



|  | American Plant Food River Partners had |  | tain questions about the good and the |
| :---: | :---: | :---: | :---: |
| 2 | updated its website to say that the project | 2 | bad. |
| 3 | will create 13 direct positions, so that has | 3 | They get a tax exemption, and what good |
| 4 | not changed, and 15 contractor positions with a | 4 | are they bringing into Jefferson Parish as far |
| 5 | eighted average annual salary of more than on | 5 | jobs? You know those numbers are in |
| 6 | ndred and twenty thousand dollars a y | 6 | question. Are they going to bring other |
| 7 | This article was re-published in City | 7 | businesses into Jefferson Parish? Are they |
| 8 | usiness and circulated o | 8 | ing to do business in Jefferson Parish as far |
| 9 | cebook page | 9 | restaurants, grocery stores, things like |
| 10 | KTBS 3 in Shreveport and was even published in | 10 | that. They have so few employees, what |
|  | the Victoria Advocate, and that is Victoria | 11 | enues are they going to bring into our |
|  | Texas, and the | 12 | rish to negate the tax exemption that they |
| 13 | vare of. | 13 | ould have. |
| 14 | So, I am | 14 | So, I am going to be short and sweet. |
| 15 | ppe | 15 | River Ridge is about 36,000 residents and |
| 16 | I think at this point the | 16 | association is the only association in |
|  | is well-informed and not happy about Ame | 17 | River Ridge, and we did have a resolution to |
| 18 | Plant Foods promises to the local community and | 18 | k you to negate this request. So, I will be |
| 19 | the information provided to you in its | 19 | ort and |
| 20 | application, and APG certifi | 20 | MR. JONES: Thank you, ma'am. |
| 21 | application information was true and corre | 21 | Any questions or comments for Ms. Pearson? |
| 22 | en it was first submitted back earlier th | 22 | Thank you, ma'am. |
| 23 | year, and now they are manipulating | 23 | Do we have someone here from APF? Ask |
| 24 | numbers, adding in contractors | 24 | em to come forward, because I know there have |
| 25 | inflate the average, permanent, full-time | 25 | been a number of questions from the last |
|  | Page 10 |  | Page |
|  | salaries. And some people have |  | eeting, as well as the media accounts that |
| 2 | s made a bad situation even worse. | 2 | ve been, so I think it would be helpful for |
| 3 | ere is a sense among | 3 | he Board to let the company respond to these |
| 4 | the Commerce \& Industry does nothing, that the | 4 | omments |
| 5 | Board is condoning public deception and opening | 5 | MR. BILICEK: Yes. And I think you |
| 6 | the flood gates for other ITE applic | 6 | eserve that. |
| 7 | inflate the number of jobs and salar | 7 | Good morning. My name is Jerry Bilicek. |
| 8 | the support of the public and then reduce those | 8 | I am the chief operating officer for the |
| 9 | numbers in order to get the ITE exempt | 9 | merican Plant Food, and we are excited to be |
| 10 | The public wants to know what Commerce \& | 10 | the great State of Louisiana. We began this |
| 11 | Industry is going to do about this because | 11 | journey in 2021 looking at the project there at |
| 12 | is not so much now the APF ITE application as | 12 | the Waggaman site that Cornerstone owns. We |
| 13 | it is APF's conduct. Thank | 13 | ere really excited about the opportunity there |
| 14 | ES: Thank you | 14 | cause we are taking something that we are |
| 15 | Any questions or comments for Ms. Carlin? | 15 | going to be recycling, cutting down on |
| 16 | Thank you very much. We have Ms. Nancy | 16 | llution, and actually creating something that |
| 17 | Pearson. | 17 | can be very sustainable for the American |
| 18 | MS. PEARSON: Good morning. | 18 | farmer |
| 19 | THE COURT: Hello, Ms. Pierson. | 19 | There is a waste product there that is |
| 20 | MS. PEARSON: I am Nancy Pearson and I am | 20 | eing put in the ground right now. We are |
| 21 | president of the River Ridge Community | 21 | ing to turn that into something commercially |
