

1
2 STATE OF LOUISIANA
3 BOARD OF COMMERCE & INDUSTRY
4 LOUISIANA ECONOMIC DEVELOPMENT CORPORATION
5 TAKEN WEDNESDAY, OCTOBER 25, 2023
6 AT 617 NORTH 3RD STREET
7 BATON ROUGE, LOUISIANA

8 A P P E A R A N C E S:

S T A F F:

9 BOARD MEMBERS:

10 Don Pierson, Secretary

11 George Nassar

12 Joseph Hollins

13 Marshal Simien

14 Ronnie Slone

15 Mike Reese

16 Vincent St. Blanc

17 Travis Holley

18 Brad Pope

19 Rickey Fabra

20 Naheen Nassar

21 Stuart Moss

22 David Toups

23 Jan Moller

24 Joseph Hollins

25 Brandon Burris

Jerald Jones, Chairman

Ronnie Slone

Marshal Simien

John Walsh

Beverly Thompson

Stuart Moss

19

20 Roll Call, Deborah Simmons

Quality Jobs Program, Michaela Adegbe

21 Restoration Tax Abatement Program, Travis Rosenberg

Enterprise Zone Program, Joyce Metoyer

22 Industrial Tax Exemption, Kristin Cheng/Hud Usie

23

24

25

1
2 STIPULATION
3
4 It is stipulated and agreed by and among
5 the parties that the proceedings taken Wednesday,
6 October 25, 2023 are hereby taken under the
7 Louisiana Code of Civil Procedure for all purposes
8 as permitted under law. The original is to be
9 delivered to and retained by Office of Commerce &
10 Industry
11
12
13
14
15
16
17
18
19
20
21 * * * * *
22 Kristine M. Ferachi, Certified Court
23 Reporter in and for the State of Louisiana,
24 officiated in administering the oath to the witness.
25

Page 2

1 MR. HARVARD: Present.
2 MS. SIMMONS: Jerald Jones.
3 MR. JONES: Present.
4 MS. SIMMONS: Sandra McQuain. Senator
5 Brad Pope for Bret Allain.
6 MR. POPE: Present.
7 MS. SIMMONS: Representative Stuart
8 Bishop. Jan Moller.
9 MR. MOLLER: Present.
10 MS. SIMMONS: Secretary Don Pierson.
11 MR. PIERSON: Present.
12 MS. SIMMONS: George Nassar.
13 MR. NASSAR: Present.
14 MS. SIMMONS: Joseph Hollins.
15 MR. HOLLINS: Present.
16 MS. SIMMONS: Marshal Simien.
17 MR. SIMIEN: Present.
18 MS. SIMMONS: Ronnie Slone.
19 MR. SLONE: Present.
20 MS. SIMMONS: Dr. Woodrow Wilson. Travis
21 Holley.
22 MR. HOLLEY: Present.
23 MS. SIMMONS: Dr. Beverly Thompson.
24 MS. THOMPSON: Present.
25 MS. SIMMONS: John Walsh, proxy for the

Page 4

1 WEDNESDAY, OCTOBER 25, 2023
2 * * * * *
3 MR. JONES: Good morning, everyone. Call
4 forth the meeting of Board of Commerce &
5 Industry for October 2023 will come to order.
6 It is good to see everyone today.
7 Ms. Simmons will call the roll and make
8 sure we have a quorum.
9 MS. SIMMONS: Good morning, everyone.
10 Brandon Burris.
11 MR. BURRIS: Here.
12 MS. SIMMONS: Mayor Dave Toups.
13 MR. TOUPS: Present.
14 MS. SIMMONS: Yvette Cola. Guy McInnis.
15 Rickey Fabra.
16 MR. FABRA: Present.
17 MS. SIMMONS: Manual Fajardo. Stuart
18 Moss.
19 MR. MOSS: Here.
20 MS. SIMMONS: Representative St. Blanc for
21 Paula Davis.
22 MR. ST. BLANC: Here.
23 MS. SIMMONS: Senator Mike Reese.
24 MR. REESE: Here.
25 MS. SIMMONS: Kenneth Havard.

Page 3

1 governor.
2 MR. WALSH: Here.
3 MR. JONES: We have a quorum.
4 MS. SIMMONS: We have a quorum.
5 MR. JONES: Thank you, ma'am.
6 Members of the Board, I am going to ask a
7 favor of you this morning. I have a flight I
8 have to catch early, and what I would like to
9 do with your permission is amend the agenda to
10 move the ITE matters to the beginning of the
11 agenda and handle the matters to the end of the
12 existing agenda, so if that is okay, I would
13 entertain that motion. Motion from Mr. Slone;
14 second from Mr. Moss. All in favor say aye.
15 (Complies.) Any opposition? There being none,
16 the agenda is amended and we will take up ITE
17 matters first.
18 Thank you for that accommodation.
19 All right. We have the minutes from the
20 August 2023 meeting. I presume you have had a
21 chance to review them. Do we have a motion to
22 approve them? Motion from Mr. Nassar; second
23 from Mr. Simien. Any questions or comments
24 from the Board? There being none. Then any
25 comments from the public? Hearing none. All

Page 5

1 in favor say aye. (Complies.) Any opposition?
 2 There being none, the motion carries. Thank
 3 you. Thank you for keeping me straight.
 4 MS. CHENG: Good morning.
 5 MR. USIE: Good morning.
 6 MR. JONES: Let's go.
 7 MR. USIE: We have 14 post-EO 2018 rules,
 8 new applications.
 9 202303288, ADA Carbon Solutions Red River,
 10 LLC, Red River Parish. 20230059, APF River
 11 Partners, LLC, in Jefferson Parish. 20210609,
 12 Bollinger Shipyards Houma, LLC, Terrebonne
 13 Parish. 20230257, Bunge Loaders Croklaan USA,
 14 LLC, Jefferson Parish. 20230310, CF Industries
 15 Nitrogen, LLC, Ascension Parish. 20220424,
 16 Delta Treatment Systems, LLC, Livingston
 17 Parish. 20220426, Fisher Manufacturing
 18 Services, LLC, Tangipahoa Parish. 20230614,
 19 Fisher Manufacturing Services, LLC, Tangipahoa
 20 Parish. 20210539, Foster Poultry Farm LLC,
 21 Union Parish. 20200526, Plastipak Packaging,
 22 Inc, Rapides Parish. 20200526-A, Plastipak
 23 Packaging Inc, Rapides Parish. 20220401,
 24 Sulphur Solar, LLC, Calcasieu Parish.
 25 20200065-B, Weyerhaeuser NR Company in
 Page 6

1 Natchitoches Parish, and 20220452, Weyerhaeuser
 2 NR Company, Lincoln Parish.
 3 MR. JONES: Thank you, sir.
 4 I know we have some folks that want to
 5 comment on one or two of these presentations,
 6 but let's go ahead and have a motion on the
 7 floor so we have something to discuss.
 8 I have a motion from Mr. Nassar to approve
 9 these applications; a second from Mr. Slone.
 10 Any comments at this time, or questions from
 11 the Board? Hearing none. I have a request to
 12 speak from a Ms. Lisa Carlin concerning APF
 13 River Partners.
 14 MS. CARLIN: Good morning. My name is
 15 Lisa Carlin. I am a concerned citizen and I
 16 live in Jefferson Parish.
 17 At the August 23rd meeting, I shared my
 18 concerns about American Plant Food River
 19 Partner's public messaging about one hundred
 20 plus permanent full-time jobs paying one
 21 hundred to a hundred and twenty thousand
 22 dollars a year in the information provided to
 23 you in its ITE application, which was 13 jobs
 24 averaging just fifty-six thousand dollars a
 25 year. The projected annual payroll according
 Page 7

1 to the April and August Board packets was seven
 2 hundred and twenty-eight thousand; not ten to
 3 12 million as communicated to the public and
 4 posted on APF's website for several months.
 5 What I said here at the meeting was
 6 reported on Fox State Local First and published
 7 in the Louisiana Illuminator, which has an X
 8 account; that is the old Twitter that had eight
 9 thousand eight hundred and twenty-three views
 10 and 24 reposts the same day. General Honore
 11 called this corporate welfare on his X-account,
 12 which was viewed five thousand nine hundred and
 13 sixty-seven times and reposted 91 times.
 14 It was published in City Business and
 15 further disseminated it on its X account,
 16 LinkedIn and Facebook. It was covered by
 17 Louisiana Weekly, Louisiana Budget Project
 18 Company misleads locals on high paying jobs.
 19 It was covered by News Break and Flipboard, and
 20 the Daily Dime and the Texas Environmental
 21 News, and there may be others I am just not
 22 aware of. The articles and links were shared
 23 on social media by individuals, as well as
 24 organizations, community and groups.
 25 A few days after the first City Business
 Page 8

1 article, a second article came out titled
 2 Jefferson Parish Residents Angered After
 3 Chemical Plant Slashes Job Goals. This article
 4 circulated around. It was covered by Spot in
 5 Louisiana, LAI in Baton Rouge, and even
 6 appeared in the Lake Charles News Now, KTBS
 7 Channel 3 in Shreveport, and the Madison
 8 Journal in Tallulah which is up there by
 9 Vicksburg. And a few days after that, Greg
 10 Larose wrote a commentary saying that
 11 conditions create jobs, things like
 12 adequately-funded education and modern
 13 infrastructure and not costly tax incentives
 14 need to be prioritized in Louisiana.
 15 This started being a subject of radio
 16 shows and Gregg Larose's commentary had a far
 17 reach. It was re-published in BIZ, which is
 18 circulated in northwest Louisiana, and it even
 19 appeared in the Longview News Journal, and that
 20 is Longview, Texas, and there may be others I
 21 am not aware of.
 22 On September 14, the Louisiana Illuminator
 23 reported that the company that reneged on 100
 24 Jefferson Parish jobs still provides
 25 conflicting numbers.
 Page 9

1 American Plant Food River Partners had
 2 updated its website to say that the project
 3 will create 13 direct positions, so that has
 4 not changed, and 15 contractor positions with a
 5 weighted average annual salary of more than one
 6 hundred and twenty thousand dollars a year.
 7 This article was re-published in City
 8 Business and circulated on its X account,
 9 Facebook page and LinkedIn. It appeared on
 10 KTBS 3 in Shreveport and was even published in
 11 the Victoria Advocate, and that is Victoria,
 12 Texas, and there may be others that I am not
 13 aware of.
 14 So, I am here today to tell you what
 15 happened after the meeting.
 16 I think at this point the general public
 17 is well-informed and not happy about American
 18 Plant Foods promises to the local community and
 19 the information provided to you in its initial
 20 ITE application, and APG certified that that
 21 application information was true and correct
 22 when it was first submitted back earlier this
 23 year, and now they are manipulating the
 24 numbers, adding in contractors' salaries to yet
 25 inflate the average, permanent, full-time

Page 10

1 salaries. And some people have said that this
 2 has made a bad situation even worse.
 3 There is a sense among the public that if
 4 the Commerce & Industry does nothing, that the
 5 Board is condoning public deception and opening
 6 the flood gates for other ITE applicants to
 7 inflate the number of jobs and salaries to get
 8 the support of the public and then reduce those
 9 numbers in order to get the ITE exemptions.
 10 The public wants to know what Commerce &
 11 Industry is going to do about this because it
 12 is not so much now the APF ITE application as
 13 it is APF's conduct. Thank you.
 14 MR. JONES: Thank you, Ms. Carlin.
 15 Any questions or comments for Ms. Carlin?
 16 Thank you very much. We have Ms. Nancy
 17 Pearson.
 18 MS. PEARSON: Good morning.
 19 THE COURT: Hello, Ms. Pierson.
 20 MS. PEARSON: I am Nancy Pearson and I am
 21 president of the River Ridge Community
 22 Association.
 23 River Ridge is located directly across the
 24 road from Waggaman, and our association is
 25 asking you to not approve this application. We

Page 11

1 have certain questions about the good and the
 2 bad.
 3 They get a tax exemption, and what good
 4 are they bringing into Jefferson Parish as far
 5 as jobs? You know those numbers are in
 6 question. Are they going to bring other
 7 businesses into Jefferson Parish? Are they
 8 going to do business in Jefferson Parish as far
 9 as restaurants, grocery stores, things like
 10 that. They have so few employees, what
 11 revenues are they going to bring into our
 12 parish to negate the tax exemption that they
 13 would have.
 14 So, I am going to be short and sweet.
 15 River Ridge is about 36,000 residents and
 16 the association is the only association in
 17 River Ridge, and we did have a resolution to
 18 ask you to negate this request. So, I will be
 19 short and sweet.
 20 MR. JONES: Thank you, ma'am.
 21 Any questions or comments for Ms. Pearson?
 22 Thank you, ma'am.
 23 Do we have someone here from APF? Ask
 24 them to come forward, because I know there have
 25 been a number of questions from the last

Page 12

1 meeting, as well as the media accounts that
 2 have been, so I think it would be helpful for
 3 the Board to let the company respond to these
 4 comments.
 5 MR. BILICEK: Yes. And I think you
 6 deserve that.
 7 Good morning. My name is Jerry Bilicek.
 8 I am the chief operating officer for the
 9 American Plant Food, and we are excited to be
 10 in the great State of Louisiana. We began this
 11 journey in 2021 looking at the project there at
 12 the Waggaman site that Cornerstone owns. We
 13 were really excited about the opportunity there
 14 because we are taking something that we are
 15 going to be recycling, cutting down on
 16 pollution, and actually creating something that
 17 can be very sustainable for the American
 18 farmer.
 19 There is a waste product there that is
 20 being put in the ground right now. We are
 21 going to turn that into something commercially
 22 acceptable all while supporting the US
 23 agriculture industry, and providing food
 24 security here in the United States.
 25 I am aware of the comments that were made

Page 13

1 in the last meeting. Obviously I sat here and
 2 heard some comments a few minutes ago from
 3 several contacts that came forward.
 4 Let me remind people that like most big
 5 ideas and projects, you start out with a clean
 6 piece of paper and you put the project
 7 together, and as you go through engineering and
 8 your cost estimates, you determine how you
 9 should modify the project so that it can move
 10 forward. It has been determined by our board,
 11 board of directors that we need to do this in
 12 phases, and what has happened over the last 12
 13 months, we have had things like interest rates
 14 that come into play, we have had inflation
 15 rates at its head, and let's not forget about
 16 the geopolitical issues that are happening in
 17 our world.
 18 This evolution of this project has been
 19 active and communicated to over 60 state --
 20 meetings in Jefferson Parish. Our application
 21 today is only about Phase I of this project.
 22 The job and payroll information, including this
 23 application that you have before you, is again
 24 on Phase I. Twenty-eight jobs. Approximately
 25 3.7 million dollars in annual payroll.

Page 14

1 We do have every intent to fulfill our
 2 dreams of putting this big facility in like
 3 what we talked about; however, we must do it in
 4 phases. Local officials are well aware of how
 5 this project is being rolled out and
 6 communicated on the phase approach. Before
 7 there are any jobs, the payroll, the tax
 8 associated with Phase I and our project as
 9 local stakeholders are expecting and asking for
 10 them to consider this over the next 60 days.
 11 I am here to answer any questions that the
 12 Board may have or anyone else. Thank you.
 13 MR. JONES: Any questions or comments from
 14 the Board? Mr. Hollins.
 15 MR. HOLLINS: Just one question.
 16 If you for some reason do not get the 3.6
 17 million dollar a year tax break from this
 18 Board, will you still move forward with the
 19 investment?
 20 MR. BILICEK: Well, obviously we are
 21 looking at all financial aspects of it, so of
 22 course, that is of consideration, but it is
 23 not, it will not kill us, but it will have a
 24 drastic bottom-line effect on the project.
 25 I mean, every dollar we are going through

Page 15

1 values engineering, so you can imagine, you
 2 have got payroll issues, you have got
 3 construction issues. So, yes.
 4 MR. HOLLINS: Is Louisiana competing
 5 against another state or another locality for
 6 this investment?
 7 MR. BILICEK: We are based in Texas and we
 8 have some opportunities there as well.
 9 There are some unique advantages of why if
 10 want to be here. Great Mississippi River is a
 11 very big artery for the import of fertilizer.
 12 We would be building the facility right on the
 13 river and displacing probably a million tons
 14 that is imported from outside the United
 15 States.
 16 So, we would be bringing US jobs here and
 17 displacing not only a carbon footprint of
 18 product being brought up, creating job
 19 security, but also more food security.
 20 MR. HOLLINS: But at the moment, this is
 21 not a competition between Louisiana and another
 22 potential site where you are considering the
 23 same investment?
 24 MR. BILICEK: No, sir.
 25 MR. JONES: Mr. Pierson?

Page 16

1 MR. PIERSON: There seems to be an
 2 information disconnect, and we heard some of
 3 the comments from the public, and do you have
 4 any explanation, or can you eliminate maybe a
 5 little bit of why there is this perception of
 6 what maybe appears to be a bate and switch, but
 7 I know from working over the past year with
 8 corporations, that they did not put out in my
 9 view misinformation, but some things changed
 10 along the way, and I just wanted to understand
 11 that, how that happened in terms of the
 12 external audience that is trying to get some
 13 clarity around the issues.
 14 MR. BILICEK: Certainly.
 15 As we started on this project, there was a
 16 larger volume amount of production, and as we
 17 looked at the market, what it can absorb
 18 without causing market disruption, we felt that
 19 a four hundred and twenty thousand ton facility
 20 was the adequate number; hence, we downsized a
 21 number of granulators that would be involved.
 22 We also changed working with our potential
 23 capital partners. They said, look, you need to
 24 do this in phases; however, when we went
 25 through the permitting process, which would

Page 17

1 include the Corp air permitting and all
 2 what-have you, we submitted that from the
 3 proper scope of those permits required for the
 4 project because that is a process that stands
 5 on its own for each of those permitting
 6 applications.
 7 With respect to ITE is we get to the
 8 immediate phase that we are involved right now.
 9 That is what we are willing to commit to you
 10 today to move forward, but as I have shared
 11 with the Board, we have every intention or
 12 desire on a much larger project. We are just
 13 required based on our capital structure to say,
 14 let's do Phase I first. That is how we got to
 15 where we got to.
 16 MR. PIERSON: So, outside interests looked
 17 at Corp permits and saw larger numbers and then
 18 saw the IT application, it was not in alignment
 19 there and they were making the assumption that
 20 there was a full commitment when, in fact, that
 21 was not the intention that you had initially.
 22 MR. BILICEK: That is correct. Thank you.
 23 MR. PIERSON: Just for my clarification,
 24 the other comment was around the movement of
 25 industry into the vicinity, but this is a

Page 18

1 co-location with -- Cornerstone has a number of
 2 active interests already there, so it is not a
 3 new beachhead in the community. This is a
 4 co-location with existing industry; is that
 5 correct?
 6 MR. BILICEK: That is correct, and plus,
 7 we are bringing state-of-the-art technology to
 8 continue to add to the transformation of that
 9 site to a greener, more environmental friendly
 10 site, and again, helping with food security in
 11 the United States, displacing imports.
 12 MR. PIERSON: Thank you.
 13 MR. JONES: Any other questions? I have a
 14 couple. The comments that we have heard, both
 15 at the last meeting and this meeting, seem to
 16 revolve around not only the documents that are
 17 involved with the regulators, as well as LED,
 18 in comparison of those numbers, but also
 19 comments that have been made by the company
 20 before the local governing authorities and
 21 public meeting and that sort of thing.
 22 Has there been any vote by any public
 23 entity up or down, pro or con concerning your
 24 project to this point?
 25 MR. BILICEK: No.

