p><b>corporate</b> [8] - 7:19, 14:5, 20:12, 20:13,</p>	<p>21:12, 22:16, 23:8, 28:20</p> <p><b>Corporation</b> [2] - 5:13, 18:14</p> <p><b>corporations</b> [1] - 18:15</p> <p><b>correct</b> [2] - 30:20, 59:5</p> <p><b>correlation</b> [1] - 62:5</p> <p><b>correspond</b> [1] - 51:3</p> <p><b>cost</b> [15] - 5:2, 10:15, 10:17, 22:5, 24:11, 24:12, 32:10, 32:23, 70:17, 74:10, 80:20, 82:8, 91:19, 98:14</p> <p><b>costs</b> [6] - 21:23, 33:11, 68:20, 69:3, 75:22, 96:12</p> <p><b>Counsel</b> [2] - 2:5, 2:13</p> <p><b>count</b> [1] - 66:21</p> <p><b>Counties</b> [1] - 56:12</p> <p><b>counties</b> [1] - 56:19</p> <p><b>country</b> [4] - 27:20, 27:23, 66:2, 88:12</p> <p><b>COUNTY</b> [1] - 109:3</p> <p><b>County</b> [1] - 109:6</p> <p><b>couple</b> [9] - 4:2, 4:7, 4:13, 4:17, 6:7, 26:14, 35:15, 46:19, 74:23</p> <p><b>course</b> [12] - 10:18, 12:5, 21:4, 61:11, 61:23, 62:18, 64:12, 64:21, 68:4, 70:14, 82:15, 82:17</p> <p><b>cover</b> [2] - 97:14, 97:15</p> <p><b>covered</b> [2] - 29:13, 96:15</p> <p><b>covering</b> [1] - 74:11</p> <p><b>coveted</b> [1] - 5:7</p> <p><b>COVID</b> [16] - 12:9, 38:3, 38:20, 61:4, 61:21, 62:1, 63:16, 76:13, 93:8, 94:3, 94:13, 94:16, 95:19, 96:7, 101:22, 102:13</p> <p><b>COVID-19</b> [1] - 78:21</p> <p><b>COX</b> [13] - 7:23, 11:21, 12:1, 13:3, 13:6, 13:14, 59:5, 59:10, 59:16, 59:22, 60:3, 60:12, 60:17</p> <p><b>Cox</b> [2] - 2:6, 7:21</p> <p><b>CR</b> [1] - 102:21</p> <p><b>create</b> [4] - 29:9, 37:8, 46:5, 80:19</p> <p><b>created</b> [1] - 101:1</p> <p><b>creating</b> [1] - 54:6</p>	<p><b>creative</b> [1] - 6:12</p> <p><b>credit</b> [1] - 70:16</p> <p><b>creep</b> [1] - 37:17</p> <p><b>crisis</b> [1] - 94:22</p> <p><b>critical</b> [4] - 10:19, 33:14, 85:7, 91:5</p> <p><b>Cross</b> [1] - 39:20</p> <p><b>crystals</b> [1] - 32:16</p> <p><b>cultural</b> [1] - 47:2</p> <p><b>curious</b> [1] - 104:15</p> <p><b>current</b> [5] - 31:16, 31:23, 55:8, 88:5, 95:15</p> <p><b>customer</b> [2] - 99:16, 99:17</p> <p><b>customers</b> [4] - 36:12, 79:15, 104:22, 105:2</p> <p><b>cut</b> [5] - 28:7, 65:19, 80:16, 80:17, 91:8</p> <p><b>cutting</b> [2] - 67:15, 91:7</p>	<p><b>decrease</b> [2] - 56:4, 57:19</p> <p><b>deemed</b> [1] - 69:13</p> <p><b>deficit</b> [2] - 11:6, 11:10</p> <p><b>definitely</b> [2] - 20:8, 43:16</p> <p><b>degrade</b> [1] - 84:8</p> <p><b>Delaware</b> [1] - 68:11</p> <p><b>delayed</b> [5] - 10:16, 10:20, 90:20, 90:21</p> <p><b>demand</b> [5] - 87:14, 93:4, 93:16, 99:22, 100:4</p> <p><b>demonstrated</b> [3] - 79:4, 79:6, 80:8</p> <p><b>Denise</b> [8] - 2:2, 3:16, 17:20, 19:22, 25:18, 34:23, 50:16, 107:13</p> <p><b>dent</b> [1] - 68:2</p> <p><b>Denver</b> [1] - 27:22</p> <p><b>Department</b> [1] - 83:1</p> <p><b>dependent</b> [9] - 43:5, 43:10, 60:8, 61:23, 62:8, 62:15, 63:15, 100:14, 100:16</p> <p><b>depressed</b> [1] - 93:7</p> <p><b>depressing</b> [1] - 98:6</p> <p><b>depth</b> [1] - 26:5</p> <p><b>Deputy</b> [1] - 2:13</p> <p><b>derive</b> [1] - 68:2</p> <p><b>described</b> [1] - 109:12</p> <p><b>deserve</b> [1] - 84:15</p> <p><b>design</b> [2] - 30:1, 99:23</p> <p><b>designed</b> [3] - 45:3, 46:17, 47:2</p> <p><b>designs</b> [1] - 47:5</p> <p><b>despite</b> [1] - 4:18</p> <p><b>destination</b> [1] - 49:4</p> <p><b>detection</b> [2] - 22:14, 22:15</p> <p><b>determine</b> [1] - 21:23</p> <p><b>determining</b> [2] - 54:13, 99:23</p> <p><b>developed</b> [2] - 105:19, 105:20</p> <p><b>developing</b> [2] - 36:22, 53:23</p> <p><b>Development</b> [2] - 21:5, 22:8</p> <p><b>development</b> [3] - 46:23, 79:6, 84:2</p> <p><b>Development's</b> [1] - 33:1</p> <p><b>develops</b> [1] - 87:15</p> <p><b>diesel</b> [1] - 10:22</p>
<b>D</b>				
<p><b>daily</b> [1] - 71:13</p> <p><b>Dallas</b> [1] - 27:23</p> <p><b>darn</b> [1] - 97:20</p> <p><b>Darren</b> [5] - 2:7, 13:15, 54:17, 54:21, 102:9</p> <p><b>date</b> [15] - 8:4, 8:11, 8:16, 8:23, 9:12, 9:16, 10:2, 10:7, 10:13, 11:7, 11:10, 55:6, 55:11, 85:12, 96:8</p> <p><b>David</b> [7] - 2:5, 7:5, 19:2, 24:23, 49:20, 51:14, 52:15</p> <p><b>Davis</b> [2] - 46:1, 47:9</p> <p><b>days</b> [4] - 4:21, 6:7, 42:6, 66:14</p> <p><b>de</b> [2] - 20:16, 32:20</p> <p><b>de-icing</b> [2] - 20:16, 32:20</p> <p><b>deal</b> [3] - 28:7, 70:19, 83:20</p> <p><b>dealing</b> [1] - 23:19</p> <p><b>dealt</b> [1] - 65:8</p> <p><b>dean</b> [2] - 46:1, 47:7</p> <p><b>debating</b> [1] - 48:20</p> <p><b>December</b> [5] - 30:22, 31:18, 64:13, 65:2, 65:5</p> <p><b>decide</b> [1] - 81:1</p> <p><b>decided</b> [1] - 27:13</p> <p><b>decision</b> [1] - 54:20</p> <p><b>decisions</b> [1] - 79:9</p> <p><b>decorations</b> [1] - 30:1</p>				

<p><b>difference</b> [1] - 84:10  <b>different</b> [25] - 18:9, 18:10, 18:15, 20:7, 27:15, 27:21, 39:8, 41:10, 41:12, 41:13, 41:14, 51:20, 54:1, 54:2, 55:22, 61:9, 64:18, 88:12, 92:9, 97:5, 101:10, 101:13, 101:15  <b>difficult</b> [5] - 5:22, 70:18, 70:23, 97:3, 103:20  <b>dime</b> [1] - 69:10  <b>direct</b> [1] - 40:9  <b>direction</b> [1] - 109:11  <b>directly</b> [1] - 68:18  <b>Director</b> [7] - 2:5, 2:6, 2:7, 2:8, 2:8, 2:15, 2:15  <b>director's</b> [1] - 3:23  <b>disabled</b> [2] - 39:7, 43:6  <b>disadvantage</b> [1] - 75:18  <b>disagree</b> [1] - 81:23  <b>disastrous</b> [1] - 78:12  <b>discounts</b> [1] - 10:17  <b>discretion</b> [1] - 22:5  <b>discussed</b> [1] - 49:1  <b>discussion</b> [7] - 4:13, 34:2, 38:4, 44:21, 49:18, 52:18, 52:22  <b>discussions</b> [3] - 47:7, 52:5, 54:2  <b>distancing</b> [1] - 9:3  <b>Distributors</b> [1] - 20:23  <b>diversity</b> [1] - 45:12  <b>divert</b> [1] - 84:12  <b>DO</b> [1] - 109:6  <b>document</b> [1] - 52:20  <b>dogs</b> [3] - 21:17, 22:13, 22:15  <b>dollar</b> [6] - 11:5, 11:6, 11:9, 11:10, 57:14, 58:14  <b>dollars</b> [21] - 8:10, 8:14, 8:22, 9:7, 20:21, 22:7, 23:3, 23:6, 32:12, 36:2, 37:1, 44:3, 56:18, 57:13, 57:18, 73:22, 74:19, 82:12, 83:18, 83:19, 84:7  <b>done</b> [11] - 5:18, 14:3, 16:4, 36:16, 36:19, 39:11, 48:15,</p>	<p>63:13, 83:2, 91:3, 105:5  <b>door</b> [1] - 42:18  <b>doubled</b> [1] - 94:2  <b>down</b> [33] - 4:19, 4:21, 26:19, 36:17, 37:13, 37:14, 37:15, 38:12, 43:7, 45:22, 55:18, 56:2, 56:7, 57:5, 57:6, 57:12, 63:1, 63:2, 70:7, 74:3, 76:18, 80:18, 80:23, 82:6, 90:12, 94:2, 94:23, 96:2, 96:3, 96:4, 96:12, 98:12, 109:8  <b>DOWNEY</b> [3] - 43:1, 43:3, 43:18  <b>Downey</b> [2] - 2:12, 42:10  <b>downturn</b> [1] - 60:21  <b>Dr</b> [1] - 46:1  <b>dramatically</b> [2] - 66:6, 93:21  <b>drastically</b> [1] - 94:16  <b>draws</b> [1] - 13:22  <b>dried</b> [1] - 66:20  <b>drive</b> [6] - 63:6, 66:19, 66:21, 70:16, 90:12, 91:19  <b>drivers</b> [2] - 53:19, 54:19  <b>drives</b> [3] - 12:22, 53:13, 63:4  <b>driving</b> [2] - 61:15, 73:2  <b>drop</b> [2] - 76:23, 88:6  <b>dropped</b> [1] - 94:15  <b>drug</b> [1] - 22:15  <b>dry</b> [1] - 102:18  <b>due</b> [3] - 8:19, 10:14, 10:15  <b>Duquette</b> [1] - 2:14  <b>durable</b> [1] - 48:4  <b>duration</b> [1] - 98:10  <b>during</b> [8] - 4:18, 5:23, 6:11, 9:5, 53:14, 71:9, 102:12, 108:4  <b>dwindle</b> [1] - 70:15  <b>dynamic</b> [2] - 92:23, 101:20</p>	<p><b>Easter</b> [1] - 76:14  <b>easy</b> [1] - 77:1  <b>economic</b> [12] - 56:5, 60:21, 63:4, 75:10, 75:20, 78:13, 79:10, 80:11, 83:1, 83:4, 83:8, 84:2  <b>economically</b> [1] - 78:12  <b>economics</b> [1] - 53:21  <b>economy</b> [6] - 12:21, 62:8, 62:16, 80:4, 101:23, 103:8  <b>educate</b> [1] - 45:19  <b>educational</b> [1] - 78:7  <b>effect</b> [3] - 28:8, 62:11, 104:21  <b>effective</b> [4] - 32:19, 67:21, 97:21, 97:23  <b>efficiency</b> [1] - 99:19  <b>efficient</b> [1] - 97:23  <b>effort</b> [2] - 84:18, 97:7  <b>efforts</b> [2] - 102:10, 104:19  <b>eight</b> [9] - 10:1, 10:7, 10:11, 23:3, 32:12, 69:2, 101:10, 101:11  <b>eighteen</b> [2] - 20:21, 23:5  <b>eighty</b> [7] - 9:22, 9:23, 32:12, 66:9, 69:2, 74:9, 100:15  <b>eighty-eight</b> [2] - 32:12, 69:2  <b>eighty-five</b> [1] - 100:15  <b>eighty-three</b> [2] - 9:22, 9:23  <b>either</b> [5] - 14:19, 31:3, 49:19, 63:18, 86:9  <b>elected</b> [2] - 55:4, 55:5  <b>election</b> [3] - 14:13, 15:11, 18:4  <b>electronic</b> [1] - 35:20  <b>eleven</b> [1] - 56:7  <b>Ellicott</b> [1] - 1:16  <b>emotion</b> [1] - 85:20  <b>Empire</b> [3] - 21:5, 22:8, 32:23  <b>employed</b> [1] - 95:4  <b>employee</b> [1] - 78:15  <b>employees</b> [9] - 4:23, 6:14, 6:18, 72:2, 72:8, 77:14, 95:2, 95:4</p>	<p><b>empty</b> [1] - 22:23  <b>encourage</b> [1] - 48:12  <b>end</b> [11] - 4:12, 9:4, 9:5, 23:2, 44:20, 55:13, 56:17, 67:12, 67:13, 72:9, 86:19  <b>ending</b> [1] - 53:17  <b>ends</b> [1] - 31:18  <b>engaged</b> [2] - 40:11, 40:21  <b>Engineering</b> [1] - 2:15  <b>enhance</b> [1] - 49:3  <b>enjoy</b> [1] - 92:16  <b>enormous</b> [1] - 97:7  <b>enplanement</b> [1] - 66:7  <b>enplanements</b> [9] - 26:17, 26:20, 53:9, 57:4, 57:5, 57:12, 63:12, 67:7, 68:5  <b>Enterprise</b> [1] - 44:1  <b>enterprises</b> [1] - 80:20  <b>entire</b> [6] - 77:9, 79:2, 79:3, 80:3, 89:3, 89:4  <b>envelope</b> [1] - 101:1  <b>environment</b> [1] - 95:15  <b>equipment</b> [2] - 90:5, 104:20  <b>Erie</b> [1] - 56:11  <b>erosion</b> [1] - 95:23  <b>especially</b> [2] - 47:14, 80:20  <b>essentially</b> [2] - 14:11, 53:17  <b>established</b> [2] - 27:19, 28:4  <b>estimated</b> [2] - 20:19, 22:5  <b>estimates</b> [1] - 64:11  <b>et</b> [8] - 15:2, 29:7, 29:15, 30:10, 66:20, 69:12, 69:20, 73:6  <b>ethics</b> [1] - 51:20  <b>evenings</b> [1] - 98:16  <b>eventually</b> [3] - 63:2, 87:5, 88:17  <b>evolve</b> [1] - 41:23  <b>exacerbate</b> [1] - 67:9  <b>exact</b> [1] - 100:11  <b>exactly</b> [2] - 12:20, 73:3  <b>exam</b> [4] - 5:20, 5:22, 5:23, 6:4  <b>example</b> [6] - 42:18, 57:8, 74:6, 87:11,</p>	<p>97:13, 101:11  <b>examples</b> [2] - 46:19, 97:12  <b>exception</b> [2] - 10:18, 87:19  <b>excited</b> [1] - 104:9  <b>excluded</b> [6] - 21:5, 21:8, 22:8, 22:11, 32:23, 33:3  <b>excuse</b> [1] - 88:23  <b>executive</b> [10] - 3:22, 52:16, 52:17, 64:19, 106:9, 106:11, 106:16, 107:23, 108:5  <b>Executive</b> [3] - 2:5, 2:8, 108:2  <b>exercise</b> [1] - 44:7  <b>exist</b> [1] - 78:17  <b>existing</b> [1] - 29:23  <b>expand</b> [1] - 67:4  <b>expanding</b> [1] - 87:13  <b>expansion</b> [3] - 86:14, 87:19  <b>expect</b> [2] - 58:16, 58:17  <b>expectations</b> [2] - 29:19, 29:21  <b>expected</b> [1] - 96:1  <b>expenditures</b> [2] - 10:20, 59:10  <b>expenses</b> [10] - 10:9, 10:14, 13:20, 13:21, 64:12, 68:17, 74:12, 90:8, 91:2, 91:8  <b>experience</b> [1] - 94:15  <b>expire</b> [1] - 30:22  <b>expires</b> [1] - 102:23  <b>explain</b> [1] - 40:10  <b>explaining</b> [1] - 101:4  <b>explosive</b> [1] - 22:14  <b>extended</b> [1] - 31:7  <b>extraordinary</b> [1] - 45:13</p>