| 22 | Association. | 22 | ceeptable all while supporting the US |
| 23 | dg | 23 | riculture industry, and providing food |
| 24 | d from Waggaman, and our association is | 24 | security here in the United States. |
| 25 | asking you to not approve this application. We Page 11 | 25 | I am aware of the comments that were made Page 13 |


|  | in the last meeting. Obviously I sat here and | 1 | values engineering, so you can imagine, you |
| :---: | :---: | :---: | :---: |
| 2 | heard some comments a few minutes ago from | 2 | have got payroll issues, you have got |
| 3 | several contacts that came forward | 3 | construction issues. So, yes |
| 4 | Let me remind people that like most big | 4 | MR. HOLLINS: Is Louisiana competing |
| 5 | ideas and projects, you start out with a clean | 5 | against another state or another locality for |
| 6 | piece of paper and you put the project | 6 | his investment? |
| 7 | together, and as you go through engineering and | 7 | MR. BILICEK: We are based in Texas and we |
| 8 | your cost estimates, you determine how you | 8 | have some opportunities there as well. |
| 9 | should modify the project so that it can move | 9 | There are some unique advantages of why if |
| 10 | forward. It has been determined by our board, | 10 | nt to be here. Great Mississippi River is a |
| 11 | board of directors that we need to do this in | 11 | very big artery for the import of fertilizer. |
| 12 | phases, and what has happened over the last 12 | 12 | We would be building the facility right on the |
| 13 | months, we have had things like interest rates | 13 | river and displacing probably a million tons |
| 14 | that come into play, we have had inflation | 14 | that is imported from outside the United |
| 15 | rates at its head, and let's not forget about | 15 | States. |
| 16 | the geopolitical issues that are happening in | 16 | So, we would be bringing US jobs here and |
| 17 | our world. | 17 | isplacing not only a carbon footprint of |
| 18 | This evolution of this project has been | 18 | product being brought up, creating job |
| 19 | active and communicated to over 60 state -- | 19 | security, but also more food security. |
| 20 | meetings in Jefferson Parish. Our application | 20 | MR. HOLLINS: But at the moment, this is |
| 21 | today is only about Phase I of this project. | 21 | not a competition between Louisiana and another |
| 22 | The job and payroll information, including th | 22 | potential site where you are considering the |
| 23 | application that you have before you, is again | 23 | same investment? |
| 24 | on Phase I. Twenty-eight jobs. Approximately | 24 | MR. BILICEK: No, sir. |
| 25 | 3.7 million dollars in annual payroll. | 25 | MR. JONES: Mr. Pierson? |
|  | Page 14 |  | Page 16 |
| 1 | We do have every intent to fulfill our | 1 | MR. PIERSON: There seems to be an |
| 2 | dreams of putting this big facility in like | 2 | formation disconnect, and we heard some of |
| 3 | what we talked about; however, we must do it in | 3 | the comments from the public, and do you have |
| 4 | phases. Local officials are well aware of how | 4 | any explanation, or can you eliminate maybe a |
| 5 | this project is being rolled out and | 5 | little bit of why there is this perception of |
| 6 | communicated on the phase approach. Before | 6 | what maybe appears to be a bate and switch, but |
| 7 | there are any jobs, the payroll, the tax | 7 | know from working over the past year with |
| 8 | associated with Phase I and our project as | 8 | corporations, that they did not put out in my |
| 9 | local stakeholders are expecting and asking for | 9 | view misinformation, but some things changed |
| 10 | them to consider this over the next 60 days. | 10 | along the way, and I just wanted to understand |
| 11 | I am here to answer any questions that the | 11 | that, how that happened in terms of the |
| 12 | Board may have or anyone else. Thank you. | 12 | external audience that is trying to get some |