Page 19

1 MR. JONES: So, the meetings that you have
 2 had up to this point, what has been -- give me
 3 the context of what those meetings have been
 4 about.
 5 MR. BILICEK: We believe that it is very
 6 important if you are going to be a community
 7 business, you need to be involved in the
 8 community. So, from day one, starting in 2021,
 9 we started with outreach, then we went to the
 10 Civic Association, the Parish Council. We
 11 wanted to tell people what we were doing, why
 12 we were doing it and what it meant for the
 13 community. We have had over 60 of those
 14 outreach meetings and all of it was to inform,
 15 here is what our concept is, here is what we
 16 are trying to get done. Here is what we think
 17 we can provide in immediate jobs, construction
 18 jobs and so forth, but we are studying that
 19 right now. Meanwhile, we are taking a waste
 20 product that is being put in EP-approved wells
 21 that we have created a process so we can clean
 22 that up and turn that into
 23 commercially-viable --
 24 MR. JONES: Mr. Bilicek, I do not need to
 25 hear a message. I need to understand the

Page 20

1 process.
 2 So, the process up to this point has been
 3 informational to the community, and what I
 4 think I hear you saying, but correct me if I am
 5 wrong, that during the time you have been doing
 6 these informational meetings within the
 7 community, the project itself has evolved?
 8 MR. BILICEK: Correct.
 9 MR. JONES: Is that fairly accurate?
 10 MR. BILICEK: Yes, sir.
 11 MR. JONES: And so, what I think I hear
 12 you saying today is, you are going to develop
 13 this project in multiple phase. How many
 14 phases are you anticipating?
 15 MR. BILICEK: Three.
 16 MR. JONES: Three phases.
 17 If you move forward with all three phases,
 18 will your job numbers, payroll numbers, capital
 19 expenditure numbers, will those numbers
 20 coincide with the numbers originally
 21 communicated to the community?
 22 MR. BILICEK: Yes, sir.
 23 MR. JONES: If you go through all three
 24 phases?
 25 MR. BILICEK: As we have laid out the

Page 21

1 scope, that is correct.
 2 MR. JONES: Kristin, y'all stop me when I
 3 start lying here, okay.
 4 As I appreciate this ITELL process, today
 5 is step 1. You come before the Board, and the
 6 Board either thumbs up or thumbs down your
 7 application, and at that point you then go to
 8 each local governing entity within the Parish
 9 or within the community you are going to be
 10 working, and at that point you make commitments
 11 that you will be held to that.
 12 MR. BILICEK: Right. I am -- right.
 13 MS. CHENG: That is correct.
 14 MR. JONES: So, the commitments that
 15 matters from a legal perspective and from a
 16 regulatory perspective are the commitments you
 17 have made to this Board in your application and
 18 we will vote on today, and will also be those
 19 commitments that you will make to the local
 20 community once you walk out of this meeting as
 21 soon as your application is approved.
 22 MR. BILICEK: Yes, sir.
 23 MR. JONES: So, those commitments of the
 24 stage 1 are the commitments that were actually
 25 made to the community; is that fair?

Page 22

1 MR. BILICEK: That is accurate, yes, sir.
 2 MR. JONES: All right. That is what I
 3 thought we had here, but I wanted to be sure I
 4 understood it correctly.
 5 Okay. Any other questions or comments
 6 from the Board? Any other comments from the
 7 public? Thank you very much. Anything else
 8 from you, Mr. Bilicek and/or Mr. Leonard?
 9 MR. BILICEK: No, sir. Thank you for the
 10 time.
 11 MR. JONES: Thank you very much.
 12 Hearing none -- right now we have a motion
 13 to approve all of these in globo. If you wish
 14 to pull any one out and handle them
 15 individually, we can certainly do that;
 16 otherwise, are you ready to vote? All in favor
 17 say aye. (Complies.) There are none; the
 18 motion carries. Next.
 19 MR. USIE: Next we have 16 Pre-EO renewal
 20 applications. Two are requesting to be
 21 deferred. 2010098-D, Sabine Pass LNG, LP, in
 22 Cameron Parish and 20110659-F, Sabine Pass
 23 Liquefaction, LLC, in Cameron Parish.
 24 MR. JONES: We will entertain a motion to
 25 defer those two applications.

Page 23

1 Mr. Slone, motion; second, Mayor Toups.
 2 Any questions or comments from the Board?
 3 Hearing none. Any comments from the public?
 4 Hearing none. All in favor say aye.
 5 (Complies.) Any opposition? There is none.
 6 Those matters will be deferred to the next
 7 meeting.
 8 MR. USIE: 20150293-A, BASF Corporation,
 9 Ascension Parish. 20150991, BSF Corporation,
 10 Ascension Parish. 20152048, BASF Corporation,
 11 Concordia Parish. 20151323, DOW Chemical
 12 Company, West Baton Rouge Parish. 20160708,
 13 Flowpam, Inc, Iberville Parish. 20160175-B,
 14 Hood Container, LLC, West Feliciana Parish.
 15 201615946, International Paper Company, DeSoto
 16 Parish. 20161546-A, International Paper
 17 Company, DeSoto Parish. 20161492, Pod Pack
 18 International, LLC, East Baton Rouge Parish.
 19 20161494, Rain CII Carbon, LLC, St. Bernard
 20 Parish. 20151126-B, UTLX Manufacturing, LLC,
 21 Rapides Parish. 20120041-B, Union Carbide
 22 Corporation, St. Charles Parish. 20141263-A,
 23 Union Carbide Corporation, St. Charles Parish
 24 and 2016066-A, Westlake Vinyls Company, LP,
 25 Ascension Parish.

Page 24

1 MR. JONES: Entertain a motion to approve
 2 these Pre-EO renewals. Motion, Mr. Moss;
 3 second Mr. St. Blanc. Any questions or moments
 4 from the Board? Hearing none. Any comments
 5 from the public? There being none. All in
 6 favor say aye. (Complies.) Any opposition?
 7 There is none; motion carries.
 8 MR. USIE: Next we have one late pre-EO
 9 renewal application, 20161405, Linde, Inc.,
 10 Calcasieu Parish. Initial contract expiration
 11 date 12/21/22; late renewal request date
 12 August 23, 2023.
 13 MR. JONES: I have some folks that have
 14 asked to speak to this issue.
 15 Before we do that, let's have them speak
 16 first and we can clear all that up, and then we
 17 will have our motion based on what we learn.
 18 First Mr. Braxton. Mr. Rodney Braxton.
 19 MR. BRAXTON: Yes.
 20 Good morning, Mr. Chairman and members.
 21 Thank you for letting us have an opportunity to
 22 speak. My name is Rodney Braxton. I represent
 23 Ms. -- and I represent Linde. To my left is
 24 Stacy Hardy who is also with Linde locally, and
 25 we brought in some folks from the corporate

Page 25

1 office, Tom Dalton, and Boyd who are also here.
 2 If you have any questions, he can address them.
 3 And so, we are here to speak in favor of
 4 our renewal application. We know that it was
 5 filed late, and we recognize that. We also
 6 recognize that the Board has several options.
 7 We would like to get the full five-year
 8 extension. We have met every measure in terms
 9 of investment in jobs, et cetera. Over the
 10 last ten years, Linde has invested more than a
 11 billion dollars in Louisiana. We expect to
 12 invest over a half a billion over the next few
 13 years.
 14 So, we just want to be here to make our
 15 case that hopefully you will because of
 16 investment and jobs and a commitment, that you
 17 will see to give us a five-year extension.
 18 I do not know if Stacy would like to say
 19 anything.
 20 MS. HARDY: Hi, I am Stacy Hardy. I am
 21 the commercial director of southeast Louisiana.
 22 I handle all new business, existing business in
 23 Louisiana.
 24 Other than being the director, I am also a
 25 local Louisianian. I was born and raised here.

Page 26

1 OI went to LSU, and I understand the importance
 2 of this program and what this program is to
 3 Louisiana.
 4 Linde, as Rodney has stated, has spent
 5 close to a billion dollars in investment over
 6 the last ten years. Over the next three to
 7 seven years, we expect to spend another half a
 8 billion dollars in Louisiana.
 9 Louisiana is critical to the success of
 10 Linde. Just as Rodney stated, when we do a
 11 project, we do a project. When we say we are
 12 going to do a project, we do the project. We
 13 are asking simply, as Rodney stated, for the
 14 five-year renewal, so we thank you for your
 15 time today as we proceed.
 16 MR. JONES: All right.
 17 So, we need to know what happened and what
 18 led to the late filing. Who wants to address
 19 that?
 20 MR. BRAXTON: Well, I can make some
 21 comments on it, and if those comments prove to
 22 be unsatisfactory, we have much more qualified
 23 people here to do that; however, as I
 24 understand what happened, is that there were
 25 processes in place previously that involved

Page 27

1 more than one department that would follow
 2 these things, make sure the paperwork is filed
 3 in a timely fashion. Late last year there was
 4 some transitioning, and the folks that were
 5 responsible for this missed it quite frankly,
 6 and I hate to use the word falls through the
 7 cracks, but that is literally what happened.
 8 Once we discovered it -- and during this
 9 transition, one of the things that they focused
 10 on was making sure that their processes were in
 11 place so that stuff like this will not happen
 12 again in the future. And so, that is ongoing,
 13 but it certainly was a mistake. I mean, I know
 14 that might not be the thing that you want to
 15 hear, but it is the reality of it.
 16 What I want to make clear is, as I said
 17 before, as far as the investments of the job,
 18 et cetera, and what goes into the heart of this
 19 program; not to say that filing an extension is
 20 not, but the money and investment and the jobs,
 21 we have met other benchmarks as far as we are
 22 concerned, and have done that and will continue
 23 to do that in the future.
 24 MR. JONES: Thank you, Mr. Braxton.
 25 MR. BRAXTON: Rodney is fine.

Page 28

1 MR. JONES: Somebody did not do their job,
 2 or somebody -- this was somebody left their job
 3 and there was a vacancy and it was overlooked?
 4 MR. BRAXTON: That did happen. There was
 5 a vacancy for a time, and I cannot determine
 6 whether if somebody did or did not do their job
 7 because they could have been filing others and
 8 just missed this one, right? So, it was not a
 9 question of not doing their jobs, but this one
 10 was missed. There was a vacancy. There is no
 11 longer a vacancy there. There was a different
 12 structure. That structure is gone. The
 13 processes and procedures are in place.
 14 Quite frankly, as soon as we discovered
 15 what happened, we filed and it was not until
 16 August when that occurred, and I should also
 17 note that you might want to record this or have
 18 the court reporter read it back, because I will
 19 be back next month to say the same thing for a
 20 different project in Ascension. It happened
 21 twice. We rectified the situation, and we are
 22 going to continue our commitment to the state.
 23 We just need to make sure the procedures we
 24 have in place prevent this from ever happening
 25 again. I think that is what we all believe we

Page 29

1 have.
 2 MR. JONES: All right.
 3 Any questions or comments from the Board
 4 to Mr. Braxton or Ms. Hardy?
 5 MR. MOSS: Mr. Chairman, I would like to
 6 approve their renewal.
 7 MR. JONES: Is that a motion to approve?
 8 With penalty or without a penalty?
 9 MR. MOSS: Without.
 10 MR. ST. BLANC: I will second.
 11 MR. JONES: So, we have a motion and a
 12 second from Mr. St. Blanc.
 13 MR. MOLLER: We have had a lot of cases
 14 like this in the past. Everybody who comes up
 15 here with a late renewal has an explanation.
 16 It is almost always a mistake, and our
 17 precedent as a board member has been to do a
 18 one-year penalty for each year that it is late.
 19 I am sympathetic to your plight, but my
 20 concern is, if we set a precedent here, then
 21 everybody who makes a paperwork mistake or has
 22 some kind of back office malfunction is going
 23 to feel entitled to the same courtesy from this
 24 Board and then we might as well do away with
 25 the penalties and this process.

Page 30

1 So, I would make a substitute motion to
 2 approve with a one-year penalty.
 3 MR. BRAXTON: May I comment, Mr. Chairman?
 4 MR. JONES: Okay, Mr. Braxton.
 5 MR. BRAXTON: And I recognize and respect
 6 what Mr. Moller said, so I will suggest to you
 7 this. I think in each instance it should stand
 8 on its own merit, and that is number 1, and the
 9 investment that we have made and the commitment
 10 I think should carry some weight I believe, but
 11 I would also suggest to you that if you change
 12 the -- or stick to the precedent, then the
 13 agenda should offer up only two options. It
 14 gives you the discussion to give the five-year
 15 extension, and I think that each case again
 16 rests on its own laurels, and we believe that,
 17 yes, we made a mistake. Other people can claim
 18 that, but we also believe that our longterm
 19 investment into this -- we have literally
 20 changed the market in terms of hydrogen. There
 21 are things that we have done here. I get it.
 22 That may not resonate with you and does not
 23 change your feeling about it, but it is an
 24 option available to the Board.
 25 MR. MOLLER: I understand, and I am not

Page 31

1 questioning your commitment to Louisiana or
 2 your investment, that is wonderful and I thank
 3 you very much. We can make exceptions.
 4 If there had been a hurricane, some
 5 insurgents, something like that, some Act of
 6 God, then I might take a different view. I am
 7 just making sure myself that it was error, and
 8 in cases -- our precedent as a Board is that
 9 when -- happens, we are approving a one-year
 10 period.
 11 MR. JONES: Hollins?
 12 MR. HOLLINS: How late was the
 13 application?
 14 MR. USIE: It was due by December 31, 2022
 15 and the request was received August 23, 2023.
 16 MR. JONES: There was a request from
 17 Mr. Moller for a substitute motion. Mr. Moss
 18 and St. Blanc, would you accept the substitute
 19 motion? No, okay. All right.
 20 Any other questions or comments from the
 21 Board? Any comments from the public? We have
 22 a motion to approve without penalty; all in
 23 favor say aye. (Complies.) All opposed? I do
 24 not believe that is an unclear vote. I am not
 25 going to call for a roll call; the motion

Page 32

1 carries. Thank you very much. Next.
 2 MR. USIE: Next we have two post-EO 2018
 3 rules, timely renewals. 2010072, Cortec, LLC
 4 Terrebonne Parish. 20170492, Louisiana Sugar
 5 Cane Cooperative, Inc, St. Martin Parish.
 6 MR. JONES: These are Post-EO 2018 rules,
 7 straight renewals. You will notice there are
 8 noncompliance information in your packet;
 9 however, all those noncompliances were dealt
 10 with at the time they arose, so from a
 11 practical standpoint, those have been dealt
 12 with. What is the pleasure of the Board for
 13 these renewals?
 14 Is there a motion to approve? Do I have a
 15 motion? Motion from Mr. Slone; second Mr. St.
 16 Blanc. Any questions or comments from the
 17 Board? Any comments from the public? Hearing
 18 none. All in favor say aye. (Complies.) Any
 19 opposition? There being none, the motion
 20 carries.
 21 MR. USIE: Next we have name change in
 22 name only requests. Bercen Chemicals, LLC,
 23 contracts 20200094 and 20200094-A in Livingston
 24 Parish changing their name to Aurorium in
 25 Denham Springs, LLC.

Page 33

1 MR. JONES: Motion to approve this change
 2 in name? Mr. Pope; second by Mr. Simien. Any
 3 comments or questions from the Board? There
 4 being none. Any comments from the public?
 5 Hearing none. All in favor say aye.
 6 (Complies.) Any opposition? There is none;
 7 the motion carries.

8 MR. USIE: We have two change in location
 9 only requests. Cortec, LLC, 20180072 and
 10 20180072-A in Terrebonne Parish. Previous
 11 location, 196 Equity Drive, Houma, Louisiana
 12 70360, changing it to 220 Equity Boulevard in
 13 Houma, Louisiana 70360.

14 MR. JONES: Do we have a motion to approve
 15 change of location? Mayor Toups; second from
 16 Mr. Moller. Any questions or comments from the
 17 Board? There being none. Comments from the
 18 public? There is none. All in favor say aye.
 19 (Complies.) Any opposition? There is none;
 20 motion carries.

21 MR. USIE: We have one cancellation
 22 request, Bollinger Algiers, LLC, 20151877-PT in
 23 Orleans Parish. Company is requesting
 24 cancellation.

25 MR. JONES: Motion to approve this

Page 34

1 cancellation. Mr. Nassar; second from Mr.
 2 Moss. Any questions or comments from the
 3 Board? There is none. Any comments from the
 4 public? There is none. All in favor say aye.
 5 (Complies.) Any opposition? There is none;
 6 the motion carries. Special requests.

7 MS. CHENG: We have three special
 8 requests. The first one is from Louisiana
 9 Green Fuel, LLC, contract 20210624. Louisiana
 10 Green Fuel, LLC is requesting to amend their
 11 existing exhibit A agreement for contract
 12 20210624-ITE, to add an additional year to the
 13 project in order to account for an additional
 14 year of assets coming into service earlier than
 15 anticipated, originally anticipated when filing
 16 the front-end application at the end of 2022.

17 MR. JONES: All right.
 18 So, basically they are moving out the --
 19 they are moving up or they are moving out?

20 MS. CHENG: They are moving up.

21 MR. JONES: That is what I thought. Okay.
 22 Any --

23 MS. CHENG: Essentially their exemptions
 24 are going to start sooner because they
 25 completed part of their project --

Page 35

1 MR. JONES: Because they were too
 2 efficient.

3 MS. CHENG: Yes.

4 MR. JONES: Got it. We do not get that
 5 very often.

6 Do I have a motion to approve?
 7 Mr. Nassar; second Mr. Simien. Any questions
 8 or comments from the Board? Hearing none. Any
 9 comments from the public? There being none.
 10 All in favor say aye. (Complies.) Opposition?
 11 There is none; the motion carries.

12 MS. CHENG: The next one is PCS Nitrogen
 13 Fertilizer, LP, contract is 20220103 and
 14 20220104, Nitrogen Fertilizer, LP, are
 15 requesting to amend their section 4.02A for
 16 contracts 20220103 and 20220104, to extend the
 17 originally post commencement of operations
 18 dated from March 31st, 2027 to March 31, 2030.

19 MR. JONES: As I appreciate the
 20 information from the packet, this is basically
 21 based on issues arising over the last two or
 22 three years, supply chain, et cetera, et
 23 cetera?

24 MS. CHENG: I believe so.

25 MR. JONES: Do we have someone here from

Page 36

1 PCS? Please come forward. Thank you. State
 2 your name and your position with the company
 3 please.

4 MR. DIAMOND: My name is Adam Diamond. I
 5 am the director of government and industry
 6 affairs for PCS Nitrogen.

7 MR. JONES: Okay. Tell us what happened
 8 here.

9 MR. DIAMOND: I think you just hit it
 10 right on the head. Unlike the previous
 11 company, we are a little bit less efficient.

12 MR. JONES: I realized as soon as I said
 13 that, I slapped everybody else and I apologize
 14 for that.

15 MR. DIAMOND: That is it in a nutshell.
 16 I mean, we have had market condition
 17 changes, several unanticipated challenges
 18 resulting from supply-chain delays, higher
 19 inflation, interest rates, unanticipated
 20 resource availability constraints, all of those
 21 things have basically pushed this project back
 22 a little bit longer than we originally
 23 anticipated.