				<b>F</b>
				<p><b>FAA</b> [3] - 10:5, 62:19, 84:12  <b>fabric</b> [2] - 75:21, 78:19  <b>faceted</b> [2] - 78:14, 97:3  <b>facilities</b> [2] - 45:3, 46:15  <b>facility</b> [4] - 39:20, 57:2, 57:4, 80:3  <b>facing</b> [1] - 12:7</p>

<p><b>fact</b> [4] - 36:5, 67:18, 94:20, 95:6</p> <p><b>factor</b> [2] - 63:10, 63:12</p> <p><b>fair</b> [1] - 21:23</p> <p><b>fairly</b> [2] - 37:11, 39:6</p> <p><b>fall</b> [1] - 89:8</p> <p><b>Falls</b> [19] - 12:15, 32:9, 36:21, 37:6, 47:3, 65:17, 65:23, 66:10, 67:20, 68:3, 71:6, 71:18, 72:21, 73:7, 73:11, 78:17, 78:19, 90:15, 90:17</p> <p><b>far</b> [5] - 61:13, 61:14, 79:20, 79:23, 83:23</p> <p><b>fare</b> [3] - 35:21, 96:2</p> <p><b>fares</b> [9] - 8:20, 9:3, 9:5, 9:7, 36:10, 55:15, 55:16, 55:19, 63:7</p> <p><b>favor</b> [4] - 7:14, 16:20, 106:19, 108:11</p> <p><b>favorable</b> [2] - 10:21, 52:6</p> <p><b>FBO</b> [3] - 27:19, 28:15, 30:7</p> <p><b>February</b> [2] - 35:23, 36:1</p> <p><b>Federal</b> [2] - 62:19, 62:21</p> <p><b>federal</b> [14] - 12:10, 13:22, 55:5, 62:18, 62:23, 63:5, 63:17, 63:19, 72:3, 96:22, 102:8, 102:13, 102:19, 103:6</p> <p><b>feedback</b> [1] - 42:14</p> <p><b>feeder</b> [2] - 77:21, 77:23</p> <p><b>feet</b> [1] - 22:22</p> <p><b>fellow</b> [1] - 48:1</p> <p><b>felt</b> [1] - 80:12</p> <p><b>fencing</b> [1] - 87:1</p> <p><b>few</b> [4] - 55:1, 55:17, 55:19, 57:9</p> <p><b>Field</b> [1] - 28:1</p> <p><b>fifteen</b> [5] - 9:19, 27:20, 28:3, 31:19, 98:13</p> <p><b>fifth</b> [2] - 8:7, 12:4</p> <p><b>fifty</b> [6] - 9:21, 22:22, 23:5, 27:10, 47:17, 94:20</p> <p><b>fifty-five</b> [1] - 22:22</p> <p><b>fifty-six</b> [1] - 23:5</p> <p><b>fifty-three</b> [1] - 47:17</p> <p><b>fifty-two</b> [1] - 9:21</p> <p><b>fighting</b> [1] - 93:22</p> <p><b>fill</b> [2] - 93:9, 95:20</p>	<p><b>filled</b> [1] - 16:8</p> <p><b>final</b> [1] - 22:16</p> <p><b>finally</b> [2] - 7:3, 54:13</p> <p><b>finance</b> [1] - 7:20</p> <p><b>finances</b> [2] - 30:10, 68:4</p> <p><b>Financial</b> [1] - 2:6</p> <p><b>financial</b> [7] - 11:3, 30:13, 38:6, 39:1, 54:11, 54:12, 64:8</p> <p><b>financials</b> [5] - 11:16, 26:16, 35:16, 35:17, 64:9</p> <p><b>firefighting</b> [1] - 75:11</p> <p><b>first</b> [14] - 4:3, 14:6, 16:12, 18:2, 23:19, 24:2, 24:3, 24:14, 29:6, 43:21, 53:18, 55:7, 61:5, 61:12</p> <p><b>fiscal</b> [16] - 8:7, 8:8, 12:5, 12:7, 53:17, 55:11, 55:12, 55:17, 61:10, 61:22, 85:13, 93:8, 93:10, 93:13, 94:22, 102:15</p> <p><b>fit</b> [1] - 101:1</p> <p><b>five</b> [24] - 9:8, 9:14, 9:17, 11:10, 22:22, 37:1, 37:13, 41:3, 41:4, 42:4, 44:6, 55:11, 58:12, 58:18, 71:17, 74:19, 82:11, 88:1, 89:17, 91:18, 96:7, 96:14, 100:15</p> <p><b>five-thirty</b> [1] - 42:4</p> <p><b>five-year</b> [1] - 44:6</p> <p><b>fixed</b> [2] - 24:11, 27:9</p> <p><b>fleet</b> [1] - 67:4</p> <p><b>flexibility</b> [1] - 54:8</p> <p><b>flexible</b> [2] - 92:22, 101:23</p> <p><b>flight</b> [5] - 24:9, 74:4, 74:5, 74:8, 74:13</p> <p><b>flights</b> [13] - 23:23, 24:9, 67:4, 71:4, 71:5, 71:17, 71:21, 72:13, 73:18, 73:20, 74:3, 74:14, 91:21</p> <p><b>floor</b> [1] - 43:23</p> <p><b>Florida</b> [1] - 74:10</p> <p><b>fly</b> [4] - 71:8, 73:20, 74:4, 74:10</p> <p><b>flying</b> [4] - 73:4, 74:8, 87:23, 91:21</p> <p><b>focus</b> [3] - 45:16, 102:7, 102:12</p> <p><b>foliage</b> [1] - 29:7</p>	<p><b>folks</b> [2] - 6:13, 39:22</p> <p><b>follow</b> [2] - 85:10, 93:18</p> <p><b>following</b> [5] - 8:9, 12:3, 20:22, 64:16, 86:10</p> <p><b>food</b> [3] - 68:10, 69:11, 69:19</p> <p><b>foot</b> [1] - 23:4</p> <p><b>Force</b> [4] - 75:11, 75:14, 75:16, 78:9</p> <p><b>forced</b> [1] - 95:11</p> <p><b>forces</b> [1] - 102:2</p> <p><b>forecast</b> [9] - 53:9, 55:13, 56:8, 57:7, 57:19, 59:18, 60:22, 88:21, 89:2</p> <p><b>forecasted</b> [1] - 55:20</p> <p><b>forever</b> [1] - 48:14</p> <p><b>forget</b> [2] - 75:3, 77:8</p> <p><b>forgivable</b> [1] - 77:15</p> <p><b>formulate</b> [1] - 60:20</p> <p><b>formulating</b> [1] - 61:9</p> <p><b>forth</b> [1] - 49:11</p> <p><b>fortunate</b> [1] - 105:9</p> <p><b>forty</b> [11] - 8:11, 8:22, 9:15, 23:6, 37:13, 37:16, 52:20, 52:23, 69:7, 69:12, 98:13</p> <p><b>forty-five</b> [1] - 37:13</p> <p><b>forty-one</b> [1] - 9:15</p> <p><b>forty-three</b> [1] - 8:22</p> <p><b>forty-two</b> [3] - 8:11, 52:20, 52:23</p> <p><b>forward</b> [19] - 6:20, 27:1, 36:23, 37:4, 37:10, 44:9, 45:22, 46:5, 47:13, 54:5, 54:9, 54:16, 59:7, 93:12, 99:9, 101:7, 101:18, 101:22, 103:13</p> <p><b>four</b> [18] - 5:9, 8:16, 8:17, 9:11, 9:22, 9:23, 22:21, 23:3, 31:1, 32:11, 42:1, 44:3, 51:23, 53:18, 56:13, 59:11, 71:17, 101:15</p> <p><b>four-step</b> [1] - 53:18</p> <p><b>four-year</b> [1] - 59:11</p> <p><b>fourteen</b> [2] - 66:14, 66:17</p> <p><b>fourteen-day</b> [1] - 66:17</p> <p><b>foyer</b> [1] - 30:6</p> <p><b>frame</b> [1] - 52:9</p>	<p><b>free</b> [1] - 15:2</p> <p><b>frequency</b> [1] - 98:10</p> <p><b>friends</b> [2] - 47:18, 48:17</p> <p><b>front</b> [1] - 85:11</p> <p><b>FRONTIER</b> [2] - 1:7, 1:15</p> <p><b>Frontier</b> [1] - 18:5</p> <p><b>fronts</b> [1] - 29:8</p> <p><b>FTA</b> [2] - 10:4, 62:20</p> <p><b>fuel</b> [1] - 74:10</p> <p><b>full</b> [4] - 61:13, 61:17, 64:13, 64:14</p> <p><b>fully</b> [2] - 86:16, 87:19</p> <p><b>functional</b> [1] - 87:17</p> <p><b>fund</b> [2] - 87:2, 87:18</p> <p><b>funded</b> [2] - 86:16, 87:19</p> <p><b>funding</b> [20] - 10:4, 12:10, 13:10, 46:4, 49:10, 53:12, 57:1, 59:3, 62:3, 62:18, 62:22, 63:14, 84:15, 93:9, 95:19, 96:4, 96:15, 96:18, 96:22, 103:2</p> <p><b>funds</b> [3] - 44:12, 84:11</p> <p><b>fungible</b> [1] - 76:20</p> <p><b>furthermore</b> [1] - 98:22</p> <p><b>future</b> [8] - 27:1, 72:4, 74:17, 77:19, 77:20, 82:7, 95:14, 102:5</p>	<p><b>George</b> [4] - 2:7, 2:14, 5:17, 35:14</p> <p><b>GEORGE</b> [4] - 35:15, 40:13, 92:18, 105:19</p> <p><b>given</b> [1] - 59:19</p> <p><b>gold</b> [1] - 5:7</p> <p><b>Gorman</b> [1] - 43:23</p> <p><b>governance</b> [2] - 7:20, 41:2</p> <p><b>government</b> [7] - 13:22, 63:18, 63:19, 72:3, 83:15, 83:16, 96:22</p> <p><b>Government</b> [1] - 2:7</p> <p><b>governments</b> [1] - 102:14</p> <p><b>governor</b> [1] - 105:10</p> <p><b>governor's</b> [1] - 64:20</p> <p><b>gradual</b> [1] - 93:18</p> <p><b>gradually</b> [4] - 94:17, 94:19, 95:13, 104:11</p> <p><b>graduate</b> [1] - 48:6</p> <p><b>grant</b> [1] - 60:1</p> <p><b>graph</b> [3] - 88:10, 94:10, 96:5</p> <p><b>graphs</b> [2] - 95:22, 96:1</p> <p><b>great</b> [8] - 7:2, 14:3, 26:13, 36:11, 47:21, 49:11, 103:19, 104:3</p> <p><b>ground</b> [3] - 67:5, 68:12, 74:13</p> <p><b>grounded</b> [2] - 67:2, 90:4</p> <p><b>grounding</b> [1] - 67:7</p> <p><b>grounds</b> [1] - 75:19</p> <p><b>group</b> [10] - 5:17, 6:12, 13:16, 26:8, 35:9, 41:20, 42:1, 97:6, 99:15, 105:20</p> <p><b>groups</b> [7] - 41:10, 41:12, 41:14, 41:16, 41:18, 41:22</p> <p><b>grow</b> [1] - 103:23</p> <p><b>growth</b> [3] - 80:10, 89:7, 93:18</p> <p><b>guarantee</b> [2] - 69:17, 70:5</p> <p><b>guess</b> [3] - 31:1, 66:9, 96:16</p> <p><b>guide</b> [1] - 39:12</p> <p><b>guides</b> [1] - 6:5</p> <p><b>guys</b> [2] - 78:6, 104:5</p>
<b>G</b>				
<p><b>Galleria</b> [1] - 52:1</p> <p><b>game</b> [1] - 22:23</p> <p><b>gap</b> [3] - 59:4, 93:9, 95:20</p> <p><b>gas</b> [2] - 10:23, 39:19</p> <p><b>gasoline</b> [1] - 10:22</p> <p><b>Gast</b> [1] - 2:14</p> <p><b>gates</b> [2] - 87:12, 87:16</p> <p><b>gee</b> [1] - 33:14</p> <p><b>General</b> [2] - 2:5, 2:13</p> <p><b>general</b> [5] - 27:23, 38:8, 41:4, 41:6, 69:4</p> <p><b>generally</b> [2] - 94:15, 95:23</p> <p><b>generating</b> [2] - 69:8, 69:13</p> <p><b>generation</b> [1] - 67:3</p> <p><b>geographically</b> [1] - 97:15</p>				
<b>H</b>				
<p><b>half</b> [5] - 9:15, 36:1,</p>				

<p>56:16, 56:18, 82:21  <b>hammer</b> [1] - 84:20  <b>hand</b> [2] - 70:14, 105:14  <b>handout</b> [1] - 52:23  <b>hands</b> [2] - 37:4, 104:23  <b>hang</b> [1] - 30:5  <b>hangar</b> [2] - 28:18, 28:20  <b>hangars</b> [1] - 28:19  <b>happiness</b> [1] - 92:13  <b>happy</b> [2] - 14:8, 30:10  <b>hard</b> [3] - 6:10, 29:4, 86:4  <b>harder</b> [1] - 57:6  <b>hat</b> [1] - 76:23  <b>haves</b> [2] - 87:3  <b>head</b> [2] - 14:3, 82:10  <b>headquartered</b> [1] - 28:1  <b>headwinds</b> [1] - 93:22  <b>health</b> [4] - 54:12, 79:10, 90:7, 90:19  <b>hear</b> [2] - 24:2, 24:14  <b>heard</b> [4] - 43:15, 55:9, 67:1, 78:5  <b>hearing</b> [3] - 15:1, 19:1, 49:20  <b>heavily</b> [1] - 36:8  <b>held</b> [2] - 1:15, 16:7  <b>Helen</b> [7] - 2:8, 6:21, 7:2, 60:16, 65:11, 101:18, 105:20  <b>Helen's</b> [1] - 6:12  <b>help</b> [8] - 27:5, 45:19, 46:4, 54:11, 67:4, 88:17, 93:9, 102:14  <b>helped</b> [1] - 13:11  <b>helpful</b> [4] - 85:14, 85:16, 85:18, 104:4  <b>helps</b> [4] - 68:15, 69:6, 70:2, 104:6  <b>HEREBY</b> [1] - 109:7  <b>Heritage</b> [1] - 36:22  <b>Hicks</b> [1] - 3:7  <b>high</b> [3] - 35:22, 36:4, 89:5  <b>higher</b> [2] - 83:6, 105:12  <b>highlight</b> [1] - 4:7  <b>highlighting</b> [1] - 105:22  <b>highly</b> [1] - 100:14  <b>historic</b> [1] - 24:5</p>	<p><b>historical</b> [1] - 46:2  <b>history</b> [2] - 45:20, 47:1  <b>hit</b> [1] - 54:14  <b>hitting</b> [1] - 66:8  <b>holder</b> [1] - 22:23  <b>home</b> [2] - 40:1, 94:2  <b>homeless</b> [1] - 43:7  <b>honor</b> [2] - 44:17, 44:23  <b>honoring</b> [2] - 45:8, 45:13  <b>hope</b> [2] - 78:23, 81:12  <b>hopeful</b> [1] - 72:10  <b>hopefully</b> [4] - 79:18, 85:5, 103:16, 104:1  <b>hoping</b> [1] - 58:1  <b>hotels</b> [1] - 39:22  <b>house</b> [1] - 28:20  <b>House</b> [1] - 102:20  <b>Howard</b> [1] - 83:19  <b>HR</b> [1] - 6:13  <b>Hughes</b> [12] - 2:2, 3:8, 14:21, 16:21, 17:12, 19:14, 25:10, 34:15, 48:19, 50:8, 107:17, 107:18  <b>HUGHES</b> [20] - 3:9, 7:13, 17:13, 19:15, 23:12, 25:11, 31:16, 31:19, 34:16, 35:10, 40:7, 43:14, 43:19, 46:11, 48:10, 49:17, 50:9, 50:23, 51:5, 107:20  <b>Human</b> [1] - 2:15  <b>hundred</b> [22] - 5:21, 6:8, 9:19, 9:22, 9:23, 20:20, 22:7, 22:21, 23:5, 32:11, 44:2, 57:20, 58:5, 73:22, 74:9, 83:4, 83:5, 83:18, 90:16, 105:13  <b>hurting</b> [1] - 66:11</p>	<p>99:21  <b>illnesses</b> [1] - 4:19  <b>image</b> [1] - 49:3  <b>impact</b> [9] - 39:3, 67:17, 78:13, 78:14, 83:1, 83:4, 83:8, 86:5, 96:10  <b>impacted</b> [5] - 56:4, 65:17, 66:2, 66:5, 67:1  <b>impacting</b> [1] - 39:1  <b>impacts</b> [3] - 98:14, 99:12  <b>impartial</b> [1] - 85:22  <b>implemented</b> [1] - 39:14  <b>implications</b> [1] - 39:7  <b>importance</b> [2] - 80:3, 83:10  <b>important</b> [10] - 5:1, 11:12, 78:16, 78:18, 82:19, 84:3, 92:22, 95:1, 99:17, 101:19  <b>improve</b> [2] - 5:2, 61:16  <b>improvement</b> [3] - 79:14, 80:9, 86:13  <b>improvements</b> [3] - 31:14, 56:5, 86:21  <b>IN</b> [1] - 2:1  <b>inbound</b> [1] - 68:8  <b>Inc</b> [1] - 39:20  <b>included</b> [1] - 102:21  <b>includes</b> [1] - 69:22  <b>including</b> [2] - 27:22, 46:19  <b>Incorporated</b> [1] - 20:23  <b>increase</b> [4] - 37:12, 87:4, 87:10, 90:8  <b>increases</b> [1] - 93:4  <b>incredible</b> [1] - 42:12  <b>incremental</b> [1] - 99:21  <b>incumbent</b> [2] - 21:21, 31:4  <b>incumbents</b> [1] - 24:18  <b>independent</b> [1] - 38:14  <b>indicate</b> [1] - 58:16  <b>individual</b> [1] - 74:12  <b>individuals</b> [2] - 40:17, 96:10  <b>industry</b> [3] - 89:3, 89:4, 94:3  <b>inextricably</b> [1] - 75:13  <b>information</b> [9] -</p>	<p>35:18, 42:21, 44:19, 61:2, 64:1, 64:8, 64:23, 85:13, 104:4  <b>Information</b> [1] - 2:14  <b>informed</b> [1] - 67:19  <b>infrastructure</b> [2] - 103:7, 103:9  <b>initial</b> [2] - 13:14, 22:2  <b>initiating</b> [1] - 36:20  <b>initiative</b> [1] - 37:7  <b>initiatives</b> [1] - 36:13  <b>injuries</b> [3] - 4:19, 4:21, 52:3  <b>inside</b> [1] - 29:22  <b>instead</b> [1] - 76:3  <b>instrumentalities</b> [1] - 83:16  <b>insulate</b> [1] - 27:5  <b>interest</b> [1] - 27:16  <b>interesting</b> [3] - 35:19, 36:5, 78:4  <b>interim</b> [2] - 76:10, 76:11  <b>interior</b> [1] - 37:9  <b>interject</b> [1] - 85:9  <b>International</b> [3] - 12:16, 65:16, 88:22  <b>investment</b> [1] - 31:5  <b>investments</b> [3] - 79:8, 81:3, 104:1  <b>invite</b> [1] - 42:8  <b>involved</b> [3] - 41:12, 79:12  <b>Island</b> [1] - 5:12  <b>issue</b> [6] - 32:21, 39:23, 67:9, 67:11, 75:3, 90:5  <b>issue/leak</b> [1] - 39:20  <b>issues</b> [3] - 67:5, 90:3, 100:11  <b>item</b> [8] - 18:3, 20:3, 25:23, 26:1, 35:6, 50:21, 57:16, 106:10  <b>items</b> [10] - 4:13, 10:19, 26:12, 26:14, 35:16, 52:18, 56:9, 57:23, 58:4, 66:11</p>	<p><b>job</b> [11] - 5:18, 14:4, 28:5, 42:12, 42:16, 42:23, 84:16, 103:19, 105:9, 105:16  <b>John</b> [7] - 2:6, 2:15, 7:21, 11:18, 14:1, 55:10, 93:2  <b>join</b> [1] - 107:18  <b>joined</b> [2] - 18:1, 50:20  <b>July</b> [2] - 37:22, 44:21  <b>June</b> [1] - 9:5  <b>jury</b> [2] - 52:10, 60:7  <b>justice</b> [1] - 45:11  <b>justify</b> [1] - 87:15</p>
<b>K</b>				
<p><b>Karen</b> [1] - 2:15  <b>keep</b> [22] - 6:2, 11:13, 20:6, 55:4, 61:19, 68:20, 69:1, 70:9, 70:10, 71:23, 76:12, 84:18, 85:1, 87:17, 94:9, 95:3, 95:9, 99:6, 99:14, 100:13, 101:19, 102:16  <b>keeping</b> [1] - 94:1  <b>keeps</b> [1] - 90:20  <b>Kempner</b> [2] - 2:7, 54:17  <b>KEMPNER</b> [7] - 54:22, 58:16, 58:21, 59:14, 60:10, 60:13, 102:11  <b>Kennedy's</b> [1] - 49:8  <b>Kennedy</b> [1] - 49:8  <b>key</b> [8] - 48:7, 53:19, 54:13, 54:18, 55:1, 62:3, 94:23, 101:16  <b>kilometer</b> [1] - 88:21  <b>Kim</b> [9] - 3:22, 7:7, 23:9, 43:1, 48:10, 54:22, 60:17, 61:7, 85:11  <b>Kimberley</b> [1] - 2:5  <b>kind</b> [16] - 18:11, 29:1, 30:12, 30:13, 43:4, 45:8, 47:23, 48:5, 60:21, 65:6, 71:9, 85:20, 89:7, 89:8, 95:21, 104:6  <b>kindly</b> [1] - 33:22  <b>kudos</b> [1] - 4:22</p>				
<b>L</b>				
<p><b>labor</b> [2] - 41:11, 106:12</p>				

<p><b>lack</b> [2] - 45:12, 59:8  <b>lagging</b> [1] - 90:19  <b>laid</b> [1] - 71:20  <b>land</b> [2] - 73:11, 73:14  <b>landscape</b> [1] - 46:19  <b>landscaping</b> [1] - 91:9  <b>Lara</b> [1] - 2:8  <b>large</b> [4] - 6:10, 28:2, 55:21, 66:3  <b>larger</b> [1] - 54:10  <b>largest</b> [1] - 27:22  <b>last</b> [26] - 7:3, 7:10, 24:18, 37:14, 37:15, 39:16, 44:20, 48:20, 49:2, 55:12, 55:19, 56:6, 56:9, 56:19, 56:23, 59:18, 60:4, 76:14, 88:4, 89:13, 91:15, 92:10, 93:22, 99:11, 103:6  <b>LaVonne</b> [3] - 2:11, 14:21, 16:22  <b>Law</b> [1] - 106:15  <b>laying</b> [1] - 93:2  <b>learning</b> [1] - 93:23  <b>lease</b> [7] - 22:18, 22:21, 23:7, 30:21, 31:16, 31:20, 69:5  <b>leased</b> [1] - 30:19  <b>least</b> [5] - 51:6, 52:4, 58:17, 72:9, 89:22  <b>leave</b> [1] - 103:17  <b>leaving</b> [1] - 39:2  <b>left</b> [2] - 51:11, 60:6  <b>legacy</b> [3] - 44:17, 44:23, 45:8  <b>legislation</b> [1] - 59:20  <b>legislative</b> [1] - 64:21  <b>less</b> [12] - 23:23, 24:11, 33:9, 57:21, 71:11, 71:14, 71:15, 71:16, 73:11, 74:2, 92:1  <b>letter</b> [1] - 51:2  <b>level</b> [11] - 46:22, 62:10, 62:11, 62:17, 63:1, 63:3, 63:5, 63:7, 63:16, 67:6, 70:3  <b>levels</b> [10] - 28:12, 53:12, 61:13, 62:5, 85:5, 89:13, 90:1, 97:1, 98:9, 99:23  <b>Library</b> [1] - 46:21  <b>lies</b> [1] - 104:7  <b>life</b> [4] - 44:17, 45:14,</p>	<p>47:11, 80:4  <b>lifeline</b> [1] - 11:3  <b>lifelong</b> [1] - 45:10  <b>lifted</b> [1] - 89:22  <b>light</b> [3] - 5:9, 77:2, 90:6  <b>lighting</b> [2] - 86:22  <b>likely</b> [1] - 90:13  <b>limitations</b> [1] - 100:6  <b>limited</b> [1] - 21:6  <b>limits</b> [1] - 38:7  <b>line</b> [15] - 30:3, 49:7, 56:19, 57:16, 73:18, 88:5, 89:6, 91:2, 91:17, 92:6, 92:7, 94:15, 95:9, 95:17, 95:18  <b>lines</b> [2] - 26:22, 87:1  <b>link</b> [1] - 6:22  <b>linked</b> [1] - 78:11  <b>liquid</b> [2] - 32:12, 32:15  <b>list</b> [1] - 41:16  <b>listed</b> [1] - 56:3  <b>listening</b> [2] - 37:20, 40:9  <b>literally</b> [1] - 30:5  <b>litigated</b> [2] - 51:18, 51:21  <b>live</b> [1] - 93:20  <b>loan</b> [2] - 77:12, 77:15  <b>local</b> [13] - 37:2, 39:22, 55:5, 56:10, 62:6, 62:8, 62:11, 63:3, 63:18, 100:6, 102:14, 105:21  <b>long-term</b> [1] - 30:14  <b>look</b> [28] - 5:1, 27:1, 28:15, 29:16, 31:3, 38:10, 49:5, 53:7, 53:9, 54:4, 57:12, 72:7, 74:17, 76:2, 76:5, 77:20, 81:2, 81:13, 85:20, 85:21, 86:3, 86:6, 86:7, 94:8, 100:21, 100:23, 101:8, 106:5  <b>looking</b> [14] - 22:21, 30:2, 30:13, 31:11, 53:16, 57:17, 89:17, 91:17, 93:1, 93:3, 93:13, 99:8, 100:9, 101:14  <b>looks</b> [2] - 6:1, 29:2  <b>lose</b> [3] - 74:1, 74:4, 82:9  <b>loses</b> [1] - 83:7  <b>losing</b> [2] - 74:3,</p>	<p>74:18  <b>loss</b> [4] - 66:7, 79:22, 104:15  <b>lost</b> [3] - 4:21, 9:6, 14:16  <b>lounge</b> [1] - 29:12  <b>Love</b> [1] - 28:1  <b>low</b> [4] - 24:17, 43:23, 48:7, 80:20  <b>low-floor</b> [1] - 43:23  <b>lower</b> [7] - 10:14, 67:6, 82:18, 88:13, 89:6, 91:13, 100:19  <b>lowest</b> [3] - 21:3, 32:22, 48:23  <b>lunch</b> [1] - 33:15</p> <p style="text-align: center;"><b>M</b></p> <p><b>Machine</b> [1] - 109:9  <b>Madam</b> [1] - 26:10  <b>main</b> [2] - 29:10, 62:4  <b>maintain</b> [3] - 72:2, 77:12, 99:18  <b>maintained</b> [1] - 94:18  <b>major</b> [5] - 39:7, 63:15, 63:20, 87:18, 100:17  <b>Manager</b> [1] - 2:7  <b>mandate</b> [1] - 72:15  <b>mandated</b> [1] - 105:10  <b>manner</b> [2] - 65:18, 109:9  <b>March</b> [8] - 8:8, 9:4, 12:3, 65:4, 65:5, 88:3, 88:7, 94:16  <b>Margo</b> [4] - 2:12, 42:10, 43:1, 43:2  <b>Marie</b> [1] - 2:13  <b>mark</b> [1] - 93:16  <b>Mark</b> [2] - 2:3, 4:5  <b>market</b> [5] - 66:4, 72:18, 73:8, 79:3, 98:6  <b>marketed</b> [1] - 36:8  <b>marketing</b> [2] - 105:20, 105:21  <b>Marketplace</b> [1] - 22:20  <b>marketplace</b> [1] - 79:14  <b>mask</b> [2] - 38:15, 105:8  <b>masks</b> [5] - 38:9, 38:13, 38:14, 105:1, 105:11  <b>master</b> [1] - 68:11</p>	<p><b>match</b> [5] - 56:10, 56:19, 56:21, 97:1, 98:9  <b>material</b> [2] - 7:11, 47:10  <b>matter</b> [3] - 28:10, 51:22, 67:18  <b>matters</b> [1] - 51:18  <b>max</b> [2] - 59:21, 59:22  <b>Max</b> [2] - 67:2, 90:3  <b>Mayor</b> [1] - 44:22  <b>mayor</b> [2] - 45:7, 51:2  <b>mean</b> [6] - 24:16, 47:16, 74:6, 77:6, 104:3, 104:4  <b>means</b> [2] - 100:15, 109:9  <b>meant</b> [1] - 58:16  <b>meantime</b> [2] - 72:13, 73:14  <b>measures</b> [1] - 63:19  <b>media</b> [1] - 105:21  <b>medical</b> [1] - 41:11  <b>meet</b> [4] - 29:20, 42:1, 42:2, 99:9  <b>Meeting</b> [1] - 1:8  <b>meeting</b> [14] - 4:9, 4:12, 7:10, 16:4, 26:6, 35:11, 37:23, 42:3, 48:11, 70:4, 85:15, 86:10, 108:11  <b>meetings</b> [6] - 4:10, 26:3, 37:22, 40:17, 40:22, 42:7  <b>meets</b> [1] - 42:1  <b>member</b> [1] - 10:16  <b>MEMBERS</b> [2] - 2:1, 2:10  <b>members</b> [12] - 4:4, 14:16, 15:18, 16:6, 33:8, 40:11, 44:20, 45:5, 53:1, 82:23  <b>memberships</b> [1] - 41:3  <b>memo</b> [1] - 51:16  <b>mention</b> [5] - 7:4, 33:8, 42:10, 75:7, 75:9  <b>mentioned</b> [7] - 55:16, 60:17, 61:7, 62:12, 85:19, 102:17, 105:12  <b>merit</b> [1] - 104:18  <b>Merrriweather</b> [1] - 46:20  <b>met</b> [2] - 38:19, 44:20  <b>metrics</b> [2] - 4:11,</p>	<p>4:16  <b>Metro</b> [11] - 8:20, 11:1, 12:11, 14:11, 18:5, 18:13, 39:15, 40:15, 40:16, 41:5, 45:4  <b>metropolitan</b> [1] - 100:18  <b>Michael</b> [2] - 2:2, 16:21  <b>middle</b> [2] - 51:15, 52:6  <b>might</b> [1] - 104:17  <b>Mike</b> [1] - 14:20  <b>Millersport</b> [1] - 21:14  <b>million</b> [43] - 8:14, 8:16, 8:18, 8:22, 9:1, 9:6, 9:11, 9:13, 9:14, 9:17, 10:6, 10:8, 10:10, 10:12, 11:5, 11:6, 11:8, 11:10, 12:13, 12:14, 12:15, 56:18, 57:13, 57:14, 57:18, 58:1, 58:13, 58:14, 58:17, 58:18, 60:14, 74:19, 74:20, 82:12, 83:4, 83:5, 83:18, 84:7, 88:2, 94:5, 94:14  <b>mind</b> [1] - 100:13  <b>minimize</b> [1] - 99:12  <b>minimum</b> [3] - 69:17, 69:23, 70:4  <b>MINKEL</b> [34] - 4:1, 7:2, 14:6, 14:10, 16:3, 18:13, 18:17, 20:11, 24:2, 24:5, 24:17, 32:7, 42:10, 43:2, 43:17, 43:21, 51:4, 51:11, 52:17, 52:20, 60:16, 65:11, 74:22, 75:1, 82:11, 82:14, 82:17, 86:8, 101:6, 103:14, 104:8, 105:4, 106:6, 107:17  <b>Minkel</b> [2] - 2:5, 3:22  <b>minor</b> [1] - 97:9  <b>minutes</b> [3] - 7:9, 98:13, 98:14  <b>missed</b> [2] - 29:1, 71:4  <b>mission</b> [1] - 85:8  <b>mistaken</b> [1] - 30:4  <b>misunderstood</b> [1] - 58:20  <b>MIT</b> [1] - 48:6  <b>mode</b> [1] - 94:22  <b>model</b> [3] - 72:17, 93:14, 97:18</p>