| 13 | MR. JONES: Any questions or comments from | 3 | clarity around the issues. |
| 14 | the Board? Mr. Hollins. | 14 | MR. BILICEK: Certainly. |
| 15 | MR. HOLLINS: Just one question. | 15 | As we started on this project, there was a |
| 16 | If you for some reason do not get the 3.6 | 16 | larger volume amount of production, and as we |
| 17 | million dollar a year tax break from this | 17 | looked at the market, what it can absorb |
| 18 | Board, will you still move forward with the | 18 | ithout causing market disruption, we felt that |
| 19 | investment? | 19 | a four hundred and twenty thousand ton facility |
| 20 | MR. BILICEK: Well, obviously we are | 20 | was the adequate number; hence, we downsized a |
| 21 | looking at all financial aspects of it, so of | 21 | number of granulators that would be involved. |
| 22 | course, that is of consideration, but it is | 22 | We also changed working with our potential |
| 23 | not, it will not kill us, but it will have a | 23 | capital partners. They said, look, you need to |
| 24 | drastic bottom-line effect on the project. | 24 | do this in phases; however, when we went |
| 25 | I mean, every dollar we are going through | 25 | through the permitting process, which would |
|  | $\text { Page } 15$ |  | Page 17 |


|  | include the Corp air permitting and all | 1 | MR. JONES: So, the meetings that you have |
| :---: | :---: | :---: | :---: |
| 2 | what-have you, we submitted that from the | 2 | had up to this point, what has been -- give me |
| 3 | proper scope of those permits required for the | 3 | the context of what those meetings have been |
| 4 | project because that is a process that stands | 4 | about |
| 5 | on its own for each of those permitting | 5 | MR. BILICEK: We believe that it is very |
| 6 | application | 6 | important if you are going to be a community |
| 7 | With respect to ITE is | 7 | business, you need to be involved in the |
| 8 | immediate phase that we are involved right now. | 8 | community. So, from day one, starting in 2021, |
| 9 | That is what we are willing to commit to you | 9 | we started with outreach, then we went to the |
| 10 | today to move forward, but as I have shared | 10 | Civic Association, the Parish Council. We |
| 11 | with the Board, we have every intention or | 11 | wanted to tell people what we were doing, why |
| 12 | desire on a much larger project. We are just | 12 | we were doing it and what it meant for the |
| 13 | required based on our capital structure to say, | 13 | community. We have had over 60 of those |
| 14 | let's do Phase I first. That is how we got to | 14 | outreach meetings and all of it was to inform, |
| 15 | where we got to. | 15 | here is what our concept is, here is what we |
| 16 | MR. PIERSON: So, outside interests looked | 16 | are trying to get done. Here is what we think |
| 17 | at Corp permits and saw larger numbers and then | 17 | we can provide in immediate jobs, construction |
| 18 | saw the IT application, it was not in alignment | 18 | jobs and so forth, but we are studying that |
| 19 | there and they were making the assumption that | 19 | right now. Meanwhile, we are taking a waste |
| 20 | there was a full commitment when, in fact, that | 20 | product that is being put in EP-approved wells |
| 21 | was not the intention that you had initially. | 21 | that we have created a process so we can clean |
| 22 | MR. BILICEK: That is correct. Thank you. | 22 | that up and turn that into |
| 23 | MR. PIERSON: Just for my clarification, | 23 | commercially-viable -- |
|  | other comment was around the movement of | 24 | MR. JONES: Mr. Bilicek, I do not need to |
| 25 | industry into the vicinity, but th | 25 | hear a message. I need to understand the |
|  | Page 18 |  | Page 20 |
| 1 | co-location with -- Cornerstone has a number of | 1 | process. |
| 2 | active interests already there, so it is not a | 2 | So, the process up to this point has been |
| 3 | new beachhead in the community. This is a | 3 | informational to the community, and what I |