24 MR. JONES: Has construction started now?

25 MR. DIAMOND: Construction, we have done

Page 37

1 some initial construction. We have invested
 2 over a hundred million dollars so far on the
 3 front-end engineering. We are still moving
 4 forward with permit applications with
 5 Department of Environmental Quality.
 6 MR. JONES: Have you reached a final
 7 investment decision yet?
 8 MR. DIAMOND: We have not.
 9 MR. JONES: Are you waiting on permitting
 10 and that sort of thing?
 11 MR. DIAMOND: We are waiting on permit, we
 12 are looking at market conditions.
 13 In essence, we have slowed the project
 14 down a little bit in terms of making that final
 15 investment decision due to all of these changes
 16 in the market.
 17 MR. JONES: So, you are -- how far along
 18 are you in the permitting?
 19 MR. DIAMOND: We are cautiously optimistic
 20 that we will get our permit within the next
 21 month so we can start construction by the end
 22 of December.
 23 MR. JONES: Okay. Thank you are for that.
 24 We have a motion on PCS Nitrogen
 25 Fertilizer, LP's request to extend their

Page 38

1 proposed commencement of operation date. We
 2 have a motion from Mr. Simien to approve;
 3 second from Mr. Hollins. Any questions or
 4 comments from the Board? Any comments from the
 5 public? Hearing none, all in favor say aye.
 6 (Complies.) Any opposition? There being none,
 7 the motion carries. Thank you for your
 8 investment.
 9 MR. DIAMOND: Thank you very much.
 10 MR. USIE: Next we have noncompliant
 11 contracts following the post-EO 2017 rules. We
 12 have three contracts for Packaging Corporation
 13 of America in Beauregard Parish that are
 14 noncompliant. Contract 20161623 was
 15 noncompliant for the 2019 reporting period.
 16 The exhibit A agreement required five hundred
 17 and thirty-two jobs with fifty-five million six
 18 hundred and thirty-three thousand two hundred
 19 and forty dollars in payroll. The actual jobs
 20 retained was five hundred and seventy-three
 21 with fifty-four million nine hundred and
 22 seventy-five thousand eight hundred and
 23 seventy-four dollars in payroll. The filing is
 24 noncompliant for the payroll portion only.
 25 None of the locals replied with a

Page 39

1 recommendation.
 2 Next is contract 2016186151 that was -- 51
 3 was not compliant for the 2018 reporting
 4 period. Exhibit A required the company retain
 5 565 jobs with fifty five million two hundred
 6 and eighty-one thousand seven hundred and
 7 eighty-five dollars in payroll. The actual
 8 jobs retained was five hundred and fifty-six
 9 with fifty-six million one hundred and
 10 ninety-one thousand five hundred and twenty
 11 dollars in payroll. This filing is
 12 noncompliant with the job portion only.
 13 The parish did not respond with a
 14 recommendation, and the school board nor the
 15 sheriff granted an exemption for the initial
 16 application, so they do not apply.
 17 Last we have contract 20170177 that is
 18 noncompliant for both 2019 and 2020 reporting
 19 periods. The exhibit A required the company
 20 retain 554 jobs with fifty-five million two
 21 hundred and eighty-one thousand seven hundred
 22 and eighty-five dollars in payroll. For 2019
 23 the actual jobs retained was five hundred and
 24 seventy-six with fifty-five million two hundred
 25 and ninety-eight thousand three hundred and

Page 40

1 fifty-eight dollars in payroll. The filing is
 2 noncompliant due to the late filing only. The
 3 filing was due August 23, 2020, but not
 4 received until July 11, 2021. The Parish did
 5 not respond with a recommendation, and the
 6 school board nor the sheriff granted an
 7 exemption for the initial application, so they
 8 do not apply. For the 2020 reporting period,
 9 the actual jobs retained was five hundred and
 10 eighty-six with sixty-one million five hundred
 11 and thirty-nine thousand one hundred and
 12 thirty-four dollars in payroll. This filing is
 13 also noncompliant due to the late filing only.
 14 It was due April 30, 2021, but not received
 15 until July 11, 2021. The Parish did not
 16 respond with a recommendation, and the school
 17 board nor sheriff granted the exemption.
 18 MR. JONES: I want to see if I can
 19 summarize this in a way that makes some sense.
 20 So, for the first contract, they did not
 21 -- they me their payroll obligation; did not
 22 meet their jobs' obligation. And the second
 23 contract, they met their jobs' application, but
 24 they did not meet their payroll obligation.
 25 MR. USIE: Opposite. The first contract,

Page 41

1 they cannot meet their payroll, and the second
 2 they did not meet the jobs.
 3 MR. JONES: That is why I have all of
 4 y'all to keep me straight. The third contract
 5 they certainly filed it late. They met their
 6 jobs and payroll obligation?
 7 MR. USIE: Correct.
 8 MR. JONES: And the parish of Beauregard
 9 apparently does not care.
 10 MR. USIE: Correct.
 11 MR. JONES: I am sorry, but that is my
 12 interpretation when I see no response. All
 13 right. What is the pleasure of the Board?
 14 Mr. Chairman -- I mean, Mr. Secretary. I am
 15 about to give you my job.
 16 MR. PIERSON: This is just really more of
 17 I want to make an observation here for the
 18 Board and there are some members here today
 19 that do not always attend our meetings, but
 20 when they say this is out of compliance, that
 21 draws your attention. That causes some
 22 concern, and it is their, the staff's
 23 responsibility to point out that it is not
 24 meeting the standard. So, that becomes maybe
 25 an amber flashing light on the dashboard, and

Page 42

1 for the Board, I think the responsibility is to
 2 look at a little bit of each of these
 3 individually, and in some cases, you are going
 4 to see severe divergence from what the
 5 commitment was and what the program presented.
 6 But in these cases here, you are seeing
 7 really just a small percentage of this, on some
 8 of these job counts, and where from an economic
 9 development science, the real value to the
 10 State and to the parish and others that feed
 11 the economy is to keep your eye on the ball, on
 12 the salaries, the money that is moving into our
 13 economy, and evaluate more than just a
 14 statement of being out of compliance and talk
 15 about whether it is drastically out of
 16 compliance and what was the -- were we at risk
 17 or at being severely impacted by salary
 18 reductions.
 19 So, if these number had been half or
 20 something, I think there would be a particular
 21 concern on behalf of the Board, but these are
 22 all sort of like horseshoe, you are getting
 23 pretty close to the pin, and I think that
 24 should be acknowledged. That is just a sidebar
 25 comment.

Page 43

1 MR. JONES: Thank you. What is the
 2 pleasure of the Board? There is a motion to --
 3 MR. REESE: Mr. Chairman, I would be glad
 4 to make a motion.
 5 MR. JONES: Approve without penalty? We
 6 have a motion to approve without penalty from
 7 Mr. Reese; second by Mr. Thompson. Any further
 8 questions or comments from the Board? There
 9 being none. Any comments from the public?
 10 Hearing none. All in favor say aye.
 11 (Complies.) Any opposition? There being none,
 12 the motion carries.
 13 MR. USIE: Next we have noncompliant
 14 contracts following the post-EO 2018 rules.
 15 We have two contracts, number 20180149 and
 16 20181049-A for Diversified Foods and
 17 Seasonings, LLC, in St. Tammany Parish. They
 18 are both non-compliant for the 2022 reporting
 19 period. The exhibit A for both contracts, the
 20 company is to create and maintain 44 jobs with
 21 one million two hundred and forty-five thousand
 22 two hundred dollars in payroll. The actual
 23 jobs created was four jobs with one hundred and
 24 seventy-nine thousand one hundred and
 25 twenty-four dollars in payroll.

Page 44

1 The parish submitted a letter stating St.
 2 Tammany Parish defers to the State for any
 3 action deemed appropriate regarding Diversified
 4 Foods' noncompliance for all participating
 5 years. The school board submitted a letter
 6 stating St. Tammany School Board defers any
 7 decision or action on Diversified Foods'
 8 noncompliance to the Louisiana Board of
 9 Commerce. The St. Tammany Parish School Board
 10 does not wish to take any direct action against
 11 the company for 2022, and the Sheriff submitted
 12 a letter giving specifics of the notices in
 13 question. We share your opinion mindset toward
 14 the challenges of meeting the benchmarks and
 15 reporting timelines due to the widespread
 16 effects of the pandemic given the option
 17 available under this process and the
 18 particulars for each of the contracts in
 19 question. The Sheriff's Office would like to
 20 defer judgment on the above matters to the
 21 Board of Commerce & Industry.
 22 MR. JONES: Thank you. Are you here to
 23 just speak on behalf of Diversified?
 24 MR. RANGEL: Good morning, Mr. Chairman
 25 and members of the Board. Ruben Rangel (sic)

Page 45

1 with AS Consulting.
 2 Diversified Foods I think are like a lot
 3 of businesses that come before you for
 4 noncompliance if they entered into an ITE
 5 contract prior to 2020 and the 2019 pandemic.
 6 Despite their best efforts of the ongoing ITE
 7 job and payroll commitments just are not
 8 tangible at this time, and the company has made
 9 a decision to exit the ITE program.
 10 We have been in contact with local tax
 11 bodies, and the company actually filed a
 12 contract cancellation request back in February
 13 of this year. The reason that has not come
 14 before you yet is simply because the prior
 15 compliance filings are making their way to the
 16 queue, and with this twenty-two compliance
 17 before you today, I expect the next agenda you
 18 would probably see the Diversified Foods case.
 19 MR. JONES: So, it is not going to proceed
 20 with the project at all?
 21 MR. RANGEL: It is proceeding, but they
 22 are not, they are not -- they will not continue
 23 to have the advantage of the Cytek contract to
 24 exemptions.
 25 MR. JONES: Okay. Any comments from --

Page 46

1 okay. All right.
 2 As I understood the letters from the
 3 police jury and school board and the sheriff,
 4 they all defer to the Board, but I heard
 5 undertones of leniency; is that what I heard?
 6 MR. RANGEL: Their decision was to defer.
 7 But none of them wanted to take direct action
 8 themselves. No penalty from them.
 9 MR. JONES: Okay. All right. Thank you
 10 very much.
 11 What is the pleasure of the Board? We can
 12 approve without penalty, which apparently the
 13 local entities do not feel strongly enough
 14 about incurring or imposing a penalty. I have
 15 a motion from Mr. Nassar to approve without
 16 penalty; is that right?
 17 MR. NASSAR: Yes, sir.
 18 MR. JONES: Second from Mr. Moss.
 19 Any questions or comments from the Board?
 20 Hearing none. Any comments from the public?
 21 There being none. All in favor say aye,
 22 (Complies.) Any opposition? There is none;
 23 the motion carries. Thank you.
 24 MR. USIE: Next we have one contract,
 25 202000044 for EI Williams Industries, LLC, in

Page 47

1 Webster Parish that is noncompliant for the
 2 2022 reporting period. Exhibit A required the
 3 company to create and maintain 28 jobs with one
 4 million in payroll. The ACR filing was never
 5 received, so the noncompliance letters were
 6 sent out.
 7 The Webster Parish School Board nor the
 8 Sheriff responded with recommendations. Since
 9 the letters went out and the agenda was set,
 10 the company did submit their ACR filing on
 11 October 13. The jobs and payroll for the 2022
 12 filing were 30 jobs with one million two
 13 hundred and sixty-five thousand seven hundred
 14 and fifty-nine dollars for 2022.
 15 MR. JONES: I am sorry, give me those
 16 numbers again.
 17 MR. USIE: Thirty jobs with one million
 18 two hundred and sixty-five thousand seven
 19 hundred and fifty-nine dollars.
 20 MR. JONES: So, they matched their goals.
 21 MR. USIE: So, the payroll and -- were
 22 met, but they were still noncompliant because
 23 it was not filed until the October 13.
 24 MR. JONES: Got it. Okay. All right.
 25 Please state your name and your position

Page 48

1 with the company please.
 2 MR. SANTOS: Good morning. My name is
 3 John Santos, Chief Financial Officer for EI
 4 Williams.
 5 MR. JONES: Tell us what happened here.
 6 MR. SANTOS: We felt that we were
 7 initially intending to file all the
 8 documentation in-house. Unfortunately we had
 9 like another case, some turnover, quite a bit
 10 of turnover in our administrative staff. This
 11 documentation got pushed to the side and pushed
 12 to the side until we got notification we were
 13 late, at which time we hired Deeter Consulting
 14 to manage the process for us. We know going
 15 forward we will not ever be late with these
 16 filings again.
 17 As was mentioned, we did meet our
 18 obligations and exceeded them, and we continue
 19 to do so, and we were more focusing on growing
 20 our business and now we passed on the
 21 administrative portion, this function to a
 22 consulting firm to make sure we do not ever
 23 miss this again.
 24 MR. JONES: Have you communicated with the
 25 local entities as to what is going on in the

Page 49

1 company? Are you staying in contact with them?
 2 MR. SANTOS: Not the tax authorities, but
 3 rather the NWPID, the district that we deal
 4 with. We continue to communicate with them
 5 constantly.
 6 MR. JONES: All right. What is the
 7 pleasure of the Board? Do we have a motion
 8 approved with no penalty from Secretary
 9 Pierson; second from Mayor Touns. Any
 10 questions or comments from the Board? There
 11 being none. Any comments from the public?
 12 There being none. All in favor say aye.
 13 (Complies.) Any opposition? There is none;
 14 the motion carries.
 15 MR. SANTOS: Thank you.
 16 MR. USIE: Next we have two contracts,
 17 Fisher Manufacturing Service, LLC, in
 18 Tangipahoa Parish. They are noncompliant for
 19 the 2022 reporting period.
 20 The exhibit A for contract 20190086
 21 required the company create and retain one job
 22 with twenty thousand in payroll. The actual
 23 jobs created was one with forty-nine thousand
 24 one hundred and ten dollars in payroll. The
 25 filing is noncompliant due to being late only.

Page 50

1 The filing was due April 30, 2023, but not
 2 received until May 8th, 2023. The Parish and
 3 Sheriff did not respond with recommendations
 4 and the School Board denied the exemption at
 5 the time of application and does not apply.
 6 The exhibit A for contract 20210266
 7 required the company create and retain one job
 8 with twenty thousand in payroll. The actual
 9 jobs created was two for fifty-four thousand
 10 one hundred and thirty-four dollars in payroll.
 11 The filing is noncompliant due to being late
 12 only. It was due April 30, 2023, but not
 13 received until May 8th, 2023, and none of the
 14 locals responded with any recommendations.
 15 MR. JONES: On the late filings they were
 16 literally less than ten days late?
 17 MR. SANTOS: Correct.
 18 MR. JONES: I have a motion from Mr. Slone
 19 to approve with no penalty. I have a second by
 20 Mr. Walsh representing the Governor's office as
 21 a second. Any questions or comments from the
 22 Board? There being none. Any comments from
 23 the public? Hearing none. All in favor say
 24 aye. (Complies.) Any opposition? There being
 25 none; the motion carries.

Page 51

1 MS. CHENG: Next we have two contracts
 2 from Martco, LLC, contract 20180296. Martco in
 3 Natchitoches Parish is in noncompliance for the
 4 2020 and the 2021 reporting periods.
 5 Exhibit A required the company to create
 6 and maintain 14 jobs with six hundred and
 7 fifty-six thousand in payroll. The actual jobs
 8 and payroll created for the 2020 reporting
 9 period was seven jobs with three hundred and
 10 fifty thousand six hundred and fifty-six in
 11 payroll. The actual jobs in payroll created
 12 for the 2021 reporting period was zero jobs
 13 with zero in payroll.
 14 The Parish Council originally denied the
 15 exemption, so they were not requested to
 16 provide feedback for this noncompliance, and we
 17 received letters from the School Board and the
 18 Sheriff stating from the School Board that our
 19 Board is in full support of taking no action on
 20 2018029-ITE.
 21 Mr. Martin came to our board meeting and
 22 explained the complexities of the exemption,
 23 why they were found noncompliant. Our Board
 24 understood and voted in the affirmative to take
 25 no action. The sheriff issued a letter

Page 52

1 stating, I am writing in support of Martco. It
 2 has maintained their tax exemption status. In
 3 my opinion, Martco remains a lateral partner in
 4 Natchitoches Parish and is committed to its
 5 people. As such, Martco remains a vital part
 6 in reference to the above-mentioned tax
 7 exemptions for Martco. I am in favor of the
 8 exemptions remaining in place and no further
 9 action being taken at this time.
 10 The next contract is 20190393 from Martco
 11 in Natchitoches Parish and noncompliant with
 12 the 2021 reporting period.
 13 Their exhibit A requires the company
 14 create and maintain five jobs with one hundred
 15 ninety-three thousand three hundred and
 16 ninety-three dollars in payroll. The actual
 17 jobs and payroll created for the 2021 reporting
 18 was zero dollars in payroll. The Parish
 19 Council denied the exemption at the time of the
 20 location. The school board passed a motion to
 21 approve taking no action on Martco for
 22 noncompliance for 20180393, and the sheriff
 23 addressed this contract in the same letter that
 24 I read previously stating that he is in favor
 25 of the exemptions remaining in place and no

Page 53

1 further action being taken in this matter.
 2 MR. JONES: We have some -- Mr. Martin?
 3 Please state your name and position with the
 4 company.
 5 MR. MARTIN: I am Royal Martin, III. I am
 6 chairman and CEO and CFO of Royal Martin.
 7 We are celebrating our hundredth year here
 8 in Louisiana. Royal Martin in 2000 that I was
 9 a part of, I have been around 41 years, so we
 10 built the first plywood plant that had been
 11 built in 1996, 14 years, and we celebrated our
 12 25th year in Natchitoches Parish in 2021.
 13 I do not like to be noncompliant, but I
 14 will have some comments about that.
 15 We are different. We use the -- Board of
 16 Commerce & Industry uses a particular
 17 methodology that Secretary Pierson and I have
 18 discussed it at length. That is not exactly
 19 the way we operate.
 20 We are a 52, 53 week accounting period,
 21 which means I always end on a Sunday. That
 22 means sometimes payrolls get paid in the next,
 23 in a next calendar year, and that does not jive
 24 with your methodologies. So, with that being
 25 said, I would like to look at my ES4 data for

Page 54

1 job compliance. Also I want to point out too
 2 that Marco at Chopin has a four million dollar
 3 payroll per year, and 2021, I am pretty sure
 4 that we are compliant on all of our payroll
 5 dollars in 2020 and 2021 because there was
 6 covid, and we expanded during covid, which is
 7 my fault, and job creation during covid was
 8 extremely challenging because people got paid
 9 to stay home, and all you had to do was to
 10 check a box and say that I applied for a job to
 11 qualify.
 12 Well, we would get hundreds of
 13 applications, show up for the job fair and four
 14 people would show up. So, I had supervisors,
 15 we had enormous amounts of overtime and we ran
 16 as an essential business through 2020 and 2021.
 17 We created -- we maintained -- in fact, I would
 18 argue, I have never met you before, but I have
 19 heard your name a lot, that I have got a CPA
 20 and a certified internal auditor that prepares
 21 these for us, and I think we created the jobs
 22 in 2020, but I do not want to argue with you,
 23 because all he asked for was a lot more than
 24 that.
 25 2021 was very, very difficult, but with

Page 55

1 overtime, with college students working on
 2 weekends, we managed to survive, and they
 3 worked so hard that I paid everybody a thousand
 4 dollars for every year of service for Royal
 5 Martin during 2021 on November the 22nd. That
 6 is why I am positive our payroll was much, much
 7 greater. So, you have got some people, a lot
 8 of people that worked for us for twenty-five
 9 years. I kept it a secret. They got a
 10 twenty-five thousand dollar check that day
 11 without knowing it. So, I know we complied
 12 with the payroll. It was extremely difficult
 13 that year for us.
 14 We have right now about 740 people that
 15 work at Chopin. We have, like I say, expanded.
 16 We started -- this contract was before our
 17 timber-mill. It was a small piece of the
 18 overall plant, and we doubled the size of it in
 19 2018 and created a new log product for the
 20 State of Louisiana called kenner wood-type
 21 product which we had over in Alabama. So, that
 22 is why the numbers appear small, but we have a
 23 lot of payroll.
 24 So, we have letters of support. I would
 25 like to add to what you were saying about the