--	---	--	--	--

<p><b>modeling</b> [2] - 53:21, 53:23</p> <p><b>moderate</b> [3] - 54:3, 61:16, 101:13</p> <p><b>modern</b> [2] - 28:12, 28:13</p> <p><b>modern-day</b> [2] - 28:12, 28:13</p> <p><b>modifications</b> [1] - 99:22</p> <p><b>moment</b> [1] - 33:16</p> <p><b>money</b> [11] - 29:19, 33:11, 68:17, 72:3, 74:2, 74:3, 74:4, 80:5, 83:7, 86:15, 95:10</p> <p><b>moneys</b> [1] - 95:20</p> <p><b>monitor</b> [1] - 100:3</p> <p><b>monitoring</b> [1] - 100:1</p> <p><b>month</b> [28] - 4:3, 4:10, 8:3, 8:6, 8:7, 8:15, 8:21, 9:12, 9:16, 9:21, 10:5, 11:6, 11:17, 12:4, 12:6, 13:2, 13:4, 13:5, 16:3, 16:5, 35:12, 35:22, 36:2, 36:4, 56:5, 56:6</p> <p><b>monthly</b> [1] - 13:20</p> <p><b>Monthly</b> [1] - 1:8</p> <p><b>months</b> [7] - 9:6, 55:1, 55:12, 55:17, 55:20, 57:9, 102:18</p> <p><b>morning</b> [2] - 26:4, 98:11</p> <p><b>mortgage</b> [1] - 62:7</p> <p><b>mortgages</b> [1] - 96:3</p> <p><b>most</b> [6] - 65:17, 66:6, 88:12, 90:10, 92:22, 99:17</p> <p><b>mostly</b> [1] - 38:13</p> <p><b>mothball</b> [3] - 72:6, 75:14, 87:8</p> <p><b>mothballing</b> [1] - 72:7</p> <p><b>motion</b> [12] - 15:3, 16:15, 18:8, 23:10, 23:12, 33:19, 34:3, 46:9, 49:14, 106:15, 108:6, 108:7</p> <p><b>move</b> [8] - 23:12, 36:23, 48:12, 48:16, 63:21, 74:14, 99:9, 100:5</p> <p><b>moved</b> [7] - 7:12, 15:6, 18:19, 33:21, 46:10, 49:15, 106:17</p> <p><b>moving</b> [6] - 37:4, 37:10, 57:11, 59:7, 72:12, 93:12</p> <p><b>MR</b> [124] - 2:19, 3:1,</p>	<p>3:3, 3:5, 3:7, 3:10, 3:12, 3:14, 3:16, 3:18, 3:20, 7:23, 11:21, 12:1, 13:3, 13:6, 13:14, 16:12, 17:1, 17:3, 17:6, 17:8, 17:10, 17:12, 17:14, 17:16, 17:18, 17:20, 17:22, 18:1, 19:3, 19:6, 19:9, 19:12, 19:14, 19:16, 19:18, 19:20, 19:22, 20:1, 20:3, 25:1, 25:4, 25:6, 25:8, 25:10, 25:12, 25:14, 25:16, 25:18, 25:20, 25:22, 26:14, 30:17, 30:20, 31:18, 31:21, 34:6, 34:9, 34:11, 34:13, 34:15, 34:17, 34:19, 34:21, 34:23, 35:2, 35:4, 35:15, 40:13, 49:22, 50:2, 50:4, 50:6, 50:8, 50:10, 50:12, 50:14, 50:16, 50:18, 50:20, 51:15, 54:22, 58:16, 58:21, 59:5, 59:10, 59:14, 59:16, 59:22, 60:3, 60:10, 60:12, 60:13, 60:17, 65:14, 71:3, 71:7, 71:15, 71:21, 72:14, 73:1, 73:5, 73:12, 73:15, 74:1, 82:10, 82:13, 86:11, 92:18, 102:11, 105:19, 106:11, 106:20, 107:1, 107:3, 107:5, 107:7, 107:9, 107:11, 107:13, 107:15, 107:18, 107:21</p> <p><b>MS</b> [34] - 4:1, 7:2, 14:6, 14:10, 16:3, 18:13, 18:17, 20:11, 24:2, 24:5, 24:17, 32:7, 42:10, 43:2, 43:17, 43:21, 51:4, 51:11, 52:17, 52:20, 60:16, 65:11, 74:22, 75:1, 82:11, 82:14, 82:17, 86:8, 101:6, 103:14, 104:8, 105:4, 106:6, 107:17</p> <p><b>MTA</b> [1] - 5:11</p> <p><b>multiple</b> [1] - 96:11</p> <p><b>museum</b> [1] - 47:2</p> <p><b>must</b> [1] - 87:3</p> <p><b>MWBE</b> [3] - 21:5, 22:9, 33:1</p>	<p style="text-align: center;"><b>N</b></p> <p><b>names</b> [2] - 15:19, 24:18</p> <p><b>naming</b> [6] - 44:16, 45:9, 45:15, 46:3, 47:10, 51:1</p> <p><b>national</b> [3] - 5:11, 100:9, 103:4</p> <p><b>National</b> [2] - 5:13, 36:21</p> <p><b>nationally</b> [1] - 45:1</p> <p><b>natural</b> [1] - 10:23</p> <p><b>nature</b> [3] - 24:1, 87:2, 91:10</p> <p><b>near</b> [4] - 52:1, 72:4, 79:21, 97:21</p> <p><b>necessarily</b> [1] - 87:13</p> <p><b>necessary</b> [2] - 86:20, 87:16</p> <p><b>need</b> [19] - 2:19, 16:7, 16:9, 16:13, 17:1, 23:22, 69:14, 70:8, 70:22, 71:22, 79:14, 81:2, 82:14, 84:16, 84:21, 85:1, 100:17, 101:23, 106:15</p> <p><b>needed</b> [2] - 33:13, 64:4</p> <p><b>needs</b> [2] - 95:14, 99:9</p> <p><b>negative</b> [9] - 8:20, 8:23, 11:5, 11:9, 56:22, 58:14, 65:18, 67:16, 99:12</p> <p><b>negatively</b> [1] - 26:21</p> <p><b>negligible</b> [2] - 79:22, 79:23</p> <p><b>negotiate</b> [1] - 69:18</p> <p><b>negotiated</b> [1] - 10:16</p> <p><b>negotiations</b> [1] - 106:12</p> <p><b>neighborhood</b> [1] - 48:22</p> <p><b>net</b> [1] - 92:6</p> <p><b>never</b> [4] - 12:8, 43:9, 65:8, 68:23</p> <p><b>new</b> [25] - 4:3, 11:19, 14:15, 16:6, 20:6, 26:2, 28:17, 33:8, 36:6, 36:13, 40:8, 40:10, 43:13, 44:19, 45:5, 47:14, 67:3, 82:22, 83:2, 85:6, 92:14, 94:7, 95:7, 97:2, 99:9</p>	<p><b>New</b> [13] - 1:16, 21:6, 21:10, 22:9, 33:2, 33:5, 62:16, 65:15, 98:20, 100:12, 100:18, 105:9, 109:6</p> <p><b>NEW</b> [1] - 109:1</p> <p><b>newbie</b> [1] - 58:11</p> <p><b>news</b> [2] - 58:2, 91:17</p> <p><b>next</b> [19] - 20:11, 21:12, 23:2, 44:14, 45:22, 53:7, 53:13, 60:6, 60:16, 62:10, 62:17, 65:11, 67:23, 86:9, 93:1, 96:5, 98:8, 101:18, 102:23</p> <p><b>NFIA</b> [2] - 9:19, 84:13</p> <p><b>NFTA</b> [13] - 4:6, 14:10, 18:14, 21:8, 30:16, 40:8, 45:4, 54:12, 62:4, 78:18, 83:7, 94:6, 104:1</p> <p><b>NIAGARA</b> [3] - 1:7, 1:15, 109:3</p> <p><b>Niagara</b> [23] - 12:15, 18:5, 32:9, 36:21, 37:6, 47:3, 56:12, 65:16, 65:23, 66:9, 67:20, 68:2, 71:6, 71:18, 72:21, 73:7, 73:11, 78:17, 78:19, 90:15, 90:16, 109:6</p> <p><b>nice</b> [3] - 28:5, 29:7, 36:12</p> <p><b>niche</b> [1] - 73:8</p> <p><b>nine</b> [12] - 8:5, 8:14, 8:15, 9:1, 9:2, 9:6, 10:12, 12:15, 22:6, 44:2, 98:12</p> <p><b>nineteen</b> [1] - 11:9</p> <p><b>ninety</b> [8] - 26:19, 32:11, 35:22, 36:2, 38:16, 44:2, 65:22, 105:12</p> <p><b>ninety-four</b> [1] - 32:11</p> <p><b>ninety-one</b> [1] - 44:2</p> <p><b>ninety-six</b> [3] - 36:2, 38:16, 105:12</p> <p><b>nobody</b> [1] - 73:22</p> <p><b>nominal</b> [1] - 82:8</p> <p><b>nominations</b> [2] - 14:23, 18:22</p> <p><b>non</b> [1] - 81:7</p> <p><b>non-rosy</b> [1] - 81:7</p> <p><b>none</b> [6] - 15:1, 19:1, 40:22, 42:19, 49:20, 66:4</p> <p><b>normal</b> [10] - 78:21,</p>	<p>78:22, 78:23, 80:14, 81:12, 89:6, 93:11, 93:15, 94:8, 95:7</p> <p><b>normalization</b> [2] - 93:17, 94:9</p> <p><b>normalize</b> [2] - 93:18, 93:19</p> <p><b>normalizes</b> [1] - 93:5</p> <p><b>normally</b> [4] - 16:3, 40:2, 44:9, 91:13</p> <p><b>North</b> [1] - 68:11</p> <p><b>Northampton</b> [1] - 39:19</p> <p><b>northbound</b> [1] - 52:2</p> <p><b>notably</b> [1] - 90:10</p> <p><b>Notary</b> [3] - 1:17, 109:5, 109:18</p> <p><b>note</b> [2] - 35:18, 46:14</p> <p><b>nothing</b> [1] - 28:9</p> <p><b>notice</b> [1] - 93:14</p> <p><b>noticed</b> [1] - 32:17</p> <p><b>November</b> [2] - 22:3, 64:6</p> <p><b>Novo</b> [1] - 2:15</p> <p><b>nuclear</b> [1] - 76:19</p> <p><b>number</b> [19] - 6:17, 20:13, 27:14, 31:1, 41:10, 41:15, 46:21, 47:11, 56:3, 69:22, 71:8, 75:6, 80:1, 84:17, 88:6, 88:20, 99:12, 99:15, 100:19</p> <p><b>numbers</b> [13] - 12:22, 55:7, 55:8, 55:9, 81:14, 84:3, 86:4, 86:7, 88:4, 88:13, 88:16, 94:11, 100:22</p> <p><b>nutshell</b> [1] - 65:6</p> <p style="text-align: center;"><b>O</b></p> <p><b>obligated</b> [2] - 69:1, 72:1</p> <p><b>obligation</b> [3] - 15:10, 81:18, 81:19</p> <p><b>obviously</b> [1] - 57:5</p> <p><b>occur</b> [2] - 47:5, 94:6</p> <p><b>occurring</b> [1] - 102:6</p> <p><b>October</b> [5] - 28:8, 51:23, 52:8, 67:13, 67:21</p> <p><b>OF</b> [2] - 109:1, 109:3</p> <p><b>offer</b> [1] - 15:19</p> <p><b>offered</b> [1] - 36:7</p> <p><b>office</b> [6] - 29:10, 46:20, 49:8, 51:3, 51:17, 64:20</p>
--	---	---	--	--

<p><b>Officer</b> [2] - 2:6, 2:14  <b>officer</b> [1] - 15:10  <b>officers</b> [11] - 14:14, 14:18, 15:4, 16:1, 16:10, 16:20, 17:3, 18:5, 18:10, 18:18, 20:6  <b>Officers</b> [1] - 106:15  <b>officially</b> [1] - 51:2  <b>officials</b> [2] - 55:4, 55:5  <b>offs</b> [3] - 98:9, 98:20, 99:7  <b>offset</b> [2] - 10:4, 69:6  <b>offsite</b> [1] - 90:14  <b>old</b> [2] - 16:6, 28:16  <b>older</b> [3] - 44:4, 67:8, 90:4  <b>ON</b> [1] - 2:10  <b>onboard</b> [1] - 38:1  <b>once</b> [10] - 13:12, 13:17, 37:5, 44:11, 61:1, 67:12, 93:17, 98:4, 98:16, 99:7  <b>one</b> [58] - 5:9, 6:10, 8:12, 8:22, 9:11, 9:15, 10:18, 12:13, 12:14, 12:15, 12:17, 14:10, 21:13, 21:18, 21:20, 22:4, 23:1, 24:9, 30:3, 32:5, 32:7, 35:17, 42:8, 44:2, 44:8, 44:15, 45:4, 46:23, 47:12, 48:1, 48:10, 48:23, 49:1, 50:23, 52:4, 60:4, 60:11, 60:18, 60:23, 61:3, 61:6, 61:11, 61:12, 61:23, 71:11, 71:14, 71:15, 75:6, 75:18, 77:11, 98:22, 99:12, 99:15, 100:2, 100:13, 102:21, 106:10  <b>one-year</b> [3] - 22:4, 23:1, 102:21  <b>ones</b> [4] - 18:6, 57:2, 81:7, 101:10  <b>ongoing</b> [2] - 52:5, 83:14  <b>online</b> [1] - 93:23  <b>open</b> [19] - 30:4, 38:7, 40:17, 41:6, 51:12, 68:21, 68:22, 69:1, 70:9, 70:10, 70:22, 71:23, 72:16, 75:18, 76:13, 78:20, 78:22, 84:19, 100:8  <b>opened</b> [2] - 89:21, 90:22  <b>opening</b> [2] - 79:1,</p>	<p>100:7  <b>operate</b> [1] - 12:19  <b>operates</b> [1] - 67:19  <b>operating</b> [15] - 4:18, 8:13, 10:9, 27:9, 55:2, 56:10, 56:14, 62:12, 66:3, 70:22, 71:22, 71:23, 87:17, 90:8, 91:3  <b>Operating</b> [1] - 9:10  <b>operation</b> [11] - 13:11, 27:12, 27:13, 27:19, 28:2, 45:4, 66:23, 71:19, 75:12, 75:13, 98:1  <b>operational</b> [6] - 10:19, 33:13, 68:21, 69:14, 83:14, 99:19  <b>operations</b> [18] - 5:2, 11:13, 20:17, 27:9, 27:16, 27:21, 28:21, 30:7, 30:18, 42:14, 53:3, 54:8, 54:11, 67:21, 69:20, 75:13, 89:23, 91:1  <b>operators</b> [1] - 68:13  <b>opportunities</b> [3] - 29:1, 40:20, 46:3  <b>opportunity</b> [5] - 45:6, 47:4, 84:1, 99:5, 103:23  <b>opposed</b> [1] - 7:16  <b>opposition</b> [2] - 22:4, 74:15  <b>options</b> [4] - 44:8, 74:17, 81:2, 97:5  <b>orange</b> [1] - 96:17  <b>order</b> [6] - 6:7, 15:5, 15:7, 97:1, 97:5, 98:8  <b>organization</b> [3] - 11:3, 11:14, 64:10  <b>organizations</b> [3] - 18:10, 27:15, 103:5  <b>original</b> [1] - 51:1  <b>originally</b> [1] - 31:21  <b>outside</b> [1] - 102:2  <b>outspoken</b> [1] - 45:11  <b>outstanding</b> [1] - 5:18  <b>overall</b> [5] - 5:7, 54:12, 71:12, 80:2, 85:8  <b>overtime</b> [1] - 91:7  <b>own</b> [3] - 6:18, 29:18, 30:17  <b>owned</b> [1] - 18:14  <b>owner</b> [1] - 27:11  <b>ownership</b> [1] - 37:8  <b>owns</b> [1] - 30:16</p>	<p style="text-align: center;"><b>P</b></p> <p><b>p.m</b> [3] - 42:5, 98:12, 99:1  <b>pace</b> [2] - 48:13, 48:16  <b>packet</b> [3] - 8:2, 8:5, 51:16  <b>page</b> [9] - 8:2, 8:5, 20:14, 21:13, 22:16, 43:21, 44:14, 52:20, 52:23  <b>paid</b> [1] - 57:9  <b>painting</b> [1] - 31:12  <b>pandemic</b> [8] - 4:19, 5:23, 6:11, 23:23, 53:15, 61:13, 71:6, 102:13  <b>parameters</b> [1] - 52:6  <b>paratransit</b> [5] - 37:15, 37:16, 39:1, 39:11, 43:23  <b>parents</b> [1] - 47:18  <b>park</b> [1] - 68:6  <b>parking</b> [5] - 26:22, 90:10, 90:11, 90:13, 90:17  <b>part</b> [16] - 6:19, 18:13, 21:3, 24:13, 24:14, 31:14, 36:19, 41:15, 46:18, 53:22, 54:19, 75:20, 78:18, 92:22, 96:17, 104:21  <b>participate</b> [3] - 41:19, 42:9, 75:15  <b>participated</b> [1] - 41:21  <b>particular</b> [2] - 74:5, 81:16  <b>particularly</b> [1] - 45:11  <b>parties</b> [1] - 28:10  <b>partnering</b> [1] - 70:20  <b>partners</b> [2] - 27:5, 70:19  <b>partnership</b> [1] - 78:16  <b>pass</b> [4] - 26:11, 36:7, 47:12, 107:22  <b>passed</b> [1] - 102:20  <b>Passenger</b> [1] - 5:13  <b>passenger</b> [8] - 8:20, 38:7, 55:15, 55:16, 55:19, 57:2, 57:3, 63:7  <b>passengers</b> [6] - 68:5, 73:16, 74:7, 76:22, 87:23, 94:21  <b>passes</b> [5] - 18:3,</p>	<p>20:3, 26:1, 35:6, 50:21  <b>passing</b> [2] - 27:11, 45:18  <b>past</b> [11] - 6:9, 21:19, 21:22, 22:1, 24:6, 24:21, 27:10, 35:12, 35:18, 53:7, 75:19  <b>Pastime</b> [1] - 22:19  <b>path</b> [3] - 89:13, 92:20, 92:21  <b>pattern</b> [1] - 88:11  <b>pay</b> [6] - 68:7, 68:19, 69:23, 70:5, 77:13, 86:18  <b>paying</b> [2] - 4:23, 92:1  <b>payment</b> [1] - 56:20  <b>payments</b> [2] - 56:12, 56:15  <b>PDF</b> [1] - 52:20  <b>peak</b> [2] - 98:22, 99:1  <b>peaks</b> [2] - 99:4, 99:6  <b>people</b> [22] - 11:19, 15:15, 29:11, 29:18, 36:9, 38:14, 40:11, 40:21, 42:16, 47:14, 65:20, 65:22, 66:12, 66:14, 66:19, 68:8, 90:12, 94:2, 94:5, 105:7, 105:22, 106:2  <b>People</b> [1] - 39:20  <b>per</b> [5] - 23:3, 24:9, 88:21, 91:23  <b>per-airline</b> [1] - 91:23  <b>percent</b> [43] - 4:22, 8:12, 8:15, 8:18, 8:23, 9:2, 9:8, 9:15, 9:18, 9:21, 9:23, 10:1, 10:11, 10:13, 26:19, 37:13, 37:14, 37:16, 38:16, 56:2, 56:7, 56:16, 57:21, 58:5, 65:20, 65:22, 66:9, 69:2, 69:3, 69:6, 69:7, 69:12, 69:13, 90:16, 94:20, 96:3, 96:8, 96:14, 100:15, 105:12, 105:13  <b>perfect</b> [1] - 92:18  <b>performance</b> [1] - 8:3  <b>period</b> [8] - 12:6, 59:10, 59:11, 59:23, 64:16, 88:2, 93:9, 104:19  <b>periodically</b> [1] - 106:1  <b>periods</b> [1] - 22:4</p>	<p><b>permanent</b> [2] - 45:15, 54:10  <b>PERRY</b> [33] - 3:11, 7:12, 15:5, 15:7, 15:9, 15:14, 15:22, 17:15, 18:9, 18:16, 18:19, 19:17, 25:13, 26:10, 32:4, 33:23, 34:18, 46:10, 46:14, 48:8, 48:18, 50:11, 74:23, 75:2, 76:7, 76:12, 77:6, 77:23, 78:20, 83:11, 83:13, 106:17, 107:8  <b>Perry</b> [12] - 2:3, 3:10, 16:12, 17:14, 19:16, 25:12, 26:9, 34:17, 50:10, 82:5, 86:1, 107:7  <b>PERSICO</b> [13] - 3:13, 17:17, 19:19, 25:15, 34:20, 50:13, 58:8, 58:19, 58:22, 78:3, 106:18, 107:10, 108:9  <b>Persico</b> [9] - 2:4, 3:12, 4:5, 17:16, 19:18, 25:14, 34:19, 50:12, 107:9  <b>person</b> [4] - 15:10, 40:23, 43:7  <b>personally</b> [2] - 81:4, 84:23  <b>personnel</b> [2] - 67:15, 71:22  <b>perspective</b> [3] - 46:2, 49:1, 81:14  <b>PFC</b> [1] - 63:8  <b>PFCs</b> [2] - 86:17, 86:18  <b>phase</b> [2] - 13:14, 29:6  <b>Philip</b> [1] - 2:13  <b>phone</b> [5] - 6:23, 42:11, 78:4, 107:17, 107:19  <b>PHONE</b> [1] - 2:10  <b>pick</b> [1] - 51:5  <b>picture</b> [3] - 26:18, 80:11, 95:17  <b>pie</b> [2] - 95:23, 96:6  <b>place</b> [3] - 6:7, 88:18, 100:7  <b>plaintiff</b> [1] - 52:3  <b>plan</b> [4] - 59:14, 97:6, 101:20, 102:4  <b>plane</b> [1] - 30:6  <b>planes</b> [5] - 29:11, 29:18, 74:7, 74:9, 90:4  <b>planners</b> [1] - 99:8</p>
---	---	--	--	--

<p><b>Planning</b> [2] - 47:8, 48:4</p> <p><b>planning</b> [6] - 53:6, 53:13, 89:11, 97:6, 101:8, 103:19</p> <p><b>plans</b> [3] - 66:15, 87:9, 101:15</p> <p><b>plate</b> [1] - 85:17</p> <p><b>plates</b> [1] - 90:16</p> <p><b>platform</b> [1] - 39:9</p> <p><b>play</b> [1] - 89:20</p> <p><b>played</b> [1] - 7:1</p> <p><b>pleased</b> [2] - 38:17, 52:12</p> <p><b>pleasure</b> [1] - 37:20</p> <p><b>plus</b> [1] - 32:1</p> <p><b>point</b> [48] - 4:17, 5:23, 8:14, 8:16, 8:17, 8:18, 9:1, 9:8, 9:11, 9:14, 9:17, 10:1, 10:6, 10:7, 10:10, 10:11, 10:12, 10:13, 11:4, 11:8, 11:9, 12:13, 12:14, 12:15, 15:5, 15:7, 24:10, 31:2, 31:9, 48:9, 48:10, 51:13, 52:4, 55:6, 57:13, 58:18, 60:11, 64:4, 66:1, 76:16, 77:11, 79:19, 82:19, 88:1, 95:5</p> <p><b>pointing</b> [1] - 84:16</p> <p><b>points</b> [4] - 54:14, 54:15, 101:9, 101:17</p> <p><b>police</b> [1] - 5:20</p> <p><b>Police</b> [1] - 2:14</p> <p><b>policies</b> [1] - 38:6</p> <p><b>policy</b> [1] - 79:9</p> <p><b>Portage</b> [2] - 36:15, 36:20</p> <p><b>portfolio</b> [1] - 54:6</p> <p><b>portion</b> [3] - 54:6, 56:10, 56:20</p> <p><b>pose</b> [1] - 105:2</p> <p><b>position</b> [3] - 85:22, 91:4, 91:6</p> <p><b>positions</b> [1] - 16:7</p> <p><b>positive</b> [4] - 8:9, 8:11, 27:2, 90:6</p> <p><b>possible</b> [2] - 6:3, 102:1</p> <p><b>possibly</b> [2] - 48:6, 60:5</p> <p><b>post</b> [1] - 46:20</p> <p><b>potassium</b> [3] - 32:8, 32:13, 32:16</p> <p><b>potential</b> [1] - 79:15</p> <p><b>PowerPoint</b> [1] - 52:21</p> <p><b>PPP</b> [2] - 77:11,</p>	<p>77:12</p> <p><b>practice</b> [1] - 45:12</p> <p><b>pre</b> [2] - 61:13, 94:13</p> <p><b>pre-COVID</b> [1] - 94:13</p> <p><b>pre-pandemic</b> [1] - 61:13</p> <p><b>predictive</b> [1] - 53:8</p> <p><b>prepared</b> [1] - 82:20</p> <p><b>present</b> [8] - 3:4, 3:6, 3:13, 3:15, 3:19, 52:7, 52:22, 53:1</p> <p><b>presentation</b> [4] - 59:2, 85:3, 85:11, 86:12</p> <p><b>presenting</b> [1] - 55:1</p> <p><b>preserves</b> [1] - 84:1</p> <p><b>press</b> [1] - 47:15</p> <p><b>pretty</b> [8] - 13:11, 26:18, 42:2, 53:10, 53:11, 53:12, 87:22, 88:8</p> <p><b>previous</b> [3] - 35:22, 36:3, 83:7</p> <p><b>previously</b> [1] - 16:7</p> <p><b>price</b> [1] - 44:1</p> <p><b>pricing</b> [1] - 10:22</p> <p><b>pride</b> [1] - 37:8</p> <p><b>primarily</b> [4] - 8:19, 10:14, 38:12, 72:20</p> <p><b>primary</b> [1] - 57:1</p> <p><b>problem</b> [1] - 73:4</p> <p><b>procedure</b> [1] - 41:5</p> <p><b>procedures</b> [1] - 38:3</p> <p><b>Proceedings</b> [1] - 1:15</p> <p><b>process</b> [7] - 13:16, 53:16, 53:18, 63:21, 64:5, 64:21, 65:9</p> <p><b>procurement</b> [8] - 20:9, 20:15, 21:4, 21:9, 22:7, 32:23, 33:4, 43:22</p> <p><b>product</b> [7] - 33:3, 33:6, 35:19, 35:21, 36:3, 36:6, 36:12</p> <p><b>profit</b> [3] - 68:16, 73:17, 73:19</p> <p><b>profiting</b> [2] - 73:21, 73:23</p> <p><b>profits</b> [1] - 92:8</p> <p><b>program</b> [2] - 12:11, 37:6</p> <p><b>programs</b> [1] - 5:8</p> <p><b>progress</b> [1] - 58:1</p> <p><b>project</b> [3] - 36:20, 37:3, 39:5</p> <p><b>projecting</b> [1] - 56:16</p>	<p><b>projections</b> [1] - 81:7</p> <p><b>projects</b> [9] - 45:17, 46:22, 86:13, 86:23, 87:3, 87:7, 87:10, 87:16, 103:11</p> <p><b>prominent</b> [1] - 45:1</p> <p><b>promoting</b> [1] - 105:15</p> <p><b>property</b> [3] - 30:16, 30:17, 30:21</p> <p><b>proposals</b> [1] - 69:19</p> <p><b>protect</b> [1] - 70:2</p> <p><b>proud</b> [1] - 5:8</p> <p><b>proves</b> [1] - 36:11</p> <p><b>provide</b> [7] - 41:16, 47:10, 54:8, 84:7, 84:17, 98:3, 101:20</p> <p><b>provided</b> [2] - 45:20, 63:18</p> <p><b>provider</b> [1] - 97:4</p> <p><b>providers</b> [8] - 21:7, 21:11, 22:10, 22:12, 23:21, 33:2, 33:5, 68:10</p> <p><b>provides</b> [2] - 80:10, 83:15</p> <p><b>providing</b> [4] - 21:21, 42:14, 42:16, 45:8</p> <p><b>provision</b> [1] - 31:6</p> <p><b>provisions</b> [1] - 27:4</p> <p><b>public</b> [4] - 45:18, 83:17, 90:7, 94:8</p> <p><b>Public</b> [7] - 1:18, 2:7, 2:8, 5:4, 106:14, 109:5, 109:18</p> <p><b>pull</b> [1] - 98:11</p> <p><b>pulled</b> [2] - 72:6, 96:7</p> <p><b>pulling</b> [2] - 74:2</p> <p><b>purchase</b> [2] - 32:8, 44:8</p> <p><b>purchases</b> [2] - 10:16, 22:1</p> <p><b>purchasing</b> [1] - 44:10</p> <p><b>purpose</b> [2] - 80:21, 84:13</p> <p><b>purposes</b> [1] - 9:4</p> <p><b>push</b> [1] - 48:16</p> <p><b>put</b> [11] - 28:23, 31:12, 51:6, 66:14, 68:1, 69:21, 88:21, 92:5, 94:10, 101:16, 104:20</p> <p><b>puts</b> [2] - 31:4, 75:17</p> <p><b>putting</b> [2] - 29:5, 61:8</p> <p><b>puzzled</b> [1] - 48:1</p>	<p><b>puzzles</b> [1] - 48:5</p> <p style="text-align: center;"><b>Q</b></p> <p><b>quarantine</b> [4] - 66:13, 89:10, 89:21, 90:22</p> <p><b>quarterly</b> [2] - 42:2, 97:7</p> <p><b>questions</b> [17] - 11:15, 13:23, 23:18, 23:20, 24:22, 30:9, 32:2, 34:2, 38:5, 40:6, 52:11, 52:15, 58:7, 81:16, 81:18, 92:12, 103:15</p> <p><b>quick</b> [3] - 50:23, 55:6, 102:11</p> <p><b>quicker</b> [1] - 89:23</p> <p><b>quickly</b> [1] - 37:17</p> <p><b>quite</b> [2] - 90:20, 94:7</p> <p><b>quo</b> [1] - 61:20</p> <p><b>quorum</b> [3] - 2:20, 3:20, 106:21</p> <p style="text-align: center;"><b>R</b></p> <p><b>racial</b> [1] - 45:10</p> <p><b>rail</b> [5] - 5:9, 35:21, 37:14, 39:5</p> <p><b>Railroad</b> [2] - 5:12, 5:13</p> <p><b>rain</b> [1] - 29:14</p> <p><b>raised</b> [1] - 49:2</p> <p><b>ramp</b> [1] - 32:20</p> <p><b>ramps</b> [1] - 32:14</p> <p><b>range</b> [1] - 82:13</p> <p><b>rate</b> [1] - 23:3</p> <p><b>rather</b> [1] - 51:6</p> <p><b>ratings</b> [2] - 70:16</p> <p><b>re</b> [1] - 47:13</p> <p><b>re-forward</b> [1] - 47:13</p> <p><b>reachable</b> [1] - 42:20</p> <p><b>reached</b> [2] - 27:14, 39:21</p> <p><b>react</b> [1] - 102:1</p> <p><b>reacting</b> [1] - 102:5</p> <p><b>reactor</b> [1] - 76:19</p> <p><b>read</b> [1] - 