| 4 | co-location with existing industry; is tha | 4 | think I hear you saying, but correct me if I am |
| 5 | correct? | 5 | wrong, that during the time you have been doing |
| 6 | MR. BILICEK: That is correct, and plus, | 6 | these informational meetings within the |
| 7 | we are bringing state-of-the-art technology to | 7 | community, the project itself has evolved? |
| 8 | continue to add to the transformation of that | 8 | MR. BILICEK: Correct. |
| 9 | site to a greener, more environmental friendly | 9 | MR. JONES: Is that fairly accurate? |
| 10 | site, and again, helping with food security in | 10 | MR. BILICEK: Yes, sir. |
| 11 | the United States, displacing imports. | 11 | MR. JONES: And so, what I think I hear |
| 12 | MR. PIERSON: Thank you. | 12 | you saying today is, you are going to develop |
| 13 | MR. JONES: Any other questions? I have a | 13 | this project in multiple phase. How many |
| 14 | couple. The comments that we have heard, both | 14 | phases are you anticipating? |
| 15 | at the last meeting and this meeting, seem to | 15 | MR. BILICEK: Three. |
| 16 | revolve around not only the documents that are | 16 | MR. JONES: Three phases. |
| 17 | involved with the regulators, as well as LED, | 17 | If you move forward with all three phases, |
| 18 | in comparison of those numbers, but also | 18 | will your job numbers, payroll numbers, capital |
| 19 | comments that have been made by the company | 19 | expenditure numbers, will those numbers |
| 20 | before the local governing authorities and | 20 | coincide with the numbers originally |
| 21 | public meeting and that sort of thing. | 21 | communicated to the community? |
| 22 | Has there been any vote by any public | 22 | MR. BILICEK: Yes, sir. |
| 23 | entity up or down, pro or con concerning your | 23 | MR. JONES: If you go through all three |
| 24 | project to this point? | 24 | phases? |
| 25 | MR. BILICEK: No. | 25 | MR. BILICEK: As we have laid out the |
|  | Page 19 |  | Page 21 |


|  | scope, that is correct | 1 | Mr. Slone, motion; second, Mayor Toups. |
| :---: | :---: | :---: | :---: |
| 2 | MR. JONES: Kristin, y'all stop me when I | 2 | Any questions or comments from the Board? |
| 3 | start lying here, okay. | 3 | Hearing none. Any comments from the public? |
|  | As I appreciate this ITELL process, today | 4 | Hearing none. All in favor say ay |
| 5 | is step 1. You come before the Board, and th | 5 | (Complies.) Any opposition? There is none. |
| 6 | Board either thumbs up or thumbs down your | 6 | Those matters will be deferred to the next |
| 7 | application, and at that point you then go to | 7 | meeting |
| 8 | each local governing entity within the Parish | 8 | MR. USIE: 20150293-A, BASF Corporation, |
| 9 | or within the community you are going to be | 9 | Ascension Parish. 20150991, BSF Corporation, |
| 10 | working, and at that point you make commitments | 10 | Ascension Parish. 20152048, BASF Corporation, |
| 11 | that you will be held to that. | 11 | Concordia Parish. 20151323, DOW Chemical |
| 12 | MR. BILICEK: Right. | 12 | Company, West Baton Rouge Parish. 20160708, |
| 13 | S. CHENG: That is correct | 13 | Flowpam, Inc, Iberville Parish. 20160175-B, |
| 14 | MR. JONES: So, the commitments that | 14 | Hood Container, LLC, West Feleciana Parish. |
| 15 | matters from a legal perspective and from a | 15 | 201615946, International Paper Company, DeSoto |
| 16 | regulatory perspective are the commitments | 16 | Parish. 20161546-A, International Paper |
| 17 | have made to this Board in your application and | 17 | Company, DeSoto Parish. 20161492, Pod Pack |
| 18 | we will vote on today, and will also be those | 18 | International, LLC, East Baton Rouge Parish. |
| 19 | commitments that you will make to the local | 19 | 20161494, Rain CII Carbon, LLC, St. Bernard |
| 20 | community once you walk out of this meeting | 20 | Parish. 20151126-B, UTLX Manufacturing, LLC, |
| 21 | soon as your application is approved. | 21 | Rapides Parish. 20120041-B, Union Carbide |