Page 56

1 Natchitoches Parish Council. The Natchitoches
 2 Parish Council put us on an agenda that they
 3 did not put on the website. They posted it on
 4 the door that day, which I do not go by and
 5 check the door of the courthouse, sorry, and I
 6 missed the meeting, so they got mad at me and
 7 denied, but I came back and said, put me on
 8 again, and we passed it, they passed it, but
 9 they sent it to the Board late, so they
 10 actually did approve the extension. They just
 11 got it in late, so that is something else.
 12 So, anyway, I have letters of support from
 13 the sheriff as he said before, and I got a
 14 unanimous vote at the School Board. I was very
 15 proud of that to contain.
 16 So, Chair, that is all I have to say. I
 17 believe right now we have 740 jobs. Our
 18 baseline was six seventy-eight, so my math, we
 19 were over almost 60 plus.
 20 MR. JONES: You may have just answered my
 21 question. I was going to ask, how have you
 22 recovered over the covid debacle?
 23 MR. MARTIN: Pretty well. We are the
 24 single largest power plant in North America,
 25 and the safest for the last three years. So --

Page 57

1 MR. JONES: We have heard a lot from
 2 people in the position that those two or three
 3 years were very difficult to find workers, and
 4 I am curious, are we getting past that now?
 5 MR. MARTIN: We are.
 6 The education level of our applicants is
 7 poor, and we are working on that with Rapides
 8 Parish School Board and Natchitoches Parish
 9 School Board. We have implemented a lot of
 10 help from them and the technical colleges, both
 11 the technical colleges in Alexandria and in
 12 Natchitoches, and those kids need time.
 13 And so, in Rapides Parish they have
 14 implemented, if you are a D school, the kids go
 15 to summer school, which I think is outstanding,
 16 and they are going to catch up. Bright kids.
 17 And Natchitoches is also looking at that as
 18 well. Those kids need time.
 19 I do not know if you are familiar with
 20 Study Bill. That is my cousin owns that. She
 21 is trying to hire more and more people because
 22 people are flooding into that program trying to
 23 get their kids caught up, so.
 24 MR. JONES: You have obviously done a good
 25 job with the locals, so we basically have a

Page 58

1 situation here where we had covid-related
 2 issues. We have the locals recommending take
 3 no action. I will entertain a motion from
 4 Mr. Nassar to approve the exemption without
 5 penalty; second Mr. St. Blanc.
 6 Any questions or comments from the Board?
 7 MR. NASSAR: I would like to make a
 8 comment.
 9 MR. JONES: Yes, sir.
 10 MR. NASSAR: I would like to thank you for
 11 being a school board member for 28 years, and
 12 knowing the challenges in the public school
 13 system. We want to thank you and your company
 14 for working with all the school boards and
 15 readying our children for the workforce,
 16 because let's face it, probably 60 percent of
 17 our kids will not go to college. So, we need
 18 to give them what they need to be able to enter
 19 the workforce, and I want to commend you for
 20 that. Thank you.
 21 MR. MARTIN: And have you heard about our
 22 Works Program? In 2007 we got the Bese Board
 23 to approve an agricultural curriculum that
 24 teaches kids about the forest products
 25 industry, and we hire about 15 to 20 kids. We

Page 59

1 have about a hundred and forty in classes
 2 statewide in 18 schools.
 3 MR. NASSAR: Thank you. That is very
 4 good. It is very good.
 5 MS. THOMPSON: I have a comment.
 6 Mr. Martin, thank you so much for being here.
 7 Your family is the largest landowner in this
 8 state that lives here and employ over, what,
 9 3,000 people at least.
 10 MR. MARTIN: Well, we employ fourteen
 11 hundred or so directly, but we have thousands
 12 of loggers and truck drivers, maintenance
 13 people, yes.
 14 MS. THOMPSON: By my account, you have
 15 invested 25 and 50 million dollars into just
 16 higher education in the State, and on behalf of
 17 Loyal Flagship, we want to thank you and thank
 18 your family and thank you for your service.
 19 There is not a higher education meeting that I
 20 go to that you are not there, so we appreciate
 21 that.
 22 MR. MARTIN: Thank you very much.
 23 Being on the Board of -- for six years, I
 24 got -- we are all in love with higher
 25 education, so, and technical college. Thank

Page 60

1 you very much.
 2 By the way, my dad was on this Board in
 3 1980 to '84, so.
 4 MR. JONES: Mr. St. Blanc.
 5 MR. ST. BLANC: I would like to make a
 6 comment and speak from my heart.
 7 I worked at Royal Martin at community and
 8 technical colleges. We did everything we could
 9 and they stepped up to the plate, and we
 10 continue, and I became a legislator, but
 11 personally, it is not too many times personally
 12 I had a problem when I was in business in the
 13 lumberyard that Royal Martin took care of me,
 14 and I got it all through because of a coop that
 15 went bankrupt on me, and Royal Martin stayed
 16 with me. I would never forget that. I am
 17 still on the Board today and am able to approve
 18 something, and not only did it help me
 19 personally, but the State of Louisiana owes
 20 this company a lot, because you cannot imagine
 21 what happened with covid and everything, and I
 22 want to thank him personally for doing what he
 23 did for me in a small lumberyard all in
 24 Louisiana, so thank you.
 25 MR. JONES: Any other comments or

Page 61

1 questions from the Board? Any comments from
 2 the public? Hearing none. All in favor say
 3 aye. (Complies.) Any opposition? There being
 4 none, the motion carries.

5 From all of us, Mr. Martin, thank you for
 6 you and your family and what you have done for
 7 the State.

8 MR. MARTIN: I appreciate it very much.

9 MS. CHENG: And that concludes the --

10 MR. JONES: All right. Let's move on to
 11 consideration of the tax utilization request
 12 from an oral contract.

13 Ladies and gentlemen, this is something we
 14 do not see very often. This is a program that
 15 the State has that is just not exercised very
 16 often, at least not what this Board has see.
 17 And I am going to try to give you the short
 18 version of this without going through a great
 19 deal of explanation, but essentially, the
 20 Governor has the authority through ULAB, if it
 21 is trying to bring a company to the state, to
 22 basically offer them a tax equalization system
 23 so that they are equal with the State with whom
 24 you were competing, so that by coming here
 25 rather than going to say Texas or Mississippi,

Page 62

1 they received tax treatment comparable to what
 2 they would have received had they gone to the
 3 other state.

4 But in any event, Pool Corporations and
 5 subsidiaries are in a program like that now and
 6 they are up for a five-year renewal of that
 7 program, and that is what is before us now, to
 8 approve or not approve that renewal.

9 Mr. Pierson, is that a reasonably fair
 10 description of the program?

11 MR. PIERSON: That is correct, sir, and it
 12 is as you have stated, rarely invoked, but it
 13 is a very substantial company and a great
 14 opportunity for Louisiana, and it is a very,
 15 very strong employer in the St. Tammany region.

16 MR. JONES: Correct. We will entertain a
 17 motion to approve from Mr. St. Blanc; second
 18 Mr. Slone. Any questions or comments from the
 19 Board? Hearing none. Any comments from the
 20 public? All in favor say aye. (Complies.)
 21 Any opposition? There being none, the motion
 22 carries. All right.

23 Now let's go to the beginning of the
 24 agenda. Ms. Adegbe has been waiting.

25 MS. ADEGBE: Twelve new applications.

Page 63

1 20210399, CSP Deriver, LLC, Beauregard
 2 Parish. 20210427, ControlWorks, LLC, Calcasieu
 3 Parish. 20210447, ControlWorks, LLC, Ascension
 4 Parish. 20210304, Honeywell International Inc,
 5 East Baton Rouge Parish. 20210305, Honeywell
 6 International, Inc, Ascension Parish.
 7 20210517, International Paper Company,
 8 Washington Parish. 20220495 Koppers Utility
 9 and Industrial Products, Inc, Vernon Parish.
 10 20220449, Niagara Bottling, LLC, Tangipahoa
 11 Parish. 20210420, PHI Aviation, LLC,
 12 Terrebonne Parish. 20210306, Sealevel
 13 Construction, Inc, Lafourche Parish. 20210302
 14 UOP, LLC, East Baton Rouge Parish and 20210303,
 15 UOP, LLC, Caddo Parish.

16 MR. JONES: Thank you. Entertain a motion
 17 to approve these applications. Mayor Toups;
 18 second Mr. Moss. Any questions or comments
 19 from the Board? Hearing none. Any comments
 20 from the public? Hearing none. All in favor
 21 say aye (Complies.) Any opposition? There
 22 being none, the motion carry.

23 MS. ADEGBE: I have one change of project
 24 physical location.
 25 20151137, Brown & Root Industrial

Page 64

1 Services, LLC of Delaware and BR Industrial
 2 Operations, LLC. Previously address, 2600 City
 3 Place Court, Suite 500, Baton Rouge, Louisiana
 4 70808, East Baton Rouge Parish. New address is
 5 4171 Essen Lane, suite 1100, Baton Rouge,
 6 Louisiana 70809, East Baton Rouge Parish.

7 MR. JONES: Entertain a motion to approve
 8 this change of physical location. A motion
 9 from Mr. Simien; second from Mr. Moss. Any
 10 questions or comments from the Board? Hearing
 11 none. Any comments from the public? Hearing
 12 none. All in favor say aye. (Complies.) Any
 13 opposition? There being none, the motion
 14 carries.

15 MS. ADEGBE: That concludes the --

16 MR. JONES: Thank you, ma'am.

17 Good morning, Mr. Rosenberg. Lead us
 18 through.

19 MR. ROSENBERG: There are 19 new
 20 applications. 20220036 for 1101 Aline Street
 21 LLC, Orleans Parish. 20230135 for 3401
 22 Jefferson Highway in Jefferson Parish.
 23 20230124 for 3401 Jefferson Highway LLC,
 24 Jefferson Parish. 20230134 for 3401 Jefferson
 25 Highway LLC in Jefferson Parish. 20230136 for

Page 65

1 3401 Jefferson Highway LLC, Jefferson Parish.
 2 20220293, Bates Real Estate, East Baton Rouge
 3 Parish. 20230010 for Highland Moon Properties,
 4 LLC, East Baton Rouge Parish. 20220250, RBR
 5 Government, LP, East Baton Rouge Parish.
 6 20220251, RBR Government, LP, East Baton Rouge
 7 Parish. 20220252, RBR Government, LP, East
 8 Baton Rouge Parish. 0223 -- 20220253, RBR
 9 Government, LP, East Baton Rouge Parish.
 10 20220254 for RBR Government, LP, East Baton
 11 Rouge Parish. 20220255, RBR Government, LP,
 12 East Baton Rouge Parish. 20220256, RBR
 13 Government, LP, East Baton Rouge Parish.
 14 20220257, RBR Government, LP, in East Baton
 15 Rouge Parish. 20220258 for RBR Government, LP,
 16 East Baton Rouge Parish. 20220261 for RBR
 17 Government, LP, in East Baton Rouge Parish.
 18 20210433 for Roselawn Properties, Inc, in
 19 Lafayette Parish, and 20210510 for Summa NOLA
 20 IV LLC in Orleans Parish.
 21 MR. JONES: All right.
 22 As you know with restoration tax payment,
 23 these contracts have already been to local
 24 entities and have been approved before coming
 25 to LED, so I will entertain a motion to approve

Page 66

1 from Mr. Nassar; second from Mayor Toups. You
 2 have a question, Mr. Slone?
 3 MR. SLONE: Can you repeat the application
 4 number for Bates Real Estate? For the record,
 5 I may have heard you say three instead of eight
 6 that last digit.
 7 MR. ROSENBERG: Yes, sir. The application
 8 number is 20220298.
 9 MR. SLONE: Thank you.
 10 MR. JONES: All right. Any other
 11 questions or comments from the Board? Hearing
 12 none. Any comments from the public? Hearing
 13 none. All in favor say aye. (Complies.) Any
 14 opposition? There is none; motion carries. We
 15 have a special request?
 16 MR. ROSENBERG: I was anticipating
 17 presenting the renewal application first.
 18 There was a miscommunication when compiling
 19 the --
 20 MR. JONES: No problem.
 21 MR. ROSENBERG: There is one renewal
 22 application for 20161634 for Copech Properties,
 23 LLC, in Ouachita Parish.
 24 MR. JONES: That is 20161633 or three
 25 four?

Page 67

1 MR. ROSENBERG: Four three.
 2 MR. JONES: Thank you very much.
 3 Copech Properties. We will entertain a
 4 motion for renewal from Mr. Nassar; second from
 5 Mayor Toups. Any questions or comments from
 6 the Board? There being none. Any comments
 7 from the public? There being none. All in
 8 favor say aye. (Complies.) Any opposition?
 9 There is none, motion carries.
 10 Now let's go to special requests.
 11 MR. ROSENBERG: There is one transfer of
 12 ownership request for contract 20170016, former
 13 owner is Monroe Developments, LLC, to the new
 14 owner, Advantage Health Plan, Inc., in Ouachita
 15 Parish.
 16 MR. JONES: Entertain a motion to approve
 17 this transfer of ownership. Motion from
 18 Mr. Simien; second from Mr. Moller. Any
 19 questions or comments from the Board? There
 20 being none. Any comments from the public?
 21 There being none. All in favor say aye.
 22 (Complies.) Any opposition? There is none;
 23 the motion carries.
 24 MR. ROSENBERG: That concludes the RTA
 25 agenda.

Page 68

1 MR. JONES: Thank you, Mr. Rosenberg,
 2 appreciate your help. Good morning.
 3 MS. METOYER: I have 10 applications.
 4 20200424, Colonial Oaks Care Center of
 5 Metairie, LLC, Jefferson Parish. 20200183,
 6 Community Care Center of Thibodaux, LLC,
 7 Lafourche Parish. 20200464, Conrad Shipyard,
 8 LLC, St. Mary Parish. 20210212, Gulf Coast
 9 Hotel Group, LLC, Calcasieu Parish. 20190412,
 10 Howell Foundry, LLC, West Feliciana Parish.
 11 20200404, Jackson 4 Management Services, LLC,
 12 Lafayette Parish. 20200184, Kenter, LLC,
 13 Calcasieu Parish. 20190009, Elroy Metal Mill,
 14 Incorporated, Bossier Parish. 20160995, Summa
 15 Lodging, LLC, East Baton Rouge Parish and
 16 20200448, Willis-Knighton Medical Center,
 17 Incorporated, Caddo Parish.
 18 MR. JONES: Entertain a motion to approve.
 19 Mr. St. Blanc; second from Mr. Slone. Any
 20 questions or comments from the Board? There
 21 being no comments from the public. Being none.
 22 All in favor say aye. (Complies.) Any
 23 opposition? There is none, the motion carries.
 24 MS. METOYER: Terminations.
 25 20180055, Alliance Compressor, LLC,

Page 69

1 Natchitoches Parish. The existing contract is
 2 2/15 of '18 to 2/14 of 2023. The requested
 3 term date is 2/14/22. The program requirements
 4 have been met. No additional jobs are
 5 anticipated.
 6 20160639, Excel Contractors, Incorporated,
 7 d/b/a, Excel Contractors, Incorporated, East
 8 Baton Rouge Parish. The existing contract is
 9 6/13/18 to 6/12/2023. The requested term date
 10 is 6/12/2021. The program requirements have
 11 been met. No additional jobs are anticipated.
 12 20151284, Excel Group Services,
 13 Incorporated, Ascension Parish. The existing
 14 contract period is 6/13/18 to 6/12/2023. The
 15 requested term date is 6/12/2021. The program
 16 requirements have been met. No additional jobs
 17 are anticipated.
 18 MR. JONES: Entertain a motion to approve
 19 these terminations. Motion from Mayor Toups;
 20 second from Mr. Hollins. Any questions or
 21 comments from the Board? Hearing none. Any
 22 comments from the public? Hearing none. All
 23 in favor say aye. (Complies.) Any opposition?
 24 Hearing none, the motion carries. Thank you.
 25 MS. METOYER: That concludes EZ.

Page 70

1 MR. JONES: Very good. All right.
 2 Do we have any other business before the
 3 Board? Hearing none, Secretary Pierson, bring
 4 us up to date.
 5 MR. PIERSON: Yes, sir, and I will try to
 6 move through this fairly quickly. I am glad to
 7 make these announcements around our program.
 8 I just got back from a Lafayette meeting
 9 where Louisiana Economic Development cohosted a
 10 statewide, small business summit with Lafayette
 11 Economic Development Authority. It was well
 12 attended.
 13 The governor made the opening remarks, and
 14 we were able to spend the better part of the
 15 day introducing opportunities to small
 16 businesses across the state with our programs,
 17 and certainly, one of the key programs that we
 18 are moving on right now is our states Small
 19 Business Credited Initiative as you will recall
 20 where the US Treasury awarded us two hundred
 21 thirteen million dollars. Since April we have
 22 been promoting that program across the state.
 23 We have had road shows, we call business into
 24 the community across Louisiana in New Orleans,
 25 Baton Rouge, Lake Charles, Lafayette,

Page 71

1 Alexandria, Monroe, Shreveport, Thibodaux, and
 2 not only making the information available by
 3 coming to the various regions around the state,
 4 but also numerous events that included the
 5 Louisiana Bankers association and others.
 6 So, to date we have gotten more than six
 7 million dollars into financial institutions
 8 available to push out. We continue to try to
 9 grow the inventory of existing banks that are
 10 called preferred lenders where the boards have
 11 adopted the rules and regulations required by
 12 the US Treasury, but we think our coverage is
 13 around 50 percent of the state right now in 32
 14 parishes, although we still have an aggressive
 15 effort to enter more banks into these programs,
 16 and also to launch the venture capital and C
 17 funding that is now made available through this
 18 important program.
 19 Over and with our office of International
 20 Commerce, they have spent the last few months
 21 holding stakeholders meeting and workshops, and
 22 were able to develop a comprehensive
 23 development plans which was adopted by the
 24 Louisiana Board of International Commerce. On
 25 October 19th we will be posting that on our

Page 72

1 website and making that available in
 2 distribution.
 3 Monday we were notified by the EEA of the
 4 Phase I award for the development of a wind
 5 energy hub here in Louisiana. This opens the
 6 door to compete for a Phase II award which
 7 could have some significant funding available
 8 for us as a state and to develop this new
 9 technology and growing industry here in
 10 America. We will provide for you some more
 11 information on that as it develops.
 12 Also, relative to our military activities,
 13 we are continuing to pay close attention to the
 14 important role Department of Defense
 15 installations play in Louisiana, but really, on
 16 the 16th of November we will be in Vernon
 17 Parish cutting the ribbon on one of our five
 18 technology centers that we helped establish on
 19 those public school campuses in Vernon Parish.
 20 Those are Fort Johnson, formerly Fort Polk.
 21 With about a 7.5 million dollar investment from
 22 the Department of Defense, we were able to
 23 build technology centers on two -- campuses,
 24 two middle-school campuses and one high school
 25 campus, and those are locations where students

Page 73

1 can gather for information, instruction. They
 2 have a full compliment of wifi and other
 3 technology to enable the opportunities for
 4 those students. Really an exciting enhancement
 5 for Vernon Parish in keeping Port Johnson
 6 strong. Obviously it is very important to us.
 7 It highlights both the EEA awards and the
 8 seven-and-a-half million dollars that we
 9 secured by the Department of Defense, the
 10 active effort that the Department takes to
 11 secure external funding from virtually the
 12 Federal government for a lot of different
 13 programs. That was not always available, so it
 14 has been a new and evolving initiative in the
 15 Department and we will show you some of the
 16 success that we have had, and not only in the
 17 year of 2023, but a recapture of some recent
 18 information relative to those successes, and a
 19 number of others with our annual report, which
 20 I hope we will be able to present to you in our
 21 next meeting.
 22 So, that concludes my report, unless there
 23 are some questions or topics people would like
 24 to discuss.
 25 MR. JONES: Any questions for the