47:22</p> <p><b>ready</b> [2] - 90:20, 106:9</p> <p><b>real</b> [4] - 74:20, 100:23, 102:11, 103:10</p> <p><b>realities</b> [1] - 97:2</p> <p><b>realize</b> [1] - 80:13</p> <p><b>really</b> [34] - 4:22, 5:17, 11:11, 16:9, 28:11, 30:2, 30:4,</p>	<p>30:8, 31:13, 40:18, 42:15, 42:19, 42:20, 46:4, 47:4, 47:16, 47:21, 66:20, 80:15, 80:18, 88:7, 91:5, 95:12, 95:16, 97:3, 97:21, 98:23, 99:1, 99:14, 101:19, 104:3, 104:4, 104:6</p> <p><b>reason</b> [4] - 16:5, 72:5, 79:2, 85:1</p> <p><b>reasonable</b> [1] - 21:23</p> <p><b>reasons</b> [2] - 75:19, 86:1</p> <p><b>reauthorization</b> [2] - 102:20, 102:22</p> <p><b>rebound</b> [1] - 93:11</p> <p><b>rebouncing</b> [1] - 93:7</p> <p><b>receive</b> [5] - 5:10, 5:14, 32:21, 57:7, 58:17</p> <p><b>received</b> [11] - 5:6, 7:11, 11:12, 12:10, 21:17, 21:20, 35:18, 56:12, 57:16, 58:5, 59:2</p> <p><b>recent</b> [1] - 82:17</p> <p><b>recently</b> [3] - 35:17, 36:16, 57:16</p> <p><b>recession</b> [1] - 60:21</p> <p><b>recognition</b> [3] - 5:11, 5:15, 48:3</p> <p><b>recognize</b> [2] - 24:17, 93:10</p> <p><b>recognized</b> [2] - 5:3, 11:4</p> <p><b>recommending</b> [5] - 20:14, 21:13, 22:17, 43:22, 44:15</p> <p><b>recordable</b> [1] - 4:20</p> <p><b>Recording</b> [1] - 1:14</p> <p><b>recording</b> [2] - 109:8, 109:14</p> <p><b>recover</b> [1] - 69:2</p> <p><b>recovered</b> [1] - 59:17</p> <p><b>recovery</b> [13] - 61:13, 61:18, 62:1, 63:16, 88:9, 89:9, 89:11, 89:12, 89:14, 89:15, 89:19, 90:18, 91:16</p> <p><b>recruitment</b> [2] - 6:14, 6:19</p> <p><b>Red</b> [1] - 39:20</p> <p><b>red</b> [1] - 95:9</p> <p><b>reduce</b> [6] - 94:17, 94:19, 95:12, 95:13, 96:12, 99:5</p> <p><b>reduced</b> [6] - 56:15,</p>
---	---	---	---	--



<p>56:21, 91:2, 96:12, 109:10</p> <p><b>reduction</b> [3] - 4:20, 9:9, 56:17</p> <p><b>reductions</b> [1] - 10:15</p> <p><b>refer</b> [3] - 8:2, 62:13, 68:6</p> <p><b>referred</b> [1] - 47:1</p> <p><b>reflect</b> [3] - 94:19, 95:14</p> <p><b>reform</b> [1] - 103:1</p> <p><b>refugee</b> [1] - 41:14</p> <p><b>refurbish</b> [1] - 28:23</p> <p><b>region</b> [1] - 75:21</p> <p><b>Regional</b> [1] - 5:12</p> <p><b>registering</b> [1] - 35:4</p> <p><b>regularly</b> [1] - 96:19</p> <p><b>regulations</b> [1] - 84:12</p> <p><b>reimbursed</b> [1] - 13:19</p> <p><b>reimbursement</b> [1] - 13:19</p> <p><b>reinstated</b> [1] - 9:4</p> <p><b>related</b> [1] - 12:9</p> <p><b>relative</b> [2] - 38:22, 92:3</p> <p><b>relatively</b> [2] - 40:8, 71:7</p> <p><b>relief</b> [6] - 93:8, 95:19, 96:15, 96:22, 102:8, 102:13</p> <p><b>reliever</b> [2] - 75:9, 78:1</p> <p><b>relocated</b> [1] - 39:22</p> <p><b>remain</b> [2] - 4:19, 92:22</p> <p><b>remainder</b> [2] - 12:23, 61:22</p> <p><b>remaining</b> [1] - 75:18</p> <p><b>remains</b> [1] - 93:7</p> <p><b>remind</b> [1] - 11:20</p> <p><b>reminder</b> [2] - 4:9, 9:2</p> <p><b>remiss</b> [2] - 42:8, 92:15</p> <p><b>remodel</b> [1] - 36:19</p> <p><b>removal</b> [2] - 20:19, 24:8</p> <p><b>rendering</b> [1] - 47:3</p> <p><b>renderings</b> [1] - 28:14</p> <p><b>rental</b> [3] - 23:2, 26:22, 70:4</p> <p><b>rentals</b> [1] - 69:20</p> <p><b>renting</b> [1] - 68:8</p> <p><b>reopens</b> [1] - 79:17</p> <p><b>repeat</b> [3] - 16:21, 23:21, 24:16</p>	<p><b>replacing</b> [1] - 44:4</p> <p><b>report</b> [10] - 3:23, 5:8, 7:6, 7:19, 26:9, 36:14, 38:10, 51:17, 52:11, 52:13</p> <p><b>reporting</b> [1] - 51:21</p> <p><b>reports</b> [2] - 4:8, 37:21</p> <p><b>represent</b> [5] - 43:5, 43:10, 94:11, 94:12, 95:16</p> <p><b>representation</b> [1] - 41:9</p> <p><b>representatives</b> [4] - 40:16, 41:13, 103:4, 103:12</p> <p><b>represented</b> [1] - 95:8</p> <p><b>request</b> [2] - 44:22, 51:1</p> <p><b>requested</b> [1] - 106:11</p> <p><b>requests</b> [2] - 39:12, 69:18</p> <p><b>require</b> [1] - 31:11</p> <p><b>requirement</b> [4] - 24:7, 66:12, 66:17, 105:8</p> <p><b>requirements</b> [6] - 21:6, 21:9, 22:9, 22:11, 33:1, 33:4</p> <p><b>rescue</b> [1] - 75:12</p> <p><b>Reservist</b> [1] - 78:9</p> <p><b>residual</b> [1] - 92:5</p> <p><b>resolution</b> [14] - 20:13, 21:12, 22:16, 23:20, 32:6, 32:7, 33:7, 33:17, 33:20, 43:21, 44:14, 45:21, 46:17, 102:21</p> <p><b>resolutions</b> [11] - 14:5, 14:7, 20:12, 23:8, 26:5, 33:9, 43:11, 43:19, 46:6, 49:13, 49:19</p> <p><b>resolved</b> [1] - 52:9</p> <p><b>Resources</b> [1] - 2:15</p> <p><b>responded</b> [1] - 51:11</p> <p><b>responsibility</b> [2] - 95:3, 97:13</p> <p><b>responsible</b> [1] - 68:19</p> <p><b>responsive</b> [3] - 21:18, 21:20, 32:22</p> <p><b>rest</b> [1] - 77:9</p> <p><b>restart</b> [1] - 76:19</p> <p><b>restrictions</b> [2] - 89:21, 90:22</p> <p><b>restroom</b> [1] - 42:18</p>	<p><b>result</b> [2] - 5:3, 40:9</p> <p><b>results</b> [2] - 38:5, 86:7</p> <p><b>resume</b> [1] - 85:5</p> <p><b>retain</b> [1] - 72:8</p> <p><b>return</b> [2] - 91:1, 93:15</p> <p><b>returning</b> [4] - 66:13, 75:2, 90:1, 105:8</p> <p><b>Rev</b> [1] - 2:3</p> <p><b>revenue</b> [15] - 8:19, 10:3, 26:21, 68:7, 68:9, 69:8, 69:13, 70:1, 70:8, 88:21, 93:6, 93:15, 96:1, 96:2</p> <p><b>revenues</b> [13] - 8:13, 9:14, 9:19, 26:22, 26:23, 55:2, 61:14, 61:15, 64:11, 66:21, 68:2, 90:10, 91:12</p> <p><b>Reverend</b> [2] - 4:5, 78:8</p> <p><b>review</b> [1] - 38:6</p> <p><b>reviewed</b> [1] - 44:22</p> <p><b>reviewing</b> [1] - 42:13</p> <p><b>revisiting</b> [1] - 85:1</p> <p><b>RFP</b> [3] - 21:17, 31:4, 44:5</p> <p><b>rider</b> [5] - 39:11, 41:6, 94:14, 105:5</p> <p><b>riders</b> [3] - 41:4, 43:5, 100:16</p> <p><b>ridership</b> [16] - 35:23, 37:11, 38:2, 38:23, 40:10, 41:7, 53:11, 61:14, 93:16, 94:4, 94:12, 97:2, 97:20, 100:3, 100:20, 104:16</p> <p><b>riding</b> [1] - 14:2</p> <p><b>right-now</b> [1] - 59:18</p> <p><b>Rising</b> [1] - 47:20</p> <p><b>risk</b> [3] - 53:19, 54:19, 101:21</p> <p><b>Road</b> [3] - 22:21, 36:15, 36:20</p> <p><b>Robert</b> [4] - 44:17, 44:23, 45:23, 47:7</p> <p><b>robust</b> [3] - 42:2, 44:21, 98:19</p> <p><b>ROCHE</b> [67] - 3:17, 3:21, 7:7, 7:14, 7:16, 11:18, 11:22, 13:1, 13:4, 13:7, 13:9, 13:23, 14:8, 14:13, 15:8, 15:13, 15:17, 15:23, 16:9, 16:14, 16:16, 17:2, 17:21, 18:4, 18:12, 18:21,</p>	<p>19:23, 20:4, 23:9, 23:14, 23:17, 24:22, 25:19, 26:2, 26:13, 30:16, 30:18, 31:15, 32:5, 33:18, 33:22, 34:1, 35:1, 35:7, 43:16, 46:8, 46:12, 48:7, 48:9, 49:12, 49:16, 49:18, 50:17, 50:22, 51:8, 51:13, 52:14, 52:19, 104:11, 106:8, 106:19, 107:14, 108:1, 108:4, 108:8, 108:10, 108:13</p> <p><b>Roche</b> [1] - 2:2</p> <p><b>Rochester</b> [1] - 77:22</p> <p><b>role</b> [1] - 49:21</p> <p><b>roll</b> [12] - 2:19, 17:1, 17:3, 18:2, 19:3, 25:1, 34:5, 34:6, 49:22, 104:9, 105:23, 106:20</p> <p><b>rolling</b> [1] - 106:5</p> <p><b>roof</b> [1] - 66:18</p> <p><b>room</b> [1] - 6:10</p> <p><b>ROSATI</b> [2] - 1:17, 109:17</p> <p><b>Rosati</b> [1] - 109:5</p> <p><b>rosy</b> [2] - 81:6, 81:7</p> <p><b>route</b> [1] - 100:3</p> <p><b>routes</b> [2] - 96:9, 100:3</p> <p><b>run</b> [14] - 26:11, 27:13, 31:2, 80:16, 80:18, 95:11, 96:20, 96:21, 97:19, 97:22, 98:10, 98:12, 103:16, 105:21</p> <p><b>running</b> [3] - 11:14, 27:12, 96:18</p> <p><b>runs</b> [4] - 8:8, 12:2, 63:1, 97:22</p> <p><b>runway</b> [2] - 87:6, 103:11</p> <p><b>runways</b> [6] - 32:13, 32:20, 68:21, 70:11, 86:21, 87:14</p> <p><b>RVs</b> [1] - 66:18</p>	<p>35:22, 56:3, 56:7, 62:7, 66:18</p> <p><b>salt</b> [1] - 20:18</p> <p><b>sanitary</b> [1] - 104:16</p> <p><b>sanitizers</b> [1] - 105:14</p> <p><b>sanitizing</b> [2] - 104:20, 104:23</p> <p><b>save</b> [1] - 33:11</p> <p><b>saw</b> [1] - 95:22</p> <p><b>scale</b> [1] - 54:9</p> <p><b>scenario</b> [9] - 54:3, 54:4, 60:23, 61:3, 65:7, 72:10, 91:15, 92:9</p> <p><b>scenarios</b> [6] - 30:14, 54:1, 54:3, 61:9, 89:12, 101:13</p> <p><b>Schaefer</b> [1] - 2:15</p> <p><b>schedule</b> [6] - 5:20, 6:1, 38:20, 38:22, 71:9, 71:11</p> <p><b>scheduled</b> [2] - 51:22, 52:7</p> <p><b>School</b> [2] - 47:8, 48:3</p> <p><b>screen</b> [2] - 101:12, 101:14</p> <p><b>scripted</b> [1] - 6:16</p> <p><b>SDVOB</b> [3] - 21:9, 22:11, 33:4</p> <p><b>season</b> [1] - 32:10</p> <p><b>seasonal</b> [1] - 20:16</p> <p><b>seats</b> [2] - 67:9, 74:9</p> <p><b>Seattle</b> [1] - 66:2</p> <p><b>second</b> [21] - 7:13, 13:12, 16:13, 16:14, 16:15, 18:20, 23:15, 23:16, 24:3, 24:13, 33:23, 34:1, 46:11, 49:16, 53:22, 55:8, 56:23, 106:15, 106:18, 108:8, 108:9</p> <p><b>Second</b> [1] - 49:17</p> <p><b>secretary</b> [2] - 14:21, 16:22</p> <p><b>security</b> [3] - 5:8, 86:22, 86:23</p> <p><b>see</b> [24] - 27:15, 31:13, 38:10, 47:4, 61:13, 62:3, 63:7, 67:14, 70:17, 82:7, 84:22, 84:23, 87:21, 88:1, 88:6, 88:11, 89:8, 94:13, 96:2, 96:8, 96:13, 100:23, 101:15, 108:13</p> <p><b>seeing</b> [10] - 10:21, 28:14, 33:12, 37:12, 37:16, 79:13, 89:1,</p>
<b>S</b>				
<p><b>Sacramento</b> [1] - 5:12</p> <p><b>safe</b> [1] - 105:7</p> <p><b>safety</b> [7] - 4:23, 5:7, 5:17, 10:19, 33:13, 105:6</p> <p><b>Sales</b> [3] - 21:1, 32:9, 32:22</p> <p><b>sales</b> [6] - 35:18,</p>				