| 22 | MR. BILICEK: Yes, sir. | 22 | Corporation, St. Charles Parish. 20141263-A, |
| 23 | MR. JONES: So, those commitments of the | 23 | Union Carbide Corporation, St. Charles Parish |
| $\begin{aligned} & 24 \\ & 25 \end{aligned}$ | stage 1 are the commitments that were actually made to the community; is that fair? | $\begin{aligned} & 24 \\ & 25 \end{aligned}$ | and 2016066-A, Westlake Vinyls Company, LP, Ascension Parish. |
|  | Page 22 |  | Page 24 |
| 1 | MR. BILICEK: That | 1 | MR. JONES: Entertain a motion to approve |
| 2 | MR. JONES: All right. That is what | 2 | ese Pre-EO renewals. Motion, Mr. Moss; |
| 3 | hought we had here, but I wanted to be sure I | 3 | second Mr. St. Blanc. Any questions or moments |
| 4 | understood it correctly. | 4 | from the Board? Hearing none. Any comments |
| 5 | Okay. Any other questions or comments | 5 | from the public? There being none. All in |
| 6 | m the Board? Any other comments from the | 6 | favor say aye. (Complies.) Any opposition? |
| 7 | public? Thank you very much. Anything else | 7 | There is none; motion carries. |
| 8 | from you, Mr. Bilicek and/or Mr. Leonard? | 8 | MR. USIE: Next we have one late pre-EO |
| 9 | MR. BILICEK: No, sir. Thank you for the | 9 | renewal application, 20161405, Linde, Inc., |
| 10 | time. | 10 | Calcasieu Parish. Initial contract expiration |
| 11 | MR. JONES: Thank you very m | 11 | date 12/21/22; late renewal request date |
| 12 | Hearing none -- right now we have a motion | 12 | August 23, 2023. |
| 13 | to approve all of these in globo. If you wish | 13 | MR. JONES: I have some folks that have |
| 14 | to pull any one out and handle them | 14 | asked to speak to this issue. |
| 15 | individually, we can certainly do that; | 15 | Before we do that, let's have them speak |
| 16 | otherwise, are you ready to vote? All in favor | 16 | first and we can clear all that up, and then we |
| 17 | say aye. (Complies.) There are none; the | 17 | will have our motion based on what we learn. |
| 18 | motion carries. Next. | 18 | First Mr. Braxton. Mr. Rodney Braxton. |
| 19 | MR. USIE: Next we have 16 Pre-EO renewal | 19 | MR. BRAXTON: Yes. |
| 20 | applications. Two are requesting to be | 20 | Good morning, Mr. Chairman and members. |
| 21 | deferred. 2010098-D, Sabine Pass LNG, LP, in | 21 | ank you for letting us have an opportunity to |
| 22 | Cameron Parish and 20110659-F, Sabine Pass | 22 | speak. My name is Rodney Braxton. I represent |
| 23 | Liquefaction, LLC, in Cameron Parish. | 23 | Ms. -- and I represent Linde. To my left is |
| 24 | MR. JONES: We will entertain a motion to | 24 | Stacy Hardy who is also with Linde locally, and |
| 25 | defer those two applications. | 25 | we brought in some folks from the corporate |
|  | Page 23 |  | Page 25 |

7 (Pages 22-25)

|  | office, Tom Dalton, and Boyd who are also here. | 1 | more than one department that would follow |
| :---: | :---: | :---: | :---: |
| 2 | If you have any questions, he can address them. | 2 | these things, make sure the paperwork is filed |
| 3 | And so, we are here to speak in favor of | 3 | in a timely fashion. Late last year there was |
| 4 | our renewal application. We know that it was | 4 | some transitioning, and the folks that were |
| 5 | filed late, and we recognize that. We also | 5 | responsible for this missed it quite frankly, |
| 6 | recognize that the Board has several options. | 6 | and I hate to use the word falls through the |
| 7 | We would like to get the full five-year | 7 | cracks, but that is literally what happened. |
| 8 | extension. We have met every measure in term | 8 | Once we discovered it -- and during this |
|  | of investment in jobs, et cetera. Over the | 9 | transition, one of the things that they focused |
| 10 | last ten years, Linde has invested more than | 10 | as making sure that their processes were in |
|  | billion dollars in Louisiana. We expect to | 11 | place so that stuff like this will not happen |
| 12 | invest over a half a billion over the next few | 12 | again in the future. And so, that is ongoing, |