Page 74

1 secretary? Hearing none, thank you very much.
 2 Ladies and gentlemen, that brings us to
 3 the end of our agenda. I would remind the
 4 Board that our December meeting is a little bit
 5 earlier in the month than is normal, but I hope
 6 it is on your calendar. We have some important
 7 matters coming up that day, and to let you know
 8 that it may very well be the last meeting of
 9 this Board as precedent constitutes, because
 10 with the new governor, Governor Elect Landry
 11 will have the opportunity to make appointments
 12 to this Board, and so, December may be our last
 13 time together as a group. So, I urge you to be
 14 here and let's celebrate December at our last
 15 meeting.
 16 Anything else? Being none. Motion to
 17 adjourn. All in favor say aye. (Complies.)
 18 We are done. Thank you.
 19 (Whereupon, the hearing was concluded.)
 20
 21
 22
 23
 24
 25

Page 75

1
 2
 3 REPORTER'S CERTIFICATE
 4 I, Kristine M. Ferachi, Certified Court
 5 Reporter, Certificate Number 87173, in and for the
 6 State of Louisiana, as the officer before whom this
 7 proceeding was taken, do hereby certify that this
 8 proceeding set forth in the foregoing 77 pages was
 9 taken on October 25, 2023; that this proceeding was
 10 reported by me in stenographic machine shorthand,
 11 was prepared and transcribed by me or under my
 12 personal direction and supervision, and is a true
 13 and correct transcript to the best of my ability and
 14 understanding; that the transcript has been prepared
 15 in compliance with transcript format guidelines
 16 required by statute or by the rules of the board,
 17 and that I am informed about the complete
 18 arrangement, financial or otherwise, with the
 19 person or entity making arrangements for deposition
 20 services; that I have acted in compliance with the
 21 prohibition on contractual relationships, as defined
 22 by Louisiana Code of Procedure Article 1434 and in
 23 the rules and advisory opinions of the board; that I
 24 have no actual knowledge of any prohibited
 25 employment or contractual relationship, direct or

Page 76

1 indirect, between a court reporting firm and any
 2 party litigant in this matter, nor is there any such
 3 relationship between myself and a party litigant in
 4 this matter; that I am not related to counsel or to
 5 the parties herein, nor am I otherwise interested in
 6 the outcome of this matter.
 7 This certification is valid only for a
 8 transcript accompanied by my original signature and
 9 original required seal on this page.
 10 Signed: November 10, 2023
 11
 12
 13
 14 _____
 15 Kristine M. Ferachi, CCR #87173
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

Page 77

&	2/15 70:2	20170016 68:12	20200464 69:7
& 1:2 2:9 3:4 11:4,10 45:21 54:16 64:25	20 59:25 2000 54:8 2007 59:22 2010072 33:3 2010098 23:21 20110659 23:22 20120041 24:21 20141263 24:22 20150293 24:8 20150991 24:9 20151126 24:20 20151137 64:25 20151284 70:12 20151323 24:11 20151877 34:22 20152048 24:10 20160175 24:13 20160639 70:6 2016066 24:24 20160708 24:12 20160995 69:14 20161405 25:9 20161492 24:17 20161494 24:19 20161546 24:16 201615946 24:15 20161623 39:14 20161633 67:24 20161634 67:22 2016186151 40:2 2017 39:11	20170177 40:17 20170492 33:4 2018 6:7 33:2,6 40:3 44:14 56:19 20180055 69:25 20180072 34:9 34:10 20180149 44:15 2018029 52:20 20180296 52:2 20180393 53:22 20181049 44:16 2019 39:15 40:18,22 46:5 20190009 69:13 20190086 50:20 20190393 53:10 20190412 69:9 2020 40:18 41:3,8 46:5 52:4,8 55:5,16 55:22 202000044 47:25 20200065 6:25 20200094 33:23 33:23 20200183 69:5 20200184 69:12 20200404 69:11 20200424 69:4 20200448 69:16	20200526 6:21 6:22 2021 13:11 20:8 41:4,14 41:15 52:4,12 53:12,17 54:12 55:3,5,16,25 56:5 20210212 69:8 20210266 51:6 20210302 64:13 20210303 64:14 20210304 64:4 20210305 64:5 20210306 64:12 20210399 64:1 20210420 64:11 20210427 64:2 20210433 66:18 20210447 64:3 20210510 66:19 20210517 64:7 20210539 6:20 20210609 6:11 20210624 35:9 35:12 2022 32:14 35:16 44:18 45:11 48:2,11 48:14 50:19 20220036 65:20 20220103 36:13 36:16
0			
0223 66:8 0i 27:1			
1			
1 22:5,24 31:8 10 69:3 77:10 100 9:23 11 41:4,15 1100 65:5 1101 65:20 12 8:3 14:12 12/21/22 25:11 13 7:23 10:3 48:11,23 14 6:7 9:22 52:6 54:11 1434 76:22 15 10:4 59:25 16 23:19 16th 73:16 18 60:2 70:2 19 65:19 196 34:11 1980 61:3 1996 54:11 19th 72:25			
2			
2/14 70:2 2/14/22 70:3			

[20220104 - action]

20220104 36:14 36:16	202303288 6:9 20230614 6:18	4171 65:5 44 44:20	9
20220250 66:4 20220251 66:6 20220252 66:7 20220253 66:8 20220254 66:10 20220255 66:11 20220256 66:12 20220257 66:14 20220258 66:15 20220261 66:16 20220293 66:2 20220298 67:8 20220401 6:23 20220424 6:15 20220426 6:17 20220449 64:10 20220452 7:1 20220495 64:8 2023 1:3 2:6 3:1,5 5:20 25:12 32:15 51:1,2,12,13 70:2 74:17 76:9 77:10	2027 36:18 2030 36:18 220 34:12 22nd 56:5 23 25:12 32:15 41:3 23rd 7:17 24 8:10 25 1:3 2:6 3:1 60:15 76:9 25th 54:12 2600 65:2 28 48:3 59:11	50 60:15 72:13 500 65:3 51 40:2 52 54:20 53 54:20 554 40:20 565 40:5	91 8:13 a
20220424 6:15 20220426 6:17 20220449 64:10 20220452 7:1 20220495 64:8 2023 1:3 2:6 3:1,5 5:20 25:12 32:15 51:1,2,12,13 70:2 74:17 76:9 77:10	3	6	abatement 1:21 ability 76:13 able 59:18 61:17 71:14 72:22 73:22 74:20 above 45:20 53:6 absorb 17:17 accept 32:18 acceptable 13:22 accommodati... 5:18 accompanied 77:8 account 8:8,11 8:15 10:8 35:13 60:14 accounting 54:20 accounts 13:1 accurate 21:9 23:1 acknowledged 43:24 acr 48:4,10 act 32:5 acted 76:20 action 45:3,7 45:10 47:7 52:19,25 53:9
20220424 6:15 20220426 6:17 20220449 64:10 20220452 7:1 20220495 64:8 2023 1:3 2:6 3:1,5 5:20 25:12 32:15 51:1,2,12,13 70:2 74:17 76:9 77:10	3 9:7 10:10 3,000 60:9 3.6 15:16 3.7 14:25 30 41:14 48:12 51:1,12 31 32:14 36:18 31st 36:18 32 72:13 3401 65:21,23 65:24 66:1 36,000 12:15 3rd 1:4	6/12/2021 70:10,15 6/12/2023 70:9 70:14 6/13/18 70:9,14 60 14:19 15:10 20:13 57:19 59:16 617 1:4	
20220424 6:15 20220426 6:17 20220449 64:10 20220452 7:1 20220495 64:8 2023 1:3 2:6 3:1,5 5:20 25:12 32:15 51:1,2,12,13 70:2 74:17 76:9 77:10	4	7	
20220424 6:15 20220426 6:17 20220449 64:10 20220452 7:1 20220495 64:8 2023 1:3 2:6 3:1,5 5:20 25:12 32:15 51:1,2,12,13 70:2 74:17 76:9 77:10	4 69:11 4.02a 36:15 41 54:9	7.5 73:21 70360 34:12,13 70808 65:4 70809 65:6 740 56:14 57:17 77 76:8	
20220424 6:15 20220426 6:17 20220449 64:10 20220452 7:1 20220495 64:8 2023 1:3 2:6 3:1,5 5:20 25:12 32:15 51:1,2,12,13 70:2 74:17 76:9 77:10	4	8	
20220424 6:15 20220426 6:17 20220449 64:10 20220452 7:1 20220495 64:8 2023 1:3 2:6 3:1,5 5:20 25:12 32:15 51:1,2,12,13 70:2 74:17 76:9 77:10	4 69:11 4.02a 36:15 41 54:9	84 61:3 87173 76:5 77:14 8th 51:2,13	

[action - appreciate]

<p>53:21 54:1 59:3 active 14:19 19:2 74:10 activities 73:12 actual 39:19 40:7,23 41:9 44:22 50:22 51:8 52:7,11 53:16 76:24 actually 13:16 22:24 46:11 57:10 ada 6:9 adam 37:4 add 19:8 35:12 56:25 adding 10:24 additional 35:12,13 70:4 70:11,16 address 26:2 27:18 65:2,4 addressed 53:23 adegbe 1:14,20 63:24,25 64:23 65:15 adequate 17:20 adequately 9:12 adjourn 75:17 administering 2:24</p>	<p>administrative 49:10,21 adopted 72:11 72:23 advantage 46:23 68:14 advantages 16:9 advisory 76:23 advocate 10:11 affairs 37:6 affirmative 52:24 agenda 5:9,11 5:12,16 31:13 46:17 48:9 57:2 63:24 68:25 75:3 aggressive 72:14 ago 14:2 agreed 2:4 agreement 35:11 39:16 agricultural 59:23 agriculture 13:23 ahead 7:6 air 18:1 alabama 56:21 alexandria 58:11 72:1 algiers 34:22</p>	<p>alignment 18:18 aline 65:20 allain 4:5 alliance 69:25 amber 42:25 amend 5:9 35:10 36:15 amended 5:16 america 39:13 57:24 73:10 american 7:18 10:1,17 13:9 13:17 amount 17:16 amounts 55:15 angered 9:2 anne 1:9 announcements 71:7 annual 7:25 10:5 14:25 74:19 answer 15:11 answered 57:20 anticipated 35:15,15 37:23 70:5,11,17 anticipating 21:14 67:16 anyway 57:12 apf 6:10 7:12 11:12 12:23</p>	<p>apf's 8:4 11:13 apg 10:20 apologize 37:13 apparently 42:9 47:12 appear 56:22 appeared 9:6 9:19 10:9 appears 17:6 applicants 11:6 58:6 application 7:23 10:20,21 11:12,25 14:20 14:23 18:18 22:7,17,21 25:9 26:4 32:13 35:16 40:16 41:7,23 51:5 67:3,7,17 67:22 applications 6:8 7:9 18:6 23:20,25 38:4 55:13 63:25 64:17 65:20 69:3 applied 55:10 apply 40:16 41:8 51:5 appointments 75:11 appreciate 22:4 36:19 60:20 62:8 69:2</p>
---	---	---	---

[**approach - beginning**]

<p>approach 15:6 appropriate 45:3 approve 5:22 7:8 11:25 23:13 25:1 30:6,7 31:2 32:22 33:14 34:1,14,25 36:6 39:2 44:5 44:6 47:12,15 51:19 53:21 57:10 59:4,23 61:17 63:8,8 63:17 64:17 65:7 66:25 68:16 69:18 70:18 approved 20:20 22:21 50:8 66:24 approving 32:9 approximately 14:24 april 8:1 41:14 51:1,12 71:21 argue 55:18,22 arising 36:21 arose 33:10 arrangement 76:18 arrangements 76:19 art 19:7</p>	<p>artery 16:11 article 9:1,1,3 10:7 76:22 articles 8:22 ascension 6:15 24:9,10,25 29:20 64:3,6 70:13 asked 25:14 55:23 asking 11:25 15:9 27:13 aspects 15:21 assets 35:14 associated 15:8 association 11:22,24 12:16 12:16 20:10 72:5 assumption 18:19 attend 42:19 attended 71:12 attention 42:21 73:13 audience 17:12 auditor 55:20 august 5:20 7:17 8:1 25:12 29:16 32:15 41:3 aurorium 33:24 authorities 19:20 50:2</p>	<p>authority 62:20 71:11 availability 37:20 available 31:24 45:17 72:2,8 72:17 73:1,7 74:13 average 10:5 10:25 averaging 7:24 aviation 64:11 award 73:4,6 awarded 71:20 awards 74:7 aware 8:22 9:21 10:13 13:25 15:4 aye 5:14 6:1 23:17 24:4 25:6 32:23 33:18 34:5,18 35:4 36:10 39:5 44:10 47:21 50:12 51:24 62:3 63:20 64:21 65:12 67:13 68:8,21 69:22 70:23 75:17</p> <hr/> <p style="text-align: center;">b</p> <hr/> <p>b 6:25 24:13,20 24:21 70:7 back 10:22 29:18,19 30:22</p>	<p>37:21 46:12 57:7 71:8 bad 11:2 12:2 ball 43:11 bankers 72:5 bankrupt 61:15 banks 72:9,15 based 16:7 18:13 25:17 36:21 baseline 57:18 basf 24:8,10 basically 35:18 36:20 37:21 58:25 62:22 bate 17:6 bates 66:2 67:4 baton 1:4 9:5 24:12,18 64:5 64:14 65:3,4,5 65:6 66:2,4,5,6 66:8,9,10,12,13 66:14,16,17 69:15 70:8 71:25 beachhead 19:3 beauregard 39:13 42:8 64:1 began 13:10 beginning 5:10 63:23</p>
---	---	---	--

[behalf - called]

<p>behalf 43:21 45:23 60:16 believe 20:5 29:25 31:10,16 31:18 32:24 36:24 57:17 benchmarks 28:21 45:14 bercen 33:22 bernard 24:19 bese 59:22 best 46:6 76:13 better 71:14 beverly 1:17 4:23 big 14:4 15:2 16:11 bigner 1:9 bilicek 13:5,7 15:20 16:7,24 17:14 18:22 19:6,25 20:5 20:24 21:8,10 21:15,22,25 22:12,22 23:1 23:8,9 bill 58:20 billion 26:11,12 27:5,8 bishop 4:8 bit 17:5 37:11 37:22 38:14 43:2 49:9 75:4 biz 9:17</p>	<p>blanc 1:10 3:20 3:22 25:3 30:10,12 32:18 33:16 59:5 61:4,5 63:17 69:19 board 1:2,7 3:4 5:6,24 7:11 8:1 11:5 13:3 14:10,11 15:12 15:14,18 18:11 22:5,6,17 23:6 24:2 25:4 26:6 30:3,17,24 31:24 32:8,21 33:12,17 34:3 34:17 35:3 36:8 39:4 40:14 41:6,17 42:13,18 43:1 43:21 44:2,8 45:5,6,8,9,21 45:25 47:3,4 47:11,19 48:7 50:7,10 51:4 51:22 52:17,18 52:19,21,23 53:20 54:15 57:9,14 58:8,9 59:6,11,22 60:23 61:2,17 62:1,16 63:19 64:19 65:10 67:11 68:6,19 69:20 70:21</p>	<p>71:3 72:24 75:4,9,12 76:16,23 boards 59:14 72:10 bodies 46:11 bollinger 6:12 34:22 born 26:25 bossier 69:14 bottling 64:10 bottom 15:24 boulevard 34:12 box 55:10 boyd 26:1 br 65:1 brad 1:11 4:5 brandon 1:15 3:10 braxton 25:18 25:18,19,22 27:20 28:24,25 29:4 30:4 31:3 31:4,5 break 8:19 15:17 brenda 1:8 bret 4:5 bright 58:16 bring 12:6,11 62:21 71:3 bringing 12:4 16:16 19:7</p>	<p>brings 75:2 brought 16:18 25:25 brown 64:25 bsf 24:9 budget 8:17 build 73:23 building 16:12 built 54:10,11 bunge 6:13 burris 1:15 3:10,11 business 8:14 8:25 10:8 12:8 20:7 26:22,22 49:20 55:16 61:12 71:2,10 71:19,23 businesses 12:7 46:3 71:16</p>
			c
			<p>c 1:6 72:16 76:3 76:3 caddo 64:15 69:17 calcasieu 6:24 25:10 64:2 69:9,13 calendar 54:23 75:6 call 1:20 3:3,7 32:25,25 71:23 called 8:11 56:20 72:10</p>

[cameron - coincide]

<p>cameron 23:22 23:23</p> <p>campbell 1:10</p> <p>campus 73:25</p> <p>campuses 73:19,23,24</p> <p>cancellation 34:21,24 35:1 46:12</p> <p>cane 33:5</p> <p>capital 17:23 18:13 21:18 72:16</p> <p>carbide 24:21 24:23</p> <p>carbon 6:9 16:17 24:19</p> <p>care 42:9 61:13 69:4,6</p> <p>carlin 7:12,14 7:15 11:14,15</p> <p>carries 6:2 23:18 25:7 33:1,20 34:7 34:20 35:6 36:11 39:7 44:12 47:23 50:14 51:25 62:4 63:22 65:14 67:14 68:9,23 69:23 70:24</p> <p>carry 31:10 64:22</p>	<p>case 26:15 31:15 46:18 49:9</p> <p>cases 30:13 32:8 43:3,6</p> <p>catch 5:8 58:16</p> <p>caught 58:23</p> <p>causes 42:21</p> <p>causing 17:18</p> <p>cautiously 38:19</p> <p>ccr 77:14</p> <p>celebrate 75:14</p> <p>celebrated 54:11</p> <p>celebrating 54:7</p> <p>center 69:4,6 69:16</p> <p>centers 73:18 73:23</p> <p>ceo 54:6</p> <p>certain 12:1</p> <p>certainly 17:14 23:15 28:13 42:5 71:17</p> <p>certificate 76:5</p> <p>certification 77:7</p> <p>certified 2:22 10:20 55:20 76:4</p> <p>certify 76:7</p> <p>cetera 26:9 28:18 36:22,23</p>	<p>cf 6:14</p> <p>cfo 54:6</p> <p>chain 36:22 37:18</p> <p>chair 57:16</p> <p>chairman 1:15 25:20 30:5 31:3 42:14 44:3 45:24 54:6</p> <p>challenges 37:17 45:14 59:12</p> <p>challenging 55:8</p> <p>chance 5:21</p> <p>change 31:11 31:23 33:21 34:1,8,15 64:23 65:8</p> <p>changed 10:4 17:9,22 31:20</p> <p>changes 37:17 38:15</p> <p>changing 33:24 34:12</p> <p>channel 9:7</p> <p>charles 9:6 24:22,23 71:25</p> <p>charlie 1:13</p> <p>cheatham 1:8</p> <p>check 55:10 56:10 57:5</p> <p>chemical 9:3 24:11</p>	<p>chemicals 33:22</p> <p>cheng 1:12,22 6:4 22:13 35:7 35:20,23 36:3 36:12,24 52:1 62:9</p> <p>chief 13:8 49:3</p> <p>children 59:15</p> <p>chopin 55:2 56:15</p> <p>cii 24:19</p> <p>circulated 9:4 9:18 10:8</p> <p>citizen 7:15</p> <p>city 8:14,25 10:7 65:2</p> <p>civic 20:10</p> <p>civil 2:7</p> <p>claim 31:17</p> <p>clarification 18:23</p> <p>clarity 17:13</p> <p>classes 60:1</p> <p>clean 14:5 20:21</p> <p>clear 25:16 28:16</p> <p>close 27:5 43:23 73:13</p> <p>coast 69:8</p> <p>code 2:7 76:22</p> <p>cohosted 71:9</p> <p>coincide 21:20</p>
--	---	---	---

[cola - concerning]