<p>89:5, 98:23, 100:2  <b>seem</b> [4] - 75:2, 75:3, 77:6, 77:8  <b>select</b> [3] - 41:8, 63:22, 64:2  <b>selected</b> [1] - 75:23  <b>selecting</b> [1] - 80:21  <b>semblance</b> [1] - 85:19  <b>Senator</b> [2] - 49:7, 49:8  <b>send</b> [1] - 6:22  <b>Seneca</b> [3] - 21:1, 32:9, 32:22  <b>Seniw</b> [1] - 2:8  <b>sense</b> [5] - 53:4, 81:11, 81:15, 105:23  <b>sensitive</b> [1] - 10:20  <b>sent</b> [4] - 4:8, 4:11, 4:16, 52:21  <b>separate</b> [1] - 4:10  <b>September</b> [6] - 1:9, 23:2, 39:18, 44:7, 67:13, 88:3  <b>series</b> [2] - 79:4, 79:6  <b>seriously</b> [1] - 80:22  <b>serve</b> [1] - 95:4  <b>served</b> [3] - 14:17, 86:6, 96:11  <b>service</b> [35] - 22:13, 28:13, 39:2, 66:4, 71:13, 80:10, 85:6, 92:2, 94:18, 94:23, 95:13, 96:6, 96:8, 96:14, 96:20, 97:1, 97:6, 97:7, 97:9, 97:11, 98:3, 98:9, 98:17, 98:18, 98:19, 99:1, 99:3, 99:6, 99:22, 99:23, 100:5  <b>services</b> [6] - 21:16, 21:19, 21:22, 94:13, 96:11, 97:22  <b>session</b> [7] - 52:16, 52:18, 106:10, 106:12, 106:16, 107:23, 108:5  <b>Session</b> [1] - 108:3  <b>set</b> [2] - 69:23, 104:6  <b>setbacks</b> [1] - 79:5  <b>settlement</b> [1] - 52:5  <b>seven</b> [21] - 5:6, 8:2, 8:16, 8:17, 8:18, 9:8, 9:12, 11:8, 20:20, 22:7, 22:14, 37:1, 56:15, 57:13, 58:18, 71:8, 71:10, 96:2  <b>seven-day</b> [1] - 71:10</p>	<p><b>seventeen</b> [1] - 20:14  <b>seventy</b> [3] - 9:2, 20:21, 56:2  <b>seventy-nine</b> [1] - 9:2  <b>several</b> [3] - 21:22, 32:15, 69:16  <b>shape</b> [1] - 86:19  <b>share</b> [5] - 4:14, 70:1, 72:19, 75:22, 91:22  <b>shared</b> [1] - 92:7  <b>sharing</b> [1] - 93:23  <b>Shibley</b> [2] - 45:23, 47:7  <b>shopping</b> [1] - 94:1  <b>shore</b> [1] - 102:14  <b>short</b> [1] - 104:19  <b>shortfalls</b> [2] - 8:19, 10:3  <b>Shorthand</b> [1] - 109:9  <b>shot</b> [1] - 90:11  <b>show</b> [5] - 6:15, 6:21, 11:11, 87:20, 97:11  <b>showing</b> [2] - 56:22, 104:23  <b>shrunk</b> [1] - 36:17  <b>shut</b> [6] - 76:18, 80:18, 82:1, 82:6, 94:22, 98:12  <b>shutting</b> [1] - 80:23  <b>Side</b> [1] - 46:20  <b>side</b> [4] - 28:21, 32:18, 92:19  <b>sign</b> [2] - 28:16, 28:17  <b>signage</b> [2] - 38:1, 45:16  <b>signal</b> [1] - 79:14  <b>signed</b> [2] - 5:21, 6:5  <b>significant</b> [12] - 5:15, 11:2, 48:3, 59:3, 63:12, 65:4, 68:1, 75:17, 77:11, 84:19, 88:6, 91:9  <b>significantly</b> [8] - 33:9, 57:6, 65:1, 67:15, 83:6, 84:8, 88:16, 95:12  <b>similar</b> [3] - 35:10, 66:4, 88:11  <b>similarly</b> [2] - 22:10, 33:3  <b>simple</b> [1] - 42:17  <b>simply</b> [1] - 108:5  <b>single</b> [1] - 39:6  <b>SISTER</b> [67] - 3:17, 3:21, 7:7, 7:14, 7:16,</p>	<p>11:18, 11:22, 13:1, 13:4, 13:7, 13:9, 13:23, 14:8, 14:13, 15:8, 15:13, 15:17, 15:23, 16:9, 16:14, 16:16, 17:2, 17:21, 18:4, 18:12, 18:21, 19:23, 20:4, 23:9, 23:14, 23:17, 24:22, 25:19, 26:2, 26:13, 30:16, 30:18, 31:15, 32:5, 33:18, 33:22, 34:1, 35:1, 35:7, 43:16, 46:8, 46:12, 48:7, 48:9, 49:12, 49:16, 49:18, 50:17, 50:22, 51:8, 51:13, 52:14, 52:19, 104:11, 106:8, 106:19, 107:14, 108:1, 108:4, 108:8, 108:10, 108:13  <b>Sister</b> [16] - 2:2, 3:16, 4:1, 7:23, 14:6, 14:7, 17:1, 17:20, 19:22, 20:11, 25:18, 34:23, 43:19, 50:16, 52:18, 107:13  <b>sit</b> [3] - 45:22, 70:6, 92:20  <b>situation</b> [3] - 26:23, 30:13, 38:6  <b>six</b> [14] - 2:19, 9:17, 10:11, 12:14, 16:3, 23:5, 36:2, 38:16, 57:23, 58:14, 94:5, 94:14, 105:12  <b>six-month</b> [1] - 16:3  <b>sixteen</b> [1] - 56:18  <b>sixty</b> [5] - 8:10, 12:13, 37:14, 60:11, 69:13  <b>sixty-one</b> [2] - 12:13, 60:11  <b>size</b> [1] - 36:17  <b>slate</b> [5] - 14:18, 14:19, 16:10, 16:11, 16:20  <b>sleeves</b> [1] - 104:10  <b>slide</b> [9] - 30:3, 56:23, 60:16, 61:5, 65:11, 92:10, 98:8, 99:11, 101:18  <b>slides</b> [3] - 30:12, 54:23, 61:5  <b>slight</b> [1] - 56:5  <b>slightly</b> [2] - 55:18, 55:20  <b>slow</b> [2] - 89:14, 90:18  <b>slowed</b> [1] - 86:12</p>	<p><b>small</b> [4] - 5:15, 54:9, 71:7, 71:18  <b>Small</b> [1] - 21:15  <b>small-scale</b> [1] - 54:9  <b>snow</b> [3] - 20:18, 24:7, 29:14  <b>snowfalls</b> [1] - 24:6  <b>snowplowing</b> [1] - 68:22  <b>social</b> [3] - 9:3, 45:11, 97:12  <b>sold</b> [1] - 36:2  <b>sole</b> [1] - 22:5  <b>someone</b> [1] - 42:20  <b>sometime</b> [1] - 79:1  <b>sometimes</b> [2] - 42:17, 48:8  <b>somewhat</b> [2] - 21:18, 61:16  <b>somewhere</b> [4] - 64:17, 76:21, 82:11, 87:6  <b>son</b> [1] - 27:12  <b>soon</b> [4] - 27:2, 79:1, 80:16, 108:14  <b>sooner</b> [2] - 51:5, 81:13  <b>sorry</b> [13] - 8:17, 19:8, 24:13, 58:4, 58:6, 58:8, 58:15, 58:19, 70:8, 70:21, 71:1, 71:12, 71:16  <b>sorts</b> [1] - 41:12  <b>sound</b> [1] - 83:19  <b>source</b> [1] - 47:10  <b>sources</b> [8] - 57:1, 62:2, 62:3, 62:22, 63:14, 63:20, 96:4, 103:2  <b>southbound</b> [1] - 52:2  <b>Southwest</b> [2] - 57:8, 73:6  <b>space</b> [8] - 22:20, 22:22, 23:1, 23:4, 46:5, 69:8, 69:14  <b>speaking</b> [1] - 55:22  <b>special</b> [3] - 6:15, 7:4, 43:4  <b>specialized</b> [1] - 21:18  <b>specialty</b> [1] - 21:7  <b>specific</b> [3] - 78:1, 102:16, 102:17  <b>specifically</b> [2] - 41:3, 94:11  <b>speed</b> [1] - 63:16  <b>spend</b> [7] - 37:1, 44:12, 53:2, 53:22,</p>	<p>68:17, 83:17, 84:6  <b>spending</b> [3] - 29:6, 33:16, 95:10  <b>spent</b> [1] - 54:1  <b>Spirit</b> [3] - 67:19, 72:20, 74:7  <b>spring</b> [1] - 71:10  <b>square</b> [2] - 22:22, 23:4  <b>SS</b> [1] - 109:2  <b>stabilized</b> [1] - 93:16  <b>staff</b> [9] - 4:22, 20:14, 21:13, 22:17, 43:22, 44:5, 44:15, 54:1, 86:8  <b>stage</b> [1] - 104:6  <b>staging</b> [1] - 38:2  <b>stall</b> [1] - 42:18  <b>standpoint</b> [1] - 66:23  <b>start</b> [8] - 22:3, 37:17, 67:15, 76:17, 81:10, 88:16, 88:19, 100:5  <b>started</b> [6] - 27:12, 67:7, 69:10, 92:18, 94:17, 94:19  <b>starting</b> [6] - 38:11, 52:8, 55:15, 64:3, 70:15, 88:7  <b>State</b> [13] - 2:5, 9:10, 21:5, 21:7, 21:10, 22:8, 22:10, 33:1, 33:2, 33:5, 62:16, 105:9, 109:6  <b>STATE</b> [82] - 2:19, 3:1, 3:3, 3:5, 3:7, 3:10, 3:12, 3:14, 3:16, 3:18, 3:20, 16:12, 17:1, 17:3, 17:6, 17:8, 17:10, 17:12, 17:14, 17:16, 17:18, 17:20, 17:22, 18:1, 19:3, 19:6, 19:9, 19:12, 19:14, 19:16, 19:18, 19:20, 19:22, 20:1, 20:3, 25:1, 25:4, 25:6, 25:8, 25:10, 25:12, 25:14, 25:16, 25:18, 25:20, 25:22, 34:6, 34:9, 34:11, 34:13, 34:15, 34:17, 34:19, 34:21, 34:23, 35:2, 35:4, 49:22, 50:2, 50:4, 50:6, 50:8, 50:10, 50:12, 50:14, 50:16, 50:18, 50:20, 51:15, 106:11, 106:20, 107:1, 107:3, 107:5, 107:7, 107:9,</p>
---	---	---	--	---

<p>107:11, 107:13, 107:15, 107:18, 107:21, 109:1</p> <p><b>state</b> [24] - 55:5, 56:9, 56:11, 56:13, 57:3, 57:15, 57:17, 57:18, 57:22, 58:9, 62:12, 62:14, 62:15, 63:2, 63:18, 66:12, 66:13, 78:21, 78:22, 78:23, 80:14, 83:15, 100:9</p> <p><b>State's</b> [1] - 7:5</p> <p><b>States</b> [2] - 65:18, 67:11</p> <p><b>states</b> [3] - 66:5, 89:22, 102:14</p> <p><b>Station</b> [4] - 44:17, 45:6, 45:9, 46:16</p> <p><b>station</b> [3] - 45:16, 48:21, 49:4</p> <p><b>status</b> [3] - 58:10, 61:20, 106:12</p> <p><b>stay</b> [5] - 61:20, 68:21, 68:22, 70:22, 90:13</p> <p><b>stayed</b> [1] - 88:8</p> <p><b>staying</b> [1] - 90:23</p> <p><b>steady</b> [4] - 37:11, 79:6, 89:12, 89:19</p> <p><b>stenographically</b> [1] - 1:17</p> <p><b>step</b> [1] - 53:18</p> <p><b>Stephen</b> [2] - 2:4, 4:5</p> <p><b>steps</b> [1] - 45:22</p> <p><b>Steve</b> [1] - 2:14</p> <p><b>stick</b> [2] - 79:16, 81:8</p> <p><b>sticking</b> [1] - 81:6</p> <p><b>still</b> [13] - 5:20, 12:18, 55:21, 60:6, 60:7, 61:2, 71:21, 71:22, 72:8, 77:13, 90:19, 93:11, 106:21</p> <p><b>stimulating</b> [1] - 103:8</p> <p><b>stimulus</b> [4] - 59:8, 63:6, 63:19, 103:7</p> <p><b>STOA</b> [3] - 9:9, 62:14</p> <p><b>stopped</b> [1] - 9:3</p> <p><b>storage</b> [2] - 22:22, 23:4</p> <p><b>store</b> [1] - 22:22</p> <p><b>stores</b> [1] - 69:11</p> <p><b>strange</b> [1] - 18:11</p> <p><b>strategy</b> [1] - 106:13</p> <p><b>Street</b> [1] - 1:16</p> <p><b>strident</b> [1] - 80:13</p> <p><b>strong</b> [1] - 84:23</p> <p><b>stronger</b> [1] - 41:2</p> <p><b>structural</b> [1] - 75:10</p>	<p><b>structure</b> [3] - 68:14, 79:10, 101:21</p> <p><b>study</b> [2] - 6:5, 83:1</p> <p><b>subcommittees</b> [1] - 40:8</p> <p><b>subject</b> [1] - 46:16</p> <p><b>subsidy</b> [1] - 102:15</p> <p><b>suffered</b> [1] - 52:3</p> <p><b>suggest</b> [4] - 14:17, 14:20, 16:11, 18:6</p> <p><b>suggestions</b> [3] - 16:18, 41:22, 103:15</p> <p><b>summer</b> [1] - 68:1</p> <p><b>sunset</b> [1] - 59:6</p> <p><b>suppliers</b> [1] - 24:20</p> <p><b>Supplies</b> [2] - 21:1, 32:10</p> <p><b>support</b> [5] - 54:11, 79:9, 84:8, 84:14, 84:17</p> <p><b>supports</b> [1] - 83:14</p> <p><b>supposed</b> [1] - 67:3</p> <p><b>suppressed</b> [1] - 91:10</p> <p><b>surface</b> [8] - 12:12, 35:8, 35:11, 44:14, 46:7, 63:7, 92:19, 102:19</p> <p><b>Surface</b> [1] - 102:22</p> <p><b>surgery</b> [1] - 52:4</p> <p><b>surprises</b> [1] - 18:12</p> <p><b>survey</b> [1] - 105:5</p> <p><b>survivability</b> [1] - 78:10</p> <p><b>suspend</b> [1] - 67:21</p> <p><b>suspended</b> [1] - 35:12</p> <p><b>sustain</b> [1] - 13:11</p> <p><b>sustainable</b> [2] - 93:14, 103:2</p> <p><b>sustained</b> [1] - 4:20</p> <p><b>switch</b> [1] - 77:2</p> <p><b>System</b> [1] - 18:6</p> <p><b>system</b> [6] - 5:9, 5:15, 100:14, 100:16, 105:6, 105:11</p> <p><b>systems</b> [2] - 5:10, 87:1</p>	<p>62:7</p> <p><b>taxiway</b> [1] - 87:6</p> <p><b>taxiways</b> [4] - 68:21, 70:11, 86:21, 87:13</p> <p><b>team</b> [5] - 5:17, 6:12, 85:18, 103:18, 103:21</p> <p><b>technology</b> [1] - 39:13</p> <p><b>Tederous</b> [1] - 2:8</p> <p><b>ten</b> [11] - 9:1, 9:17, 22:13, 31:7, 31:19, 57:14, 57:18, 58:17, 74:7, 75:8, 96:3</p> <p><b>term</b> [8] - 16:1, 16:2, 16:3, 22:2, 23:1, 23:6, 30:14, 78:2</p> <p><b>terminal</b> [8] - 69:7, 69:8, 69:15, 70:12, 72:7, 83:3, 86:14, 87:12</p> <p><b>terms</b> [6] - 4:13, 4:16, 14:17, 32:19, 46:15, 102:7</p> <p><b>test</b> [1] - 6:8</p> <p><b>THE</b> [2] - 2:1, 2:10</p> <p><b>theirs</b> [1] - 104:22</p> <p><b>themselves</b> [1] - 15:12</p> <p><b>therefore</b> [1] - 80:12</p> <p><b>they've</b> [4] - 28:6, 28:7, 30:23, 59:19</p> <p><b>thinking</b> [2] - 60:4, 80:23</p> <p><b>third</b> [2] - 54:6, 55:9</p> <p><b>thirteen</b> [2] - 5:21, 6:8</p> <p><b>thirty</b> [13] - 4:22, 9:17, 10:1, 36:7, 42:4, 43:21, 44:2, 44:15, 58:12, 58:18, 65:20, 66:8, 96:14</p> <p><b>thirty-day</b> [1] - 36:7</p> <p><b>thirty-eight</b> [1] - 10:1</p> <p><b>thirty-five</b> [3] - 58:12, 58:18, 96:14</p> <p><b>thirty-nine</b> [1] - 44:2</p> <p><b>thirty-one</b> [1] - 44:15</p> <p><b>thirty-six</b> [1] - 9:17</p> <p><b>thousand</b> [12] - 8:10, 8:12, 9:20, 9:23, 20:20, 22:6, 32:11, 35:23, 36:2, 36:6, 37:1, 44:2</p> <p><b>three</b> [44] - 4:3, 5:11, 8:18, 8:22, 9:6, 9:22, 9:23, 10:6, 10:7, 10:10, 11:4, 11:6, 11:8, 12:13, 20:11, 20:13, 21:2, 22:3, 22:15, 23:11, 23:13,</p>	<p>32:11, 32:21, 43:22, 44:10, 47:17, 54:2, 57:13, 60:11, 60:14, 61:9, 71:17, 72:13, 74:19, 75:8, 82:11, 83:17, 84:7, 89:11, 93:22, 101:12, 102:12</p> <p><b>throttled</b> [1] - 100:8</p> <p><b>throughout</b> [3] - 20:17, 