| 13 | years. | 13 | but it certainly was a mistake. I mean, I know |
| 14 | So, we just want to be here to make our | 14 | that might not be the thing that you want to |
| 15 | case that hopefully you will because of | 15 | hear, but it is the reality of it. |
| 16 | investment and jobs and a commitment, that you | 16 | What I want to make clear is, as I said |
| 17 | will see to give us a five-year extension. | 17 | before, as far as the investments of the job, |
| 18 | I do not know if Stacy would like to say | 18 | et cetera, and what goes into the heart of this |
| 19 | anything. | 19 | program; not to say that filing an extension is |
| 20 | MS. HARDY: Hi, I am Stacy | 20 | not, but the money and investment and the jobs, |
| 21 | the commercial director of southeast Louisiana | 21 | have met other benchmarks as far as we are |
| 22 | I handle all new business, existing business in | 22 | concerned, and have done that and will continue |
| 23 | Louisiana. | 23 | to do that in the future |
| 24 | Other than being the director, I am also a | 24 | MR. JONES: Thank you, Mr. Braxton. |
| 25 | local Louisianian. I was born and raised here. <br> Page 26 | 25 | MR. BRAXTON: Rodney is fine. Page 28 |
| 1 | OI went to LSU, and I understand the importance | 1 | MR. JONES: Somebody did not do their job, |
| 2 | of this program and what this program is to | 2 | or somebody -- this was somebody left their job |
| 3 | Louisiana. | 3 | and there was a vacancy and it was overlooked? |
| 4 | Linde, as Rodney has stated, has spent | 4 | MR. BRAXTON: That did happen. There was |
| 5 | close to a billion dollars in investment ove | 5 | a vacancy for a time, and I cannot determine |
| 6 | the last ten years. Over the next three to | 6 | whether if somebody did or did not do their job |
| 7 | seven years, we expect to spend another half a | 7 | because they could have been filing others and |
| 8 | billion dollars in Louisian | 8 | just missed this one, right? So, it was not a |
| 9 | uisiana is critical to the success of | 9 | question of not doing their jobs, but this one |
| 10 | Linde. Just as Rodney stated, when we do a | 10 | was missed. There was a vacancy. There is no |
| 11 | project, we do a project. When we say we are | 11 | nger a vacancy there. There was a different |
| 12 | going to do a project, we do the project. We | 12 | structure. That structure is gone. The |
| 13 | are asking simply, as Rodney stated, for the | 13 | processes and procedures are in place. |
| 14 | five-year renewal, so we thank you for your | 14 | Quite frankly, as soon as we discovered |
| 15 | time today as we proceed | 15 | what happened, we filed and it was not until |
| 16 | MR. JONES: All right | 16 | August when that occurred, and I should also |
| 17 | So, we need to know what happened and what | 17 | note that you might want to record this or have |
| 18 | led to the late filing. Who wants to address | 18 | e court reporter read it back, because I will |
| 19 | that? | 19 | be back next month to say the same thing for a |
| 20 | MR. BRAXTON: Well, I can make some | 20 | different project in Ascension. It happened |
| 21 | comments on it, and if those comments prove to | 21 | twice. We rectified the situation, and we are |
| 22 | be unsatisfactory, we have much more qualified | 22 | going to continue our commitment to the state. |
| 23 | people here to do that; however, as I | 23 | We just need to make sure the procedures we |
| 24 | understand what happened, is that there were | 24 | have in place prevent this from ever happening |
| 25 | processes in place previously that involved | 25 | again. I think that is what we all believe we |
|  | Page 27 |  | Page 29 |



|  | MR. JONES: Motion to approve this change | 1 | MR. JONES: Because they were too |
| :---: | :---: | :---: | :---: |
| 2 | in name? Mr. Pope; second by Mr. Simien. Any | 2 | efficien |
| 3 | comments or questions from the Board? There | 3 | MS. CHENG: Yes. |