<p>cola 3:14 college 56:1 59:17 60:25 colleges 58:10 58:11 61:8 colonial 69:4 come 3:5 12:24 14:14 22:5 37:1 46:3,13 comes 30:14 coming 35:14 62:24 66:24 72:3 75:7 commence 72:24 commencem... 36:17 39:1 commend 59:19 comment 7:5 18:24 31:3 43:25 59:8 60:5 61:6 commentary 9:10,16 comments 5:23 5:25 7:10 11:15 12:21 13:4,25 14:2 15:13 17:3 19:14,19 23:5 23:6 24:2,3 25:4 27:21,21 30:3 32:20,21 33:16,17 34:3</p>	<p>34:4,16,17 35:2,3 36:8,9 39:4,4 44:8,9 46:25 47:19,20 50:10,11 51:21 51:22 54:14 59:6 61:25 62:1 63:18,19 64:18,19 65:10 65:11 67:11,12 68:5,6,19,20 69:20,21 70:21 70:22 commerce 1:2 2:9 3:4 11:4,10 45:9,21 54:16 72:20 commercial 26:21 commercially 13:21 20:23 commit 18:9 commitment 18:20 26:16 29:22 31:9 32:1 43:5 commitments 22:10,14,16,19 22:23,24 46:7 committed 53:4 communicate 50:4 communicated 8:3 14:19 15:6 21:21 49:24</p>	<p>community 8:24 10:18 11:21 19:3 20:6,8,13 21:3 21:7,21 22:9 22:20,25 61:7 69:6 71:24 company 6:25 7:2 8:18 9:23 13:3 19:19 24:12,15,17,24 34:23 37:2,11 40:4,19 44:20 45:11 46:8,11 48:3,10 49:1 50:1,21 51:7 52:5 53:13 54:4 59:13 61:20 62:21 63:13 64:7 comparable 63:1 comparison 19:18 compete 73:6 competing 16:4 62:24 competition 16:21 compiling 67:18 complete 76:17 completed 35:25</p>	<p>complexities 52:22 compliance 42:20 43:14,16 46:15,16 55:1 76:15,20 compliant 40:3 44:18 55:4 complied 56:11 complies 5:15 6:1 23:17 24:5 25:6 32:23 33:18 34:6,19 35:5 36:10 39:6 44:11 47:22 50:13 51:24 62:3 63:20 64:21 65:12 67:13 68:8,22 69:22 70:23 75:17 compliment 74:2 comprehensive 72:22 compressor 69:25 con 19:23 concept 20:15 concern 30:20 42:22 43:21 concerned 7:15 28:22 concerning 7:12 19:23</p>
--	---	--	---

[concerns - cutting]

<p>concerns 7:18 concluded 75:19 concludes 62:9 65:15 68:24 70:25 74:22 concordia 24:11 condition 37:16 conditions 9:11 38:12 condoning 11:5 conduct 11:13 conflicting 9:25 conrad 69:7 consider 15:10 consideration 15:22 62:11 considering 16:22 constantly 50:5 constitutes 75:9 constraints 37:20 construction 16:3 20:17 37:24,25 38:1 38:21 64:13 consulting 46:1 49:13,22 contact 46:10 50:1 contacts 14:3</p>	<p>contain 57:15 container 24:14 context 20:3 continue 19:8 28:22 29:22 46:22 49:18 50:4 61:10 72:8 continuing 73:13 contract 25:10 35:9,11 36:13 39:14 40:2,17 41:20,23,25 42:4 46:5,12 46:23 47:24 50:20 51:6 52:2 53:10,23 56:16 62:12 68:12 70:1,8 70:14 contractor 10:4 contractors 10:24 70:6,7 contracts 33:23 36:16 39:11,12 44:14,15,19 45:18 50:16 52:1 66:23 contractual 76:21,25 controlworks 64:2,3</p>	<p>coop 61:14 cooperative 33:5 copech 67:22 68:3 cornerstone 13:12 19:1 corp 18:1,17 corporate 8:11 25:25 corporation 1:3 24:8,9,10 24:22,23 39:12 corporations 17:8 63:4 correct 10:21 18:22 19:5,6 21:4,8 22:1,13 42:7,10 51:17 63:11,16 76:13 correctly 23:4 cortec 33:3 34:9 cost 14:8 costly 9:13 council 20:10 52:14 53:19 57:1,2 counsel 77:4 counts 43:8 couple 19:14 course 15:22 court 2:22 11:19 29:18 65:3 76:4 77:1</p>	<p>courtesy 30:23 courthouse 57:5 cousin 58:20 coverage 72:12 covered 8:16 8:19 9:4 covid 55:6,6,7 57:22 59:1 61:21 cpa 55:19 cracks 28:7 create 9:11 10:3 44:20 48:3 50:21 51:7 52:5 53:14 created 20:21 44:23 50:23 51:9 52:8,11 53:17 55:17,21 56:19 creating 13:16 16:18 creation 55:7 credited 71:19 critical 27:9 crokiaan 6:13 csp 64:1 curious 58:4 curriculum 59:23 cutting 13:15 73:17</p>
--	--	---	--

[cytek - dollars]

cytek 46:23	deemed 45:3	develop 21:12	discussed 54:18
d	deeter 49:13	72:22 73:8	discussion
d 23:21 58:14	defense 73:14	development	31:14
70:7	73:22 74:9	1:3 43:9 71:9	displacing
dad 61:2	defer 23:25	71:11 72:23	16:13,17 19:11
daily 8:20	45:20 47:4,6	73:4	disruption
dalton 26:1	deferred 23:21	developments	17:18
dashboard	24:6	68:13	disseminated
42:25	defers 45:2,6	develops 73:11	8:15
data 54:25	defined 76:21	diamond 37:4,4	distribution
date 25:11,11	delaware 65:1	37:9,15,25	73:2
39:1 70:3,9,15	delays 37:18	38:8,11,19	district 50:3
71:4 72:6	delivered 2:9	39:9	divergence
dated 36:18	delta 6:16	different 29:11	43:4
dave 3:12	denham 33:25	29:20 32:6	diversified
david 1:13	denied 51:4	54:15 74:12	44:16 45:3,7
davis 3:21	52:14 53:19	difficult 55:25	45:23 46:2,18
day 8:10 20:8	57:7	56:12 58:3	documentation
56:10 57:4	department	digit 67:6	49:8,11
71:15 75:7	28:1 38:5	dime 8:20	documents
days 8:25 9:9	73:14,22 74:9	direct 10:3	19:16
15:10 51:16	74:10,15	45:10 47:7	doing 20:11,12
deal 50:3 62:19	deposition	76:25	21:5 29:9
dealt 33:9,11	76:19	direction 76:12	61:22
debacle 57:22	deriver 64:1	directly 11:23	dollar 15:17,25
deborah 1:13	description	60:11	55:2 56:10
1:20	63:10	director 26:21	73:21
december	deserve 13:6	26:24 37:5	dollars 7:22,24
32:14 38:22	desire 18:12	directors 14:11	10:6 14:25
75:4,12,14	desoto 24:15,17	disconnect 17:2	26:11 27:5,8
deception 11:5	despite 46:6	discovered	38:2 39:19,23
decision 38:7	determine 14:8	28:8 29:14	40:7,11,22
38:15 45:7	29:5	discuss 7:7	41:1,12 44:22
46:9 47:6	determined	74:24	44:25 48:14,19
	14:10		50:24 51:10

[dollars - exemptions]

<p>53:16,18 55:5 56:4 60:15 71:21 72:7 74:8 don 1:7 4:10 door 57:4,5 73:6 doubled 56:18 dow 24:11 downsized 17:20 dr 4:20,23 drastic 15:24 drastically 43:15 draws 42:21 dreams 15:2 drive 34:11 drivers 60:12 due 32:14 38:15 41:2,3 41:13,14 45:15 50:25 51:1,11 51:12</p>	<p>70:7 economic 1:3 43:8 71:9,11 economy 43:11 43:13 education 9:12 58:6 60:16,19 60:25 eea 73:3 74:7 effect 15:24 effects 45:16 efficient 36:2 37:11 effort 72:15 74:10 efforts 46:6 ei 47:25 49:3 eight 8:2,8,9 14:24 39:22 40:25 41:1 57:18 67:5 eighty 40:6,7 40:21,22 41:10 either 22:6 elect 75:10 eliminate 17:4 elroy 69:13 employ 60:8,10 employees 12:10 employer 63:15 employment 76:25 enable 74:3</p>	<p>energy 73:5 engineering 14:7 16:1 38:3 enhancement 74:4 enormous 55:15 enter 59:18 72:15 entered 46:4 enterprise 1:21 entertain 5:13 23:24 25:1 59:3 63:16 64:16 65:7 66:25 68:3,16 69:18 70:18 entities 47:13 49:25 66:24 entitled 30:23 entity 19:23 22:8 76:19 environmental 8:20 19:9 38:5 eo 6:7 23:19 25:2,8 33:2,6 39:11 44:14 ep 20:20 equal 62:23 equalization 62:22 equity 34:11,12 error 32:7 es4 54:25</p>	<p>essen 65:5 essence 38:13 essential 55:16 essentially 35:23 62:19 establish 73:18 estate 66:2 67:4 estimates 14:8 et 26:9 28:18 36:22,22 evaluate 43:13 event 63:4 events 72:4 everybody 30:14,21 37:13 56:3 evolution 14:18 evolved 21:7 evolving 74:14 exactly 54:18 exceeded 49:18 excel 70:6,7,12 exceptions 32:3 excited 13:9,13 exciting 74:4 exemption 1:22 12:3,12 40:15 41:7,17 51:4 52:15,22 53:2 53:19 59:4 exemptions 11:9 35:23 46:24 53:7,8 53:25</p>
e			
<p>e 1:6,6 76:3,3,3 76:3 earlier 10:22 35:14 75:5 early 5:8 east 24:18 64:5 64:14 65:4,6 66:2,4,5,6,7,9 66:10,12,13,14 66:16,17 69:15</p>			

[exercised - flooding]

<p>exercised 62:15 exhibit 35:11 39:16 40:4,19 44:19 48:2 50:20 51:6 52:5 53:13 existing 5:12 19:4 26:22 35:11 70:1,8 70:13 72:9 exit 46:9 expanded 55:6 56:15 expect 26:11 27:7 46:17 expecting 15:9 expenditure 21:19 expiration 25:10 explained 52:22 explanation 17:4 30:15 62:19 extend 36:16 38:25 extension 26:8 26:17 28:19 31:15 57:10 external 17:12 74:11 extremely 55:8 56:12</p>	<p>eye 43:11 ez 70:25</p> <hr/> <p>f</p> <hr/> <p>f 1:6,6 23:22 76:3 fabra 1:12 3:15 3:16 face 59:16 facebook 8:16 10:9 facility 15:2 16:12 17:19 fact 18:20 55:17 fair 22:25 55:13 63:9 fairly 21:9 71:6 fajardo 3:17 falls 28:6 familiar 58:19 family 60:7,18 62:6 far 9:16 12:4,8 28:17,21 38:2 38:17 farm 6:20 farmer 13:18 fashion 28:3 fault 55:7 favaloro 1:7 favor 5:7,14 6:1 23:16 24:4 25:6 26:3 32:23 33:18 34:5,18 35:4</p>	<p>36:10 39:5 44:10 47:21 50:12 51:23 53:7,24 62:2 63:20 64:20 65:12 67:13 68:8,21 69:22 70:23 75:17 february 46:12 federal 74:12 feed 43:10 feedback 52:16 feel 30:23 47:13 feeling 31:23 feleciana 24:14 69:10 felt 17:18 49:6 ferachi 2:22 76:4 77:14 fertilizer 16:11 36:13,14 38:25 fifty 7:24 39:17 39:21 40:5,8,9 40:20,24 41:1 48:14,19 51:9 52:7,10,10 file 49:7 filed 26:5 28:2 29:15 42:5 46:11 48:23 filing 27:18 28:19 29:7 35:15 39:23 40:11 41:1,2,3 41:12,13 48:4</p>	<p>48:10,12 50:25 51:1,11 filings 46:15 49:16 51:15 final 38:6,14 financial 15:21 49:3 72:7 76:18 find 58:3 fine 28:25 firm 49:22 77:1 first 5:17 8:6 8:25 10:22 18:14 25:16,18 35:8 41:20,25 54:10 67:17 fisher 6:17,19 50:17 five 8:12 26:7 26:17 27:14 31:14 39:16,17 39:20,22 40:5 40:7,8,10,20,22 40:23,24 41:9 41:10 44:21 48:13,18 53:14 56:8,10 63:6 73:17 flagship 60:17 flashing 42:25 flight 5:7 flipboard 8:19 flood 11:6 flooding 58:22</p>
---	---	---	--

[floor - group]

<p>floor 7:7 flowpam 24:13 focused 28:9 focusing 49:19 folks 7:4 25:13 25:25 28:4 follow 28:1 following 39:11 44:14 food 7:18 10:1 13:9,23 16:19 19:10 foods 10:18 44:16 45:4,7 46:2,18 footprint 16:17 foregoing 76:8 forest 59:24 forget 14:15 61:16 format 76:15 former 68:12 formerly 73:20 fort 73:20,20 forth 3:4 20:18 76:8 forty 39:19 44:21 50:23 60:1 forward 12:24 14:3,10 15:18 18:10 21:17 37:1 38:4 49:15</p>	<p>foster 6:20 found 52:23 foundry 69:10 four 17:19 39:21,23 41:12 44:23,25 51:9 51:10 55:2,13 67:25 68:1 fourteen 60:10 fox 8:6 frank 1:7 frankly 28:5 29:14 friendly 19:9 front 35:16 38:3 fuel 35:9,10 fulfill 15:1 full 7:20 10:25 18:20 26:7 52:19 74:2 function 49:21 funded 9:12 funding 72:17 73:7 74:11 further 8:15 44:7 53:8 54:1 future 28:12,23</p>	<p>geopolitical 14:16 george 1:8 4:12 getting 43:22 58:4 give 20:2 26:17 31:14 42:15 48:15 59:18 62:17 given 45:16 gives 31:14 giving 45:12 glad 44:3 71:6 globo 23:13 go 6:6 7:6 14:7 21:23 22:7 57:4 58:14 59:17 60:20 63:23 68:10 goals 9:3 48:20 god 32:6 goes 28:18 going 5:6 11:11 12:6,8,11,14 13:15,21 15:25 20:6 21:12 22:9 27:12 29:22 30:22 32:25 35:24 43:3 46:19 49:14,25 57:21 58:16 62:17,18 62:25 good 3:3,6,9 6:4,5 7:14</p>	<p>11:18 12:1,3 13:7 25:20 45:24 49:2 58:24 60:4,4 65:17 69:2 71:1 gotten 72:6 governing 19:20 22:8 government 37:5 66:5,6,7,9 66:10,11,13,14 66:15,17 74:12 governor 5:1 62:20 71:13 75:10,10 governor's 51:20 granted 40:15 41:6,17 granulators 17:21 great 13:10 16:10 62:18 63:13 greater 56:7 green 35:9,10 greener 19:9 greg 9:9 gregg 9:16 grocery 12:9 ground 13:20 group 69:9 70:12 75:13</p>
	g		
	<p>gates 11:6 gather 74:1 general 8:10 10:16 gentlemen 62:13 75:2</p>		

[groups - importance]

<p>groups 8:24 grow 72:9 growing 49:19 73:9 guess 1:8 guidelines 76:15 gulf 69:8 guy 3:14</p>	<p>health 68:14 hear 20:25 21:4 21:11 28:15 heard 14:2 17:2 19:14 47:4,5 55:19 58:1 59:21 67:5 hearing 5:25 7:11 23:12 24:3,4 25:4 33:17 34:5 36:8 39:5 44:10 47:20 51:23 62:2 63:19 64:19,20 65:10,11 67:11 67:12 70:21,22 70:24 71:3 75:1,19 heart 28:18 61:6 held 22:11 hello 11:19 help 58:10 61:18 69:2 helped 73:18 helpful 13:2 helping 19:10 hi 26:20 high 8:18 73:24 higher 37:18 60:16,19,24 highland 66:3 highlights 74:7</p>	<p>highway 65:22 65:23,25 66:1 hire 58:21 59:25 hired 49:13 hit 37:9 holding 72:21 holley 1:11 4:21,22 hollins 1:8,14 4:14,15 15:14 15:15 16:4,20 32:11,12 39:3 70:20 home 55:9 honeywell 64:4 64:5 honore 8:10 hood 24:14 hope 74:20 75:5 hopefully 26:15 horseshoe 43:22 hotel 69:9 houma 6:12 34:11,13 house 49:8 howell 69:10 hub 73:5 hud 1:12,22 hundred 7:19 7:21,21 8:2,9 8:12 10:6 17:19 38:2</p>	<p>39:16,18,18,20 39:21,22 40:5 40:6,8,9,10,21 40:21,23,24,25 41:9,10,11 44:21,22,23,24 48:13,13,18,19 50:24 51:10 52:6,9,10 53:14,15 60:1 60:11 71:20 hundreds 55:12 hundredth 54:7 hurricane 32:4 hydrogen 31:20</p>
<p>h</p>			<p>i</p>
<p>half 26:12 27:7 43:19 74:8 handle 5:11 23:14 26:22 happen 28:11 29:4 happened 10:15 14:12 17:11 27:17,24 28:7 29:15,20 37:7 49:5 61:21 happening 14:16 29:24 happens 32:9 happy 10:17 hard 56:3 hardy 25:24 26:20,20 30:4 harvard 4:1 hate 28:6 havard 3:25 head 14:15 37:10</p>			<p>iberville 24:13 ideas 14:5 ii 73:6 iii 54:5 illuminator 8:7 9:22 imagine 16:1 61:20 immediate 18:8 20:17 impacted 43:17 implemented 58:9,14 import 16:11 importance 27:1</p>

[important - jobs]

<p>important 20:6 72:18 73:14 74:6 75:6</p> <p>imported 16:14</p> <p>imports 19:11</p> <p>imposing 47:14</p> <p>incentives 9:13</p> <p>include 18:1</p> <p>included 72:4</p> <p>including 14:22</p> <p>incorporated 69:14,17 70:6 70:7,13</p> <p>incurring 47:14</p> <p>indirect 77:1</p> <p>individually 23:15 43:3</p> <p>individuals 8:23</p> <p>industrial 1:22 64:9,25 65:1</p> <p>industries 6:14 47:25</p> <p>industry 1:2 2:10 3:5 11:4 11:11 13:23 18:25 19:4 37:5 45:21 54:16 59:25 73:9</p> <p>inflate 10:25 11:7</p> <p>inflation 14:14 37:19</p>	<p>inform 20:14</p> <p>information 7:22 10:19,21 14:22 17:2 33:8 36:20 72:2 73:11 74:1,18</p> <p>informational 21:3,6</p> <p>informed 10:17 76:17</p> <p>infrastructure 9:13</p> <p>initial 10:19 25:10 38:1 40:15 41:7</p> <p>initially 18:21 49:7</p> <p>initiative 71:19 74:14</p> <p>installations 73:15</p> <p>instance 31:7</p> <p>institutions 72:7</p> <p>instruction 74:1</p> <p>insurgents 32:5</p> <p>intending 49:7</p> <p>intent 15:1</p> <p>intention 18:11 18:21</p> <p>interest 14:13 37:19</p>	<p>interested 77:5</p> <p>interests 18:16 19:2</p> <p>internal 55:20</p> <p>international 24:15,16,18 64:4,6,7 72:19 72:24</p> <p>interpretation 42:12</p> <p>introducing 71:15</p> <p>inventory 72:9</p> <p>invest 26:12</p> <p>invested 26:10 38:1 60:15</p> <p>investment 15:19 16:6,23 26:9,16 27:5 28:20 31:9,19 32:2 38:7,15 39:8 73:21</p> <p>investments 28:17</p> <p>invoked 63:12</p> <p>involved 17:21 18:8 19:17 20:7 27:25</p> <p>issue 25:14</p> <p>issued 52:25</p> <p>issues 14:16 16:2,3 17:13 36:21 59:2</p> <p>ite 5:10,16 7:23 10:20 11:6,9</p>	<p>11:12 18:7 35:12 46:4,6,9 52:20</p> <p>itell 22:4</p> <p>iv 66:20</p> <hr/> <p style="text-align: center;">j</p> <hr/> <p>jackson 69:11</p> <p>jan 1:14 4:8</p> <p>jefferson 6:11 6:14 7:16 9:2 9:24 12:4,7,8 14:20 65:22,22 65:23,24,24,25 66:1,1 69:5</p> <p>jerald 1:15 4:2</p> <p>jerry 13:7</p> <p>jive 54:23</p> <p>job 9:3 14:22 16:18 21:18 28:17 29:1,2,6 40:12 42:15 43:8 46:7 50:21 51:7 55:1,7,10,13 58:25</p> <p>jobs 1:20 7:20 7:23 8:18 9:11 9:24 11:7 12:5 14:24 15:7 16:16 20:17,18 26:9,16 28:20 29:9 39:17,19 40:5,8,20,23 41:9,22,23 42:2,6 44:20</p>
---	--	--	---