27:20, 45:16</p> <p><b>throughput</b> [1] - 87:22</p> <p><b>tied</b> [2] - 68:5, 75:14</p> <p><b>title</b> [1] - 61:4</p> <p><b>titling</b> [1] - 53:4</p> <p><b>today</b> [14] - 4:4, 26:15, 30:9, 36:14, 40:5, 42:5, 43:20, 51:19, 83:6, 90:23, 92:13, 92:21, 94:20, 96:14</p> <p><b>together</b> [6] - 31:5, 61:8, 69:21, 78:11, 88:22, 94:10</p> <p><b>Token</b> [2] - 35:20, 38:1</p> <p><b>Tom</b> [13] - 2:7, 5:16, 35:13, 35:14, 40:7, 54:7, 55:10, 55:15, 101:6, 102:2, 104:2, 105:12, 105:18</p> <p><b>tomorrow</b> [1] - 82:6</p> <p><b>tonight</b> [1] - 42:3</p> <p><b>top</b> [1] - 82:10</p> <p><b>total</b> [5] - 8:13, 10:9, 20:19, 23:5, 60:10</p> <p><b>touch</b> [2] - 36:10, 95:9</p> <p><b>touch-based</b> [1] - 36:10</p> <p><b>touches</b> [1] - 29:17</p> <p><b>tough</b> [4] - 27:1, 70:6, 80:17, 82:3</p> <p><b>toughest</b> [2] - 12:19, 60:18</p> <p><b>tour</b> [1] - 45:6</p> <p><b>track</b> [1] - 41:17</p> <p><b>tracking</b> [1] - 39:6</p> <p><b>trade</b> [4] - 98:9, 98:15, 98:20, 99:7</p> <p><b>trade-offs</b> [3] - 98:9, 98:20, 99:7</p> <p><b>trading</b> [1] - 22:23</p> <p><b>traditional</b> [1] - 24:5</p> <p><b>traditionally</b> [1] - 94:4</p> <p><b>traffic</b> [2] - 63:11, 75:12</p> <p><b>trajectory</b> [1] - 79:18</p> <p><b>transcribed</b> [1] -</p>	<p>1:17</p> <p><b>transcript</b> [4] - 109:7, 109:10, 109:13, 109:14</p> <p><b>Transcript</b> [1] - 1:14</p> <p><b>transit</b> [25] - 36:15, 37:7, 43:5, 43:8, 43:10, 56:9, 56:11, 56:14, 57:3, 57:15, 57:18, 58:2, 58:9, 60:10, 62:14, 62:18, 92:19, 93:4, 97:4, 98:18, 98:19, 100:14, 100:16, 103:9</p> <p><b>Transit</b> [7] - 2:7, 5:12, 9:10, 18:5, 35:20, 38:2, 62:21</p> <p><b>Transport</b> [2] - 88:23</p> <p><b>transportation</b> [6] - 12:12, 35:8, 35:11, 68:13, 94:8, 102:19</p> <p><b>TRANSPORTATIO</b></p> <p><b>N</b> [2] - 1:7, 1:15</p> <p><b>Transportation</b> [3] - 5:4, 83:2, 102:22</p> <p><b>travel</b> [3] - 65:21, 65:22, 66:15</p> <p><b>travelers</b> [1] - 72:19</p> <p><b>traveling</b> [1] - 73:16</p> <p><b>treasurer</b> [2] - 14:22, 16:22</p> <p><b>tremendous</b> [1] - 97:19</p> <p><b>trend</b> [3] - 88:16, 89:2, 99:3</p> <p><b>trends</b> [1] - 100:1</p> <p><b>trial</b> [2] - 51:22, 52:10</p> <p><b>tribute</b> [5] - 44:16, 45:9, 45:15, 46:3, 47:11</p> <p><b>trigger</b> [4] - 54:14, 54:15, 101:9, 101:16</p> <p><b>true</b> [3] - 86:4, 90:14, 109:13</p> <p><b>truly</b> [1] - 86:5</p> <p><b>try</b> [10] - 20:6, 29:20, 37:8, 43:18, 77:13, 84:10, 96:12, 98:6, 100:11, 101:19</p> <p><b>trying</b> [10] - 5:20, 5:22, 6:2, 44:11, 77:4, 82:1, 95:13, 98:7, 99:8, 101:7</p> <p><b>TSA</b> [1] - 87:21</p> <p><b>TUCKER</b> [15] - 3:15, 16:1, 17:19, 19:21, 23:16, 25:17, 34:22, 50:15, 58:23, 59:6, 59:12, 59:21, 60:2,</p>
	<b>T</b>			
	<p><b>table</b> [1] - 49:9</p> <p><b>TAC</b> [2] - 27:18, 28:17</p> <p><b>Taglis</b> [1] - 22:19</p> <p><b>talks</b> [1] - 96:5</p> <p><b>tangible</b> [1] - 86:7</p> <p><b>target</b> [2] - 57:11, 93:14</p> <p><b>tax</b> [4] - 56:3, 56:7,</p>			

<p>103:18, 107:12  <b>Tucker</b> [9] - 2:4,  3:14, 4:6, 17:18,  19:20, 25:16, 34:21,  50:14, 107:11  <b>turn</b> [3] - 54:17, 77:1,  81:8  <b>turning</b> [1] - 88:19  <b>tweak</b> [1] - 61:2  <b>twelve</b> [4] - 10:10,  12:6, 69:3, 69:6  <b>twelve-month</b> [1] -  12:6  <b>twenty</b> [23] - 9:8,  10:7, 11:8, 12:14,  21:13, 22:6, 22:17,  24:9, 31:21, 32:1,  36:6, 41:3, 56:15,  57:23, 58:14, 60:14,  82:16, 82:18, 94:5,  94:14, 96:2, 101:15  <b>twenty-five</b> [1] - 41:3  <b>twenty-four</b> [1] -  101:15  <b>twenty-one</b> [2] -  12:14, 21:13  <b>twenty-plus</b> [1] -  32:1  <b>twenty-seven</b> [3] -  9:8, 56:15, 96:2  <b>twenty-six</b> [4] -  57:23, 58:14, 94:5,  94:14  <b>twenty-three</b> [3] -  10:7, 11:8, 60:14  <b>twenty-two</b> [3] -  22:6, 22:17, 36:6  <b>twenty-year</b> [1] -  31:21  <b>two</b> [46] - 8:11, 8:14,  9:14, 9:21, 10:10,  10:11, 10:12, 10:13,  11:2, 14:6, 18:9,  18:10, 18:15, 22:4,  22:6, 22:17, 23:20,  28:10, 32:10, 36:6,  40:7, 40:11, 41:21,  42:5, 43:19, 45:3,  46:6, 46:15, 52:20,  52:23, 54:23, 56:9,  56:12, 57:1, 58:3,  62:4, 63:15, 65:15,  75:7, 83:4, 83:5,  83:18, 88:1, 97:12,  98:2, 98:11  <b>type</b> [2] - 12:21  <b>types</b> [1] - 87:7  <b>typical</b> [1] - 56:13  <b>typically</b> [12] - 14:11,  18:17, 29:18, 33:15,</p>	<p>51:18, 60:19, 61:1,  64:5, 64:17, 69:4,  69:18, 71:9</p> <p style="text-align: center;"><b>U</b></p> <p><b>U.S.</b> [2] - 5:6, 5:10  <b>U.S./Canadian</b> [1] -  89:20  <b>UB</b> [2] - 47:8, 48:3  <b>ultimately</b> [2] -  28:15, 63:14  <b>ultra</b> [1] - 80:20  <b>uncertainty</b> [5] -  53:5, 61:6, 65:10,  101:22, 103:19  <b>under</b> [10] - 44:12,  62:2, 72:1, 84:12,  90:7, 91:21, 95:18,  105:20, 106:14,  109:11  <b>underway</b> [1] - 89:12  <b>unfortunate</b> [1] -  66:6  <b>unfortunately</b> [1] -  24:10  <b>UNIDENTIFIABLE</b>  [3] - 7:15, 15:6, 108:12  <b>unions</b> [2] - 41:11,  106:13  <b>unit</b> [1] - 44:1  <b>United</b> [2] - 65:18,  67:11  <b>University</b> [1] - 45:23  <b>university</b> [1] - 48:12  <b>unless</b> [6] - 11:15,  18:6, 26:16, 40:5,  59:7, 91:5  <b>up</b> [36] - 5:21, 6:6,  15:10, 27:18, 28:12,  36:3, 36:16, 37:2,  37:17, 38:11, 41:7,  42:7, 51:5, 55:5,  60:23, 62:2, 62:10,  62:17, 66:20, 70:17,  76:18, 77:8, 77:17,  87:21, 88:17, 89:4,  89:9, 91:20, 91:22,  92:21, 98:5, 100:7,  102:14, 102:18, 104:9  <b>update</b> [6] - 7:21,  26:17, 35:14, 58:3,  85:18, 103:14  <b>updates</b> [1] - 4:14  <b>updating</b> [3] - 28:18,  29:8, 39:11  <b>upgrade</b> [2] - 29:1,  30:7  <b>uptake</b> [1] - 36:11  <b>urea</b> [1] - 20:18</p>	<p><b>Utica</b> [4] - 44:16,  45:6, 45:9, 46:16  <b>utilize</b> [1] - 72:20</p> <p style="text-align: center;"><b>V</b></p> <p><b>vacations</b> [1] - 66:19  <b>vaccine's</b> [1] - 90:19  <b>vaccines</b> [2] - 88:17,  89:20  <b>Valerie</b> [1] - 109:5  <b>VALERIE</b> [2] - 1:17,  109:17  <b>value</b> [4] - 49:3,  80:20, 82:23, 105:16  <b>values</b> [1] - 48:23  <b>Vancouver</b> [1] - 66:3  <b>VANECEK</b> [19] -  26:14, 30:17, 30:20,  31:18, 31:21, 65:14,  71:3, 71:7, 71:15,  71:21, 72:14, 73:1,  73:5, 73:12, 73:15,  74:1, 82:10, 82:13,  86:11  <b>Vanecek</b> [2] - 2:6,  26:11  <b>variable</b> [1] - 24:12  <b>variance</b> [14] - 8:9,  8:11, 8:21, 8:23, 11:5,  11:9, 55:13, 55:18,  55:21, 56:8, 56:16,  56:22, 57:20, 58:14  <b>variances</b> [1] - 55:11  <b>various</b> [3] - 13:20,  20:18, 69:19  <b>vehemently</b> [1] -  81:23  <b>vehicle</b> [1] - 44:1  <b>vehicles</b> [7] - 38:8,  38:17, 43:23, 44:3,  44:4, 44:8, 44:10  <b>vendors</b> [3] - 21:2,  24:16  <b>verbatim</b> [1] - 109:9  <b>versus</b> [2] - 24:9,  32:16  <b>veterinarian</b> [2] -  21:16, 21:21  <b>vice</b> [2] - 14:20,  16:21  <b>Vicky</b> [1] - 2:13  <b>Vicky-Marie</b> [1] -  2:13  <b>Video</b> [1] - 1:14  <b>video</b> [8] - 6:14,  6:16, 6:20, 7:1, 38:15,  105:21, 109:8, 109:14  <b>view</b> [2] - 85:8,  107:21</p>	<p><b>vintage</b> [1] - 44:5  <b>virtual</b> [1] - 40:22  <b>visibility</b> [1] - 64:22  <b>visiting</b> [1] - 66:12  <b>voice</b> [1] - 43:15  <b>vote</b> [17] - 15:1, 15:3,  15:11, 15:16, 16:19,  17:3, 19:1, 19:3,  24:23, 25:1, 26:6,  28:9, 34:6, 35:5,  43:14, 49:22, 106:16  <b>voting</b> [3] - 19:7,  25:22, 43:11</p> <p style="text-align: center;"><b>W</b></p> <p><b>Walden</b> [1] - 52:1  <b>walk</b> [1] - 82:1  <b>walking</b> [1] - 29:14  <b>walkway</b> [1] - 29:13  <b>watching</b> [1] - 13:2  <b>waves</b> [1] - 14:2  <b>way-finding</b> [2] -  39:8, 39:13  <b>ways</b> [2] - 82:1,  103:10  <b>weaken</b> [1] - 84:14  <b>wearing</b> [3] - 38:14,  38:15, 104:23  <b>week</b> [7] - 71:8, 71:9,  71:17, 72:13, 100:4,  102:23, 103:3  <b>weekends</b> [3] -  98:16, 98:18, 98:19  <b>welcome</b> [6] - 4:3,  4:6, 43:13, 72:16,  92:14, 92:16  <b>welcomed</b> [1] - 30:7  <b>welcoming</b> [1] -  105:22  <b>well-</b>  <b>communicated</b> [1] -  40:19  <b>well-established</b> [2]  - 27:19, 28:4  <b>West</b> [1] - 46:20  <b>Western</b> [3] - 65:15,  98:20, 100:12  <b>whatsoever</b> [1] -  39:4  <b>wheelchair</b> [1] -  42:21  <b>who've</b> [2] - 5:21,  50:20  <b>whole</b> [6] - 39:3,  41:15, 47:20, 75:4,  96:6, 98:3  <b>wholly</b> [1] - 18:14  <b>wide</b> [2] - 40:14,  100:8</p>	<p><b>Wilcox</b> [9] - 2:13,  3:18, 17:22, 20:1,  25:20, 35:2, 50:18,  104:14, 107:15  <b>WILCOX</b> [9] - 3:19,  17:23, 20:2, 25:21,  35:3, 50:19, 104:14,  106:7, 107:16  <b>William</b> [2] - 2:6,  22:18  <b>willing</b> [2] - 15:19,  15:20  <b>wind</b> [1] - 32:17  <b>window</b> [1] - 67:13  <b>windows</b> [1] - 38:7  <b>winter</b> [2] - 20:9,  32:10  <b>wonderful</b> [2] -  15:20, 46:5  <b>word</b> [8] - 11:22,  57:16, 59:8, 77:23,  78:1, 93:17, 93:19,  94:9  <b>words</b> [1] - 6:19  <b>works</b> [1] - 99:15  <b>world</b> [4] - 74:20,  75:4, 81:12, 93:20  <b>worse</b> [1] - 84:8  <b>worst</b> [3] - 54:4,  61:18, 101:14  <b>worst-case</b> [1] - 54:4  <b>worth</b> [2] - 36:3, 80:1  <b>writing</b> [2] - 51:7,  109:11</p> <p style="text-align: center;"><b>Y</b></p> <p><b>year</b> [69] - 8:4, 8:7,  8:8, 8:9, 8:11, 8:16,  8:23, 9:12, 9:16, 10:2,  10:7, 10:13, 11:7,  11:10, 11:20, 12:1,  12:3, 12:5, 12:23,  20:7, 22:4, 23:1,  24:19, 31:21, 37:14,  37:15, 42:1, 44:6,  44:9, 53:7, 53:14,  53:17, 55:6, 55:11,  55:12, 55:14, 55:17,  56:6, 56:17, 59:11,  60:5, 60:6, 61:10,  61:22, 64:12, 64:18,  72:9, 74:19, 74:20,  76:14, 80:6, 82:9,  82:21, 85:13, 88:4,  88:5, 89:13, 89:15,  93:1, 93:3, 93:8,  93:11, 93:13, 93:14,  94:5, 102:21  <b>year-to-date</b> [9] -  8:11, 8:16, 8:23, 9:16,</p>
--	--	---	---	---

10:2, 10:7, 11:7,  
11:10, 55:11  
**years** [19] - 21:22,  
22:3, 22:6, 24:7,  
27:10, 31:2, 31:7,  
31:19, 32:1, 32:15,  
41:21, 47:17, 51:23,  
82:16, 82:17, 82:18,  
89:17, 91:18, 93:22  
**yellow** [2] - 51:16  
**yesterday** [1] - 5:5  
**York** [13] - 1:16,  
21:6, 21:10, 22:10,  
33:2, 33:5, 62:16,  
65:15, 98:20, 100:12,  
100:18, 105:9, 109:6  
**YORK** [1] - 109:1  
**YOY** [1] - 55:6

**Z**

**Zemsky** [1] - 83:19