| 4 | being none. Any comments from the public? | 4 | MR. JONES: Got it. We do not get that |
| 5 | Hearing none. All in favor say aye. | 5 | very often. |
| 6 | (Complies.) Any opposition? There is none; | 6 | Do I have a motion to approve? |
| 7 | the motion carries. | 7 | Mr. Nassar; second Mr. Simien. Any questions |
| 8 | MR. USIE: We have two change in location | 8 | or comments from the Board? Hearing none. Any |
| 9 | only requests. Cortec, LLC, 20180072 and | 9 | comments from the public? There being none. |
| 10 | 0180072-A in Terrebonne Parish. Previous | 10 | All in favor say aye. (Complies.) Opposition? |
| 11 | location, 196 Equity Drive, Houma, Louisiana | 11 | There is none; the motion carries. |
| 12 | 70360, changing it to 220 Equity Boulevard in | 12 | MS. CHENG: The next one is PCS Nitrogen |
| 13 | ouma, Louisiana 70360. | 13 | Fertilizer, LP, contract is 20220103 and |
| 14 | MR. JONES: Do we have a motion to approve | 14 | 20220104, Nitrogen Fertilizer, LP, are |
| 15 | change of location? Mayor Toups; second from | 15 | requesting to amend their section 4.02 A for |
| 16 | Mr. Moller. Any questions or comments from the | 16 | contracts 20220103 and 20220104, to extend the |
| 17 | Board? There being none. Comments from the | 17 | originally post commencement of operations |
| 18 | public? There is none. All in favor say aye. | 18 | dated from March 31st, 2027 to March 31, 2030. |
| 19 | (Complies.) Any opposition? There is none; | 19 | MR. JONES: As I appreciate the |
| 20 | otion carries. | 20 | formation from the packet, this is basically |
| 21 | MR. USIE: We have one cancellation | 21 | based on issues arising over the last two or |
| 22 | request, Bollinger Algiers, LLC, 20151877-PT in | 22 | three years, supply chain, et cetera, et |
| 23 | Orleans Parish. Company is requesting | 23 | cetera? |
| 24 | cancellation. | 24 | MS. CHENG: I believe so. |
| 25 | MR. JONES: Motion to approve this | 25 | MR. JONES: Do we have someone here from |
|  | Page 34 |  | Page 36 |
| 1 | cancellation. Mr. Nassar; | 1 | PCS? Please come forward. Thank you. State |
| 2 | Moss. Any questions or comments from the | 2 | your name and your position with the company |
| 3 | Board? There is none. Any comments from the | 3 | please. |
| 4 | public? There is none. All in favor say aye. | 4 | MR. DIAMOND: My name is Adam Diamond. I |
| 5 | (Complies.) Any opposition? There is none; | 5 | am the director of government and industry |
| 6 | the motion carries. Special requests. | 6 | affairs for PCS Nitrogen. |
| 7 | MS. CHENG: We have three special | 7 | MR. JONES: Okay. Tell us what happened |
| 8 | requests. The first one is from Louisiana | 8 | here. |
| 9 | Green Fuel, LLC, contract 20210624. Louisiana | 9 | MR. DIAMOND: I think you just hit it |
| 10 | Green Fuel, LLC is requesting to amend their | 10 | ight on the head. Unlike the previous |
| 11 | existing exhibit A agreement for contract | 11 | company, we are a little bit less efficient. |
| 12 | 20210624-ITE, to add an additional year to the | 12 | MR. JONES: I realized as soon as I said |
| 13 | project in order to account for an additional | 13 | that, I slapped everybody else and I apologize |
| 14 | year of assets coming into service earlier than | 14 | for that. |
| 15 | anticipated, originally anticipated when filing | 15 | RR. DIAMOND: That is it in a nutshel |
| 16 | the front-end application at the end of 2022. | 16 | I mean, we have had market condition |
| 17 | MR. JONES: All right. | 17 | changes, several unanticipated challenges |
| 18 | So, basically they are moving out the -- | 18 | resulting from supply-chain delays, higher |
| 19 | they are moving up or they are moving out? | 19 | flation, interest rates, unanticipated |
| 20 | MS. CHENG: They are moving up. | 20 | resource availability constraints, all of those |
| 21 | MR. JONES: That is what I thought. Okay. | 21 | things have basically pushed this project back |
| 22 | Any -- | 22 | a little bit longer than we originally |