[jobs - light]

<p>44:23,23 48:3 48:11,12,17 50:23 51:9 52:6,7,9,11,12 53:14,17 55:21 57:17 70:4,11 70:16 john 1:17 4:25 49:3 johnson 73:20 74:5 joleasia 1:10 jones 1:15 3:3 4:2,3 5:3,5 6:6 7:3 11:14 12:20 15:13 16:25 19:13 20:1,24 21:9 21:11,16,23 22:2,14,23 23:2,11,24 25:1,13 27:16 28:24 29:1 30:2,7,11 31:4 32:11,16 33:6 34:1,14,25 35:17,21 36:1 36:4,19,25 37:7,12,24 38:6,9,17,23 41:18 42:3,8 42:11 44:1,5 45:22 46:19,25 47:9,18 48:15 48:20,24 49:5</p>	<p>49:24 50:6 51:15,18 54:2 57:20 58:1,24 59:9 61:4,25 62:10 63:16 64:16 65:7,16 66:21 67:10,20 67:24 68:2,16 69:1,18 70:18 71:1 74:25 joseph 1:8,14 4:14 journal 9:8,19 journey 13:11 joyce 1:10,21 judgment 45:20 july 41:4,15 jury 47:3</p>	<p>know 7:4 11:10 12:5,24 17:7 26:4,18 27:17 28:13 49:14 56:11 58:19 66:22 75:7 knowing 56:11 59:12 knowledge 76:24 koppers 64:8 kristin 1:12,22 22:2 kristine 2:22 76:4 77:14 ktbs 9:6 10:10</p>	<p>largest 57:24 60:7 larose 9:10 larose's 9:16 late 25:8,11 26:5 27:18 28:3 30:15,18 32:12 41:2,13 42:5 49:13,15 50:25 51:11,15 51:16 57:9,11 lateral 53:3 launch 72:16 laurels 31:16 law 2:8 lead 65:17 learn 25:17 led 19:17 27:18 66:25 left 25:23 29:2 legal 22:15 legislator 61:10 lenders 72:10 length 54:18 leniency 47:5 leonard 23:8 letter 45:1,5,12 52:25 53:23 letters 47:2 48:5,9 52:17 56:24 57:12 letting 25:21 level 58:6 light 42:25</p>
	<p>k</p>	<p>l</p>	
	<p>keep 42:4 43:11 keeping 6:3 74:5 kenner 56:20 kenneth 3:25 kenter 69:12 kept 56:9 key 71:17 kids 58:12,14 58:16,18,23 59:17,24,25 kill 15:23 kind 30:22 knighton 69:16</p>	<p>ladies 62:13 75:2 lafayette 66:19 69:12 71:8,10 71:25 lafourche 64:13 69:7 lai 9:5 laid 21:25 lake 9:6 71:25 landowner 60:7 landry 75:10 lane 65:5 larger 17:16 18:12,17</p>	

[lincoln - making]

<p>lincoln 7:2 linde 25:9,23 25:24 26:10 27:4,10 line 15:24 linkedin 8:16 10:9 links 8:22 liquefaction 23:23 lisa 7:12,15 literally 28:7 31:19 51:16 litigant 77:2,3 little 17:5 37:11 37:22 38:14 43:2 75:4 live 7:16 lives 60:8 livingston 6:16 33:23 liz 1:15 llc 6:10,11,12 6:14,15,16,18 6:19,20,24 23:23 24:14,18 24:19,20 33:3 33:22,25 34:9 34:22 35:9,10 44:17 47:25 50:17 52:2 64:1,2,3,10,11 64:14,15 65:1 65:2,21,23,25 66:1,4,20</p>	<p>67:23 68:13 69:5,6,8,9,10 69:11,12,15,25 lng 23:21 loaders 6:13 local 8:6 10:18 15:4,9 19:20 22:8,19 26:25 46:10 47:13 49:25 66:23 locality 16:5 locally 25:24 locals 8:18 39:25 51:14 58:25 59:2 located 11:23 location 19:1,4 34:8,11,15 53:20 64:24 65:8 locations 73:25 lockwood 1:11 lodging 69:15 log 56:19 loggers 60:12 longer 29:11 37:22 longterm 31:18 longview 9:19 9:20 look 17:23 43:2 54:25 looked 17:17 18:16</p>	<p>looking 13:11 15:21 38:12 58:17 lot 30:13 46:2 55:19,23 56:7 56:23 58:1,9 61:20 74:12 louisiana 1:2,3 1:4 2:7,23 8:7 8:17,17 9:5,14 9:18,22 13:10 16:4,21 26:11 26:21,23 27:3 27:8,9 32:1 33:4 34:11,13 35:8,9 45:8 54:8 56:20 61:19,24 63:14 65:3,6 71:9,24 72:5,24 73:5 73:15 76:6,22 louisianian 26:25 love 60:24 loyal 60:17 lp 23:21 24:24 36:13,14 66:5 66:6,7,9,10,11 66:13,14,15,17 lp's 38:25 lsu 27:1 lumberyard 61:13,23 lying 22:3</p>	<p style="text-align: center;">m</p> <p>m 1:14 2:22 76:4 77:14 ma'am 5:5 12:20,22 65:16 machine 76:10 mad 57:6 made 11:2 13:25 19:19 22:17,25 31:9 31:17 46:8 71:13 72:17 madison 9:7 maintain 44:20 48:3 52:6 53:14 maintained 53:2 55:17 maintenance 60:12 make 3:7 22:10 22:19 26:14 27:20 28:2,16 29:23 31:1 32:3 42:17 44:4 49:22 59:7 61:5 71:7 75:11 makes 30:21 41:19 making 18:19 28:10 32:7 38:14 46:15 72:2 73:1 76:19</p>
--	---	---	---

[malfunction - monroe]

<p>malfunction 30:22</p> <p>manage 49:14</p> <p>managed 56:2</p> <p>management 69:11</p> <p>manipulating 10:23</p> <p>manual 3:17</p> <p>manufacturing 6:17,19 24:20 50:17</p> <p>march 36:18,18</p> <p>marco 55:2</p> <p>market 17:17 17:18 31:20 37:16 38:12,16</p> <p>marshal 1:9,16 4:16</p> <p>martco 52:2,2 53:1,3,5,7,10 53:21</p> <p>martin 33:5 52:21 54:2,5,5 54:6,8 56:5 57:23 58:5 59:21 60:6,10 60:22 61:7,13 61:15 62:5,8</p> <p>mary 69:8</p> <p>matched 48:20</p> <p>math 57:18</p> <p>matter 54:1 77:2,4,6</p>	<p>matters 5:10,11 5:17 22:15 24:6 45:20 75:7</p> <p>mayor 3:12 24:1 34:15 50:9 64:17 67:1 68:5 70:19</p> <p>mccain 1:15</p> <p>mcinnis 3:14</p> <p>mcquain 4:4</p> <p>mean 15:25 28:13 37:16 42:14</p> <p>means 54:21,22</p> <p>meant 20:12</p> <p>measure 26:8</p> <p>media 8:23 13:1</p> <p>medical 69:16</p> <p>meet 41:22,24 42:1,2 49:17</p> <p>meeting 3:4 5:20 7:17 8:5 10:15 13:1 14:1 19:15,15 19:21 22:20 24:7 42:24 45:14 52:21 57:6 60:19 71:8 72:21 74:21 75:4,8 75:15</p>	<p>meetings 14:20 20:1,3,14 21:6 42:19</p> <p>melody 1:11</p> <p>member 30:17 59:11</p> <p>members 1:7 5:6 25:20 42:18 45:25</p> <p>mentioned 49:17 53:6</p> <p>merit 31:8</p> <p>message 20:25</p> <p>messaging 7:19</p> <p>met 26:8 28:21 41:23 42:5 48:22 55:18 70:4,11,16</p> <p>metairie 69:5</p> <p>metal 69:13</p> <p>methodologies 54:24</p> <p>methodology 54:17</p> <p>metoyer 1:10 1:21 69:3,24 70:25</p> <p>michaela 1:20</p> <p>middle 73:24</p> <p>mike 1:10 3:23</p> <p>military 73:12</p> <p>mill 56:17 69:13</p> <p>million 8:3 14:25 15:17</p>	<p>16:13 38:2 39:17,21 40:5 40:9,20,24 41:10 44:21 48:4,12,17 55:2 60:15 71:21 72:7 73:21 74:8</p> <p>mindset 45:13</p> <p>minutes 5:19 14:2</p> <p>miscommuni... 67:18</p> <p>misinformation 17:9</p> <p>misleads 8:18</p> <p>missed 28:5 29:8,10 57:6</p> <p>mississippi 16:10 62:25</p> <p>mistake 28:13 30:16,21 31:17</p> <p>modern 9:12</p> <p>modify 14:9</p> <p>moller 1:14 4:8 4:9 30:13 31:6 31:25 32:17 34:16 68:18</p> <p>moment 16:20</p> <p>moments 25:3</p> <p>monday 73:3</p> <p>money 28:20 43:12</p> <p>monroe 68:13 72:1</p>
--	---	--	---

[month - nutshell]

<p>month 29:19 38:21 75:5 months 8:4 14:13 72:20 moon 66:3 morning 3:3,9 5:7 6:4,5 7:14 11:18 13:7 25:20 45:24 49:2 65:17 69:2 moss 1:13,18 3:18,19 5:14 25:2 30:5,9 32:17 35:2 47:18 64:18 65:9 motion 5:13,13 5:21,22 6:2 7:6 7:8 23:12,18 23:24 24:1 25:1,2,7,17 30:7,11 31:1 32:17,19,22,25 33:14,15,15,19 34:1,7,14,20,25 35:6 36:6,11 38:24 39:2,7 44:2,4,6,12 47:15,23 50:7 50:14 51:18,25 53:20 59:3 62:4 63:17,21 64:16,22 65:7 65:8,13 66:25</p>	<p>67:14 68:4,9 68:16,17,23 69:18,23 70:18 70:19,24 75:16 move 5:10 14:9 15:18 18:10 21:17 62:10 71:6 movement 18:24 moving 35:18 35:19,19,20 38:3 43:12 71:18 multiple 21:13</p>	<p>58:17 70:1 need 9:14 14:11 17:23 20:7,24 20:25 27:17 29:23 58:12,18 59:17,18 negate 12:12,18 never 48:4 55:18 61:16 new 6:8 19:3 26:22 56:19 63:25 65:4,19 68:13 71:24 73:8 74:14 75:10 news 8:19,21 9:6,19 niagara 64:10 nine 8:12 39:21 41:11 44:24 48:14,19 50:23 ninety 40:10,25 53:15,16 nitrogen 6:15 36:12,14 37:6 38:24 nola 66:19 non 44:18 noncompliance 33:8 45:4,8 46:4 48:5 52:3 52:16 53:22 noncomplian... 33:9</p>	<p>noncompliant 39:10,14,15,24 40:12,18 41:2 41:13 44:13 48:1,22 50:18 50:25 51:11 52:23 53:11 54:13 normal 75:5 north 1:4 57:24 northwest 9:18 note 29:17 notice 33:7 notices 45:12 notification 49:12 notified 73:3 november 56:5 73:16 77:10 nr 6:25 7:2 number 11:7 12:25 17:20,21 19:1 31:8 43:19 44:15 67:4,8 74:19 76:5 numbers 9:25 10:24 11:9 12:5 18:17 19:18 21:18,18 21:19,19,20 48:16 56:22 numerous 72:4 nutshell 37:15</p>
	n		
	<p>n 1:6 2:2 naheen 1:12 name 7:14 13:7 25:22 33:21,22 33:24 34:2 37:2,4 48:25 49:2 54:3 55:19 nancy 11:16,20 nassar 1:8,12 4:12,13 5:22 7:8 35:1 36:7 47:15,17 59:4 59:7,10 60:3 67:1 68:4 natchitoches 7:1 52:3 53:4 53:11 54:12 57:1,1 58:8,12</p>		

[nwpid - parish]

<p>nwpid 50:3</p>	<p>old 8:8</p>	<p>optimistic</p>	<p>owes 61:19</p>
<p>o</p>	<p>once 22:20 28:8</p>	<p>38:19</p>	<p>own 18:5 31:8</p>
<p>o 2:2 76:3</p>	<p>ongoing 28:12</p>	<p>option 31:24</p>	<p>31:16</p>
<p>oaks 69:4</p>	<p>46:6</p>	<p>45:16</p>	<p>owner 68:13,14</p>
<p>oath 2:24</p>	<p>opening 11:5</p>	<p>options 26:6</p>	<p>ownership</p>
<p>obligation</p>	<p>71:13</p>	<p>31:13</p>	<p>68:12,17</p>
<p>41:21,22,24</p>	<p>opens 73:5</p>	<p>oral 62:12</p>	<p>owns 13:12</p>
<p>42:6</p>	<p>operate 54:19</p>	<p>order 3:5 11:9</p>	<p>58:20</p>
<p>obligations</p>	<p>operating 13:8</p>	<p>35:13</p>	<p>p</p>
<p>49:18</p>	<p>operation 39:1</p>	<p>organizations</p>	<p>p 1:6,6 2:2 76:3</p>
<p>observation</p>	<p>operations</p>	<p>8:24</p>	<p>pack 24:17</p>
<p>42:17</p>	<p>36:17 65:2</p>	<p>original 2:8</p>	<p>packaging 6:21</p>
<p>obviously 14:1</p>	<p>opinion 45:13</p>	<p>77:8,9</p>	<p>6:23 39:12</p>
<p>15:20 58:24</p>	<p>53:3</p>	<p>originally</p>	<p>packet 33:8</p>
<p>74:6</p>	<p>opinions 76:23</p>	<p>21:20 35:15</p>	<p>36:20</p>
<p>occurred 29:16</p>	<p>opportunities</p>	<p>36:17 37:22</p>	<p>packets 8:1</p>
<p>october 1:3 2:6</p>	<p>16:8 71:15</p>	<p>52:14</p>	<p>page 10:9 77:9</p>
<p>3:1,5 48:11,23</p>	<p>74:3</p>	<p>orleans 34:23</p>	<p>pages 76:8</p>
<p>72:25 76:9</p>	<p>opportunity</p>	<p>65:21 66:20</p>	<p>paid 54:22 55:8</p>
<p>offer 31:13</p>	<p>13:13 25:21</p>	<p>71:24</p>	<p>56:3</p>
<p>62:22</p>	<p>63:14 75:11</p>	<p>ouachita 67:23</p>	<p>pandemic</p>
<p>office 2:9 26:1</p>	<p>opposed 32:23</p>	<p>68:14</p>	<p>45:16 46:5</p>
<p>30:22 45:19</p>	<p>opposite 41:25</p>	<p>outcome 77:6</p>	<p>paper 14:6</p>
<p>51:20 72:19</p>	<p>opposition 5:15</p>	<p>outreach 20:9</p>	<p>24:15,16 64:7</p>
<p>officer 13:8</p>	<p>6:1 24:5 25:6</p>	<p>20:14</p>	<p>paperwork</p>
<p>49:3 76:6</p>	<p>33:19 34:6,19</p>	<p>outside 16:14</p>	<p>28:2 30:21</p>
<p>officials 15:4</p>	<p>35:5 36:10</p>	<p>18:16</p>	<p>parish 6:10,11</p>
<p>officiated 2:24</p>	<p>39:6 44:11</p>	<p>outstanding</p>	<p>6:13,14,15,17</p>
<p>okay 5:12 22:3</p>	<p>47:22 50:13</p>	<p>58:15</p>	<p>6:18,20,21,22</p>
<p>23:5 31:4</p>	<p>51:24 62:3</p>	<p>overall 56:18</p>	<p>6:23,24 7:1,2</p>
<p>32:19 35:21</p>	<p>63:21 64:21</p>	<p>overlooked</p>	<p>7:16 9:2,24</p>
<p>37:7 38:23</p>	<p>65:13 67:14</p>	<p>29:3</p>	<p>12:4,7,8,12</p>
<p>46:25 47:1,9</p>	<p>68:8,22 69:23</p>	<p>overtime 55:15</p>	<p>14:20 20:10</p>
<p>48:24</p>	<p>70:23</p>	<p>56:1</p>	<p>22:8 23:22,23</p>
			<p>24:9,10,11,12</p>

[parish - place]

<p>24:13,14,16,17 24:18,20,21,22 24:23,25 25:10 33:4,5,24 34:10,23 39:13 40:13 41:4,15 42:8 43:10 44:17 45:1,2,9 48:1,7 50:18 51:2 52:3,14 53:4,11,18 54:12 57:1,2 58:8,8,13 64:2 64:3,4,5,6,8,9 64:11,12,13,14 64:15 65:4,6 65:21,22,24,25 66:1,3,4,5,7,8,9 66:11,12,13,15 66:16,17,19,20 67:23 68:15 69:5,7,8,9,10 69:12,13,14,15 69:17 70:1,8 70:13 73:17,19 74:5 parishes 72:14 part 35:25 53:5 54:9 71:14 participating 45:4 particular 43:20 54:16 particulars 45:18</p>	<p>parties 2:5 77:5 partner 53:3 partner's 7:19 partners 6:11 7:13 10:1 17:23 party 77:2,3 pass 23:21,22 passed 49:20 53:20 57:8,8 past 17:7 30:14 58:4 paula 3:21 pay 73:13 paying 7:20 8:18 payment 66:22 payroll 7:25 14:22,25 15:7 16:2 21:18 39:19,23,24 40:7,11,22 41:1,12,21,24 42:1,6 44:22 44:25 46:7 48:4,11,21 50:22,24 51:8 51:10 52:7,8 52:11,11,13 53:16,17,18 55:3,4 56:6,12 56:23 payrolls 54:22 pcs 36:12 37:1 37:6 38:24</p>	<p>pearson 11:17 11:18,20,20 12:21 penalties 30:25 penalty 30:8,8 30:18 31:2 32:22 44:5,6 47:8,12,14,16 50:8 51:19 59:5 people 11:1 14:4 20:11 27:23 31:17 53:5 55:8,14 56:7,8,14 58:2 58:21,22 60:9 60:13 74:23 percent 59:16 72:13 percentage 43:7 perception 17:5 period 32:10 39:15 40:4 41:8 44:19 48:2 50:19 52:9,12 53:12 54:20 70:14 periods 40:19 52:4 permanent 7:20 10:25 permission 5:9</p>	<p>permit 38:4,11 38:20 permits 18:3,17 permitted 2:8 permitting 17:25 18:1,5 38:9,18 person 76:19 personal 76:12 personally 61:11,11,19,22 perspective 22:15,16 phase 14:21,24 15:6,8 18:8,14 21:13 73:4,6 phases 14:12 15:4 17:24 21:14,16,17,24 phi 64:11 physical 64:24 65:8 piece 14:6 56:17 pierson 1:7 4:10,11 11:19 16:25 17:1 18:16,23 19:12 42:16 50:9 54:17 63:9,11 71:3,5 pin 43:23 place 27:25 28:11 29:13,24 53:8,25 65:3</p>
---	---	---	---

[plan - project]

<p>plan 68:14 plans 72:23 plant 7:18 9:3 10:1,18 13:9 54:10 56:18 57:24 plastipak 6:21 6:22 plate 61:9 play 14:14 73:15 please 37:1,3 48:25 49:1 54:3 pleasure 33:12 42:13 44:2 47:11 50:7 plight 30:19 plus 7:20 19:6 57:19 plywood 54:10 pod 24:17 point 10:16 19:24 20:2 21:2 22:7,10 42:23 55:1 police 47:3 polk 73:20 pollution 13:16 pool 63:4 poor 58:7 pope 1:11 4:5,6 34:2 port 74:5</p>	<p>porter 1:7 portion 39:24 40:12 49:21 position 37:2 48:25 54:3 58:2 positions 10:3 10:4 positive 56:6 post 6:7 33:2,6 36:17 39:11 44:14 posted 8:4 57:3 posting 72:25 potential 16:22 17:22 poultry 6:20 power 57:24 practical 33:11 pre 23:19 25:2 25:8 precedent 30:17,20 31:12 32:8 75:9 preferred 72:10 prepared 76:11 76:14 prepares 55:20 present 3:13,16 4:1,3,6,9,11,13 4:15,17,19,22 4:24 74:20 presentations 7:5</p>	<p>presented 43:5 presenting 67:17 president 11:21 presume 5:20 pretty 43:23 55:3 57:23 prevent 29:24 previous 34:10 37:10 previously 27:25 53:24 65:2 prior 46:5,14 prioritized 9:14 pro 19:23 probably 16:13 46:18 59:16 problem 61:12 67:20 procedure 2:7 76:22 procedures 29:13,23 proceed 27:15 46:19 proceeding 46:21 76:7,8,9 proceedings 2:5 process 17:25 18:4 20:21 21:1,2 22:4 30:25 45:17</p>	<p>49:14 processes 27:25 28:10 29:13 product 13:19 16:18 20:20 56:19,21 production 17:16 products 59:24 64:9 program 1:20 1:21,21 27:2,2 28:19 43:5 46:9 58:22 59:22 62:14 63:5,7,10 70:3 70:10,15 71:7 71:22 72:18 programs 71:16,17 72:15 74:13 prohibited 76:24 prohibition 76:21 project 8:17 10:2 13:11 14:6,9,18,21 15:5,8,24 17:15 18:4,12 19:24 21:7,13 27:11,11,12,12 29:20 35:13,25 37:21 38:13 46:20 64:23</p>
--	---	--	--

[projected - rectified]

<p>projected 7:25 projects 14:5 promises 10:18 promoting 71:22 proper 18:3 properties 66:3 66:18 67:22 68:3 proposed 39:1 proud 57:15 prove 27:21 provide 20:17 52:16 73:10 provided 7:22 10:19 provides 9:24 providing 13:23 proxy 4:25 pt 34:22 public 5:25 7:19 8:3 10:16 11:3,5,8,10 17:3 19:21,22 23:7 24:3 25:5 32:21 33:17 34:4,18 35:4 36:9 39:5 44:9 47:20 50:11 51:23 59:12 62:2 63:20 64:20 65:11 67:12 68:7,20 69:21 70:22</p>	<p>73:19 published 8:6 8:14 9:17 10:7 10:10 pull 23:14 purposes 2:7 push 72:8 pushed 37:21 49:11,11 put 13:20 14:6 17:8 20:20 57:2,3,7 putting 15:2</p> <p style="text-align: center;">q</p> <p>qualified 27:22 qualify 55:11 quality 1:20 38:5 question 12:6 15:15 29:9 45:13,19 57:21 67:2 questioning 32:1 questions 5:23 7:10 11:15 12:1,21,25 15:11,13 19:13 23:5 24:2 25:3 26:2 30:3 32:20 33:16 34:3,16 35:2 36:7 39:3 44:8 47:19 50:10 51:21 59:6</p>	<p>62:1 63:18 64:18 65:10 67:11 68:5,19 69:20 70:20 74:23,25 queue 46:16 quickly 71:6 quite 28:5 29:14 49:9 quorum 3:8 5:3 5:4</p> <p style="text-align: center;">r</p> <p>r 1:6 76:3,3,3,3 radio 9:15 rain 24:19 raised 26:25 ran 55:15 rangel 45:24,25 46:21 47:6 rapides 6:22,23 24:21 58:7,13 rarely 63:12 rates 14:13,15 37:19 rather 50:3 62:25 rbr 66:4,6,7,8 66:10,11,12,14 66:15,16 reach 9:17 reached 38:6 read 29:18 53:24 ready 23:16</p>	<p>readying 59:15 real 43:9 66:2 67:4 reality 28:15 realized 37:12 really 13:13 42:16 43:7 73:15 74:4 reason 15:16 46:13 reasonably 63:9 recall 71:19 recapture 74:17 received 32:15 41:4,14 48:5 51:2,13 52:17 63:1,2 recent 74:17 recognize 26:5 26:6 31:5 recommenda... 40:1,14 41:5 41:16 recommenda... 48:8 51:3,14 recommending 59:2 record 29:17 67:4 recovered 57:22 rectified 29:21</p>
--	---	--	---

[recycling - river]

<p>recycling 13:15 red 6:9,10 reduce 11:8 reductions 43:18 reese 1:10 3:23 3:24 44:3,7 reference 53:6 regarding 45:3 region 63:15 regions 72:3 regulations 72:11 regulators 19:17 regulatory 22:16 related 59:1 77:4 relationship 76:25 77:3 relationships 76:21 relative 73:12 74:18 remaining 53:8 53:25 remains 53:3,5 remarks 71:13 remind 14:4 75:3 reneged 9:23 renewal 23:19 25:9,11 26:4 27:14 30:6,15</p>	<p>63:6,8 67:17 67:21 68:4 renewals 25:2 33:3,7,13 repeat 67:3 replied 39:25 report 74:19,22 reported 8:6 9:23 76:10 reporter 2:23 29:18 76:5 reporting 39:15 40:3,18 41:8 44:18 45:15 48:2 50:19 52:4,8 52:12 53:12,17 77:1 reposted 8:13 reposts 8:10 represent 25:22,23 representative 3:20 4:7 representing 51:20 request 7:11 12:18 25:11 32:15,16 34:22 38:25 46:12 62:11 67:15 68:12 requested 52:15 70:2,9 70:15</p>	<p>requesting 23:20 34:23 35:10 36:15 requests 33:22 34:9 35:6,8 68:10 required 18:3 18:13 39:16 40:4,19 48:2 50:21 51:7 52:5 72:11 76:16 77:9 requirements 70:3,10,16 requires 53:13 residents 9:2 12:15 resolution 12:17 resonate 31:22 resource 37:20 respect 18:7 31:5 respond 13:3 40:13 41:5,16 51:3 responded 48:8 51:14 response 42:12 responsibility 42:23 43:1 responsible 28:5 restaurants 12:9</p>	<p>restoration 1:21 66:22 rests 31:16 resulting 37:18 retain 40:4,20 50:21 51:7 retained 2:9 39:20 40:8,23 41:9 revenues 12:11 review 5:21 revolve 19:16 ribbon 73:17 rickey 1:12 3:15 ridge 11:21,23 12:15,17 right 5:19 13:20 16:12 18:8 20:19 22:12,12 23:2 23:12 27:16 29:8 30:2 32:19 35:17 37:10 42:13 47:1,9,16 48:24 50:6 56:14 57:17 62:10 63:22 66:21 67:10 71:1,18 72:13 risk 43:16 river 6:9,10,10 7:13,18 10:1 11:21,23 12:15</p>
--	--	--	--

[river - shorthand]

<p>12:17 16:10,13 road 11:24 71:23 robin 1:7 rodney 25:18 25:22 27:4,10 27:13 28:25 role 73:14 roll 1:20 3:7 32:25 rolled 15:5 romaine 1:13 ronnie 1:9,16 4:18 root 64:25 roselawn 66:18 rosenberg 1:11 1:21 65:17,19 67:7,16,21 68:1,11,24 69:1 rouge 1:4 9:5 24:12,18 64:5 64:14 65:3,4,5 65:6 66:2,4,5,6 66:8,9,11,12,13 66:15,16,17 69:15 70:8 71:25 royal 54:5,6,8 56:4 61:7,13 61:15 rta 68:24 ruben 45:25</p>	<p>rules 6:7 33:3,6 39:11 44:14 72:11 76:16,23</p> <p style="text-align: center;">s</p> <p>s 1:6,6 2:2 76:3 sabine 23:21,22 safest 57:25 salaries 10:24 11:1,7 43:12 salary 10:5 43:17 sandra 4:4 santos 49:2,3,6 50:2,15 51:17 sat 14:1 saw 18:17,18 saying 9:10 21:4,12 56:25 school 40:14 41:6,16 45:5,6 45:9 47:3 48:7 51:4 52:17,18 53:20 57:14 58:8,9,14,15 59:11,12,14 73:19,24,24 schools 60:2 science 43:9 scope 18:3 22:1 seal 77:9 sealevel 64:12 seasonings 44:17 second 5:14,22 7:9 9:1 24:1</p>	<p>25:3 30:10,12 33:15 34:2,15 35:1 36:7 39:3 41:22 42:1 44:7 47:18 50:9 51:19,21 59:5 63:17 64:18 65:9 67:1 68:4,18 69:19 70:20 secret 56:9 secretary 1:7 4:10 42:14 50:8 54:17 71:3 75:1 section 36:15 secure 74:11 secured 74:9 security 13:24 16:19,19 19:10 see 3:6 26:17 41:18 42:12 43:4 46:18 62:14,16 seeing 43:6 seem 19:15 seems 17:1 senator 3:23 4:4 sense 11:3 41:19 sent 48:6 57:9 september 9:22 service 35:14 50:17 56:4</p>	<p>60:18 services 6:18 6:19 65:1 69:11 70:12 76:20 set 30:20 48:9 76:8 seven 8:1,13 27:7 40:6,21 48:13,18 52:9 74:8 seventy 39:20 39:22,23 40:24 44:24 57:18 several 8:4 14:3 26:6 37:17 severe 43:4 severely 43:17 share 45:13 shared 7:17 8:22 18:10 shawn 1:14 sheriff 40:15 41:6,17 45:11 47:3 48:8 51:3 52:18,25 53:22 57:13 sheriff's 45:19 shipyard 69:7 shipyards 6:12 short 12:14,19 62:17 shorthand 76:10</p>
--	---	--	--

[show - stick]

<p>show 55:13,14 74:15</p> <p>shows 9:16 71:23</p> <p>shreveport 9:7 10:10 72:1</p> <p>sic 45:25</p> <p>side 49:11,12</p> <p>sidebar 43:24</p> <p>signature 77:8</p> <p>signed 77:10</p> <p>significant 73:7</p> <p>simien 1:9,16 4:16,17 5:23 34:2 36:7 39:2 65:9 68:18</p> <p>simmons 1:13 1:20 3:7,9,12 3:14,17,20,23 3:25 4:2,4,7,10 4:12,14,16,18 4:20,23,25 5:4</p> <p>simply 27:13 46:14</p> <p>single 57:24</p> <p>sir 7:3 16:24 21:10,22 22:22 23:1,9 47:17 59:9 63:11 67:7 71:5</p> <p>site 13:12 16:22 19:9,10</p> <p>situation 11:2 29:21 59:1</p>	<p>six 7:24 39:17 40:8,9,24 41:10 52:6,7 52:10,10 57:18 60:23 72:6</p> <p>sixty 8:13 41:10 48:13,18</p> <p>size 56:18</p> <p>slapped 37:13</p> <p>slashes 9:3</p> <p>slone 1:9,16 4:18,19 5:13 7:9 24:1 33:15 51:18 63:18 67:2,3,9 69:19</p> <p>slowed 38:13</p> <p>small 43:7 56:17,22 61:23 71:10,15,18</p> <p>social 8:23</p> <p>solar 6:24</p> <p>solutions 6:9</p> <p>somebody 29:1 29:2,2,6</p> <p>soon 22:21 29:14 37:12</p> <p>sooner 35:24</p> <p>sorry 42:11 48:15 57:5</p> <p>sort 19:21 38:10 43:22</p> <p>southeast 26:21</p> <p>speak 7:12 25:14,15,22 26:3 45:23</p>	<p>61:6</p> <p>special 35:6,7 67:15 68:10</p> <p>specifics 45:12</p> <p>spend 27:7 71:14</p> <p>spent 27:4 72:20</p> <p>spot 9:4</p> <p>springs 33:25</p> <p>st 1:10 3:20,22 24:19,22,23 25:3 30:10,12 32:18 33:5,15 44:17 45:1,6,9 59:5 61:4,5 63:15,17 69:8 69:19</p> <p>stacy 25:24 26:18,20</p> <p>staff 49:10</p> <p>staff's 42:22</p> <p>stage 22:24</p> <p>stakeholders 15:9 72:21</p> <p>stand 31:7</p> <p>standard 42:24</p> <p>standpoint 33:11</p> <p>stands 18:4</p> <p>start 14:5 22:3 35:24 38:21</p> <p>started 9:15 17:15 20:9 37:24 56:16</p>	<p>starting 20:8</p> <p>state 1:2 2:23 8:6 13:10 14:19 16:5 19:7 29:22 37:1 43:10 45:2 48:25 54:3 56:20 60:8,16 61:19 62:7,15,21,23 63:3 71:16,22 72:3,13 73:8 76:6</p> <p>stated 27:4,10 27:13 63:12</p> <p>statement 43:14</p> <p>states 13:24 16:15 19:11 71:18</p> <p>statewide 60:2 71:10</p> <p>stating 45:1,6 52:18 53:1,24</p> <p>status 53:2</p> <p>statute 76:16</p> <p>stay 55:9</p> <p>stayed 61:15</p> <p>staying 50:1</p> <p>stenographic 76:10</p> <p>step 22:5</p> <p>stepped 61:9</p> <p>stick 31:12</p>
--	---	--	---

[stipulated - thank]

<p>stipulated 2:4 stop 22:2 stores 12:9 straight 6:3 33:7 42:4 street 1:4 65:20 strong 63:15 74:6 strongly 47:13 structure 18:13 29:12,12 stuart 1:13,18 3:17 4:7 students 56:1 73:25 74:4 study 58:20 studying 20:18 stuff 28:11 subject 9:15 submit 48:10 submitted 10:22 18:2 45:1,5,11 subsidiaries 63:5 substantial 63:13 substitute 31:1 32:17,18 success 27:9 74:16 successes 74:18 sugar 33:4 suggest 31:6,11</p>	<p>suite 65:3,5 sulphur 6:24 summa 66:19 69:14 summarize 41:19 summer 58:15 summit 71:10 sunday 54:21 supervision 76:12 supervisors 55:14 supply 36:22 37:18 support 11:8 52:19 53:1 56:24 57:12 supporting 13:22 sure 3:8 23:3 28:2,10 29:23 32:7 49:22 55:3 survive 56:2 susan 1:9 sustainable 13:17 sweet 12:14,19 switch 17:6 sympathetic 30:19 system 59:13 62:22</p>	<p>systems 6:16 t t 1:6 2:2,2 76:3 76:3,3 take 5:16 32:6 45:10 47:7 52:24 59:2 taken 1:3 2:5,6 53:9 54:1 76:7 76:9 takes 74:10 talk 43:14 talked 15:3 tallulah 9:8 tammany 44:17 45:2,6,9 63:15 tangible 46:8 tangipahoa 6:18,19 50:18 64:10 tax 1:21,22 9:13 12:3,12 15:7,17 46:10 50:2 53:2,6 62:11,22 63:1 66:22 teaches 59:24 technical 58:10 58:11 60:25 61:8 technology 19:7 73:9,18 73:23 74:3 tedra 1:8</p>	<p>tell 10:14 20:11 37:7 49:5 ten 8:2 26:10 27:6 50:24 51:16 term 70:3,9,15 terminations 69:24 70:19 terms 17:11 26:8 31:20 38:14 terrebonne 6:12 33:4 34:10 64:12 texas 8:20 9:20 10:12 16:7 62:25 thank 5:5,18 6:2,3 7:3 11:13 11:14,16 12:20 12:22 15:12 18:22 19:12 23:7,9,11 25:21 27:14 28:24 32:2 33:1 37:1 38:23 39:7,9 44:1 45:22 47:9,23 50:15 59:10,13,20 60:3,6,17,17,18 60:22,25 61:22 61:24 62:5 64:16 65:16 67:9 68:2 69:1</p>
---	---	---	---

[thank - unanimous]

<p>70:24 75:1,18 thibodaux 69:6 72:1 thing 19:21 28:14 29:19 38:10 things 9:11 12:9 14:13 17:9 28:2,9 31:21 37:21 think 10:16 13:2,5 20:16 21:4,11 29:25 31:7,10,15 37:9 43:1,20 43:23 46:2 55:21 58:15 72:12 third 42:4 thirteen 71:21 thirty 39:17,18 41:11,12 48:17 51:10 thompson 1:17 4:23,24 44:7 60:5,14 thought 23:3 35:21 thousand 7:21 7:24 8:2,9,12 10:6 17:19 39:18,22 40:6 40:10,21,25 41:11 44:21,24 48:13,18 50:22</p>	<p>50:23 51:8,9 52:7,10 53:15 56:3,10 thousands 60:11 three 8:9 21:15 21:16,17,23 27:6 35:7 36:22 39:12,18 39:20 40:25 52:9 53:15,15 53:16 57:25 58:2 67:5,24 68:1 thumbs 22:6,6 timber 56:17 time 7:10,20 10:25 21:5 23:10 27:15 29:5 33:10 46:8 49:13 51:5 53:9,19 58:12,18 75:13 timelines 45:15 timely 28:3 33:3 times 8:13,13 61:11 titled 9:1 today 3:6 10:14 14:21 18:10 21:12 22:4,18 27:15 42:18 46:17 61:17</p>	<p>together 14:7 75:13 tom 26:1 ton 17:19 tons 16:13 took 61:13 topics 74:23 toups 1:13 3:12 3:13 24:1 34:15 50:9 64:17 67:1 68:5 70:19 toward 45:13 transcribed 76:11 transcript 76:13,14,15 77:8 transfer 68:11 68:17 transformation 19:8 transition 28:9 transitioning 28:4 travis 1:11,11 1:21 4:20 treasury 71:20 72:12 treatment 6:16 63:1 truck 60:12 true 10:21 76:12</p>	<p>try 62:17 71:5 72:8 trying 17:12 20:16 58:21,22 62:21 turn 13:21 20:22 turnover 49:9 49:10 twelve 63:25 twenty 7:21 8:2 8:9 10:6 14:24 17:19 40:10 44:25 46:16 50:22 51:8 56:8,10 twice 29:21 twitter 8:8 two 7:5 23:20 23:25 31:13 33:2 34:8 36:21 39:17,18 40:5,20,24 44:15,21,22 46:16 48:12,18 50:16 51:9 52:1 58:2 71:20 73:23,24 type 56:20</p>
u			
<p>u 2:2 ulab 62:20 unanimous 57:14</p>			

[workforce - zone]

workforce 59:15,19	60:23
working 17:7 17:22 22:10 56:1 58:7 59:14	yvette 3:14
works 59:22	z
workshops 72:21	zero 52:12,13 53:18
world 14:17	zone 1:21
worse 11:2	
writing 53:1	
wrong 21:5	
wrote 9:10	
x	
x 8:7,11,15 10:8	
y	
y'all 22:2 42:4	
year 7:22,25 10:6,23 15:17 17:7 26:7,17 27:14 28:3 30:18,18 31:2 31:14 32:9 35:12,14 46:13 54:7,12,23 55:3 56:4,13 63:6 74:17	
years 26:10,13 27:6,7 36:22 45:5 54:9,11 56:9 57:25 58:3 59:11	