| 23 | MS. CHENG: Essentially their exemptions | 23 | anticipated. |
| 24 | are going to start sooner because they | 24 | MR. JONES: Has construction started now? |
| 25 | completed part of their project -- | 25 | MR. DIAMOND: Construction, we have done |
|  | Page 35 |  | Page 37 |


|  | some initial construction. We have investe |  | commendation |
| :---: | :---: | :---: | :---: |
|  | over a hundred million dollars so far on th | 2 | Next is contract 2016186151 that was -- 5 |
|  | front-end engineering. We are still movin |  | ompliant for the 2018 rep |
|  | forward with permit a |  | d. Exhibit A required the company |
| 5 | Department of Environmental | 5 | jobs with fifty five million two hundred |
|  | MR. JONES: Have you reached a fif | 6 | d eighty-one thousand seven hundred a |
|  | invest |  | ghty-five dollars in payroll. The actu |
| 8 | MR. DIAMOND: We have not. | 8 | retained was five hundred and fifty |
|  | MR. JONES: Are you waiting | 9 | h fifty-six million one hundred and |
|  | and | 10 | nety-one thousand five hundred and tw |
|  | MOND: |  | llars in payroll. This filing |
|  | are lo | 12 | ncompliant with the job portion on |
|  | In essence, we have slowed the project | 13 | The parish did not respond with |
|  | down a little bit | 14 | ommendation, and the school |
|  | investment decision due to all of these cha | 15 | riff granted an exemption for the |
| 16 | in the market | 16 | plication, so they do not apply. |
| 17 | . JONES: | 17 | Last we have contract 20170177 th |
|  | are you in the permitting? | 18 | ncompliant for both 2019 and 2020 reportin |
| 19 | MR. DIAMOND: We are cautiously optimistic | 19 | ods. The exhibit A required the company |
| 20 | that we will get our permit within the next | 20 | ain 554 jobs with fifty-five million two |
|  | month so we can start construction by the | 21 | dred and eighty-one thousand seven h |
|  | of December | 22 | d eighty-five dollars in payroll. For 20 |
| 23 | JONES | 23 | actual jobs retained was five hundred and |
| 24 | We have a motion on | 24 | ,y-six with fifty-fve milion two hundred |
| 25 | Fertilizer, LP's request to extend their | 25 | nety-eight thousand three hundred and |
|  | Page 38 |  |  |
|  | proposed commencement of operation date. We have a motion from Mr. Simien to approve; second from Mr. Hollins. Any questions or comments from the Board? Any comments from the public? Hearing none, all in favor say aye. (Complies.) Any opposition? There being none, the motion carries. Thank you for your investment. <br> MR. DIAMOND: Thank you very much. <br> MR. USIE: Next we have noncompliant contracts following the post-EO 2017 rules. We have three contracts for Packaging Corporation of America in Beauregard Parish that are noncompliant. Contract 20161623 was noncompliant for the 2019 reporting period. The exhibit A agreement required five hundred and thirty-two jobs with fifty-five million six hundred and thirty-three thousand two hundred and forty dollars in payroll. The actual jobs retained was five hundred and seventy-three with fifty-four million nine hundred and seventy-five thousand eight hundred and seventy-four dollars in payroll. The filing is noncompliant for the payroll portion only. None of the locals replied with a |  | 崖-eight dollars in payrol. The fling is |
| 2 |  | 2 | compliant due to the late filing only. |
| 3 |  | 3 | ing was due August 23, 2020, but not |
|  |  | 4 | received until July 11, 2021. The Parish did |
| 5 |  | 5 | $t$ respond with a recommendation, and the |
| 6 |  | 6 | hool board nor the sheriff granted |
|  |  | 7 | exemption for the initial application, so they |
|  |  | 8 | do not apply. For the 2020 reporting period, |
|  |  | 9 | e actual jobs retained was five hundred and |
| 10 |  | 10 | eighty-six with sixty-one million five hundred |
| 11 |  | 11 | and thirty-nine thousand one hundred and |
| 12 |  | 12 | thirty-four dollars in payroll. This filing is |
|  |  | 13 | also noncompliant due to the late filing only. |
| 14 |  | 14 | It was due April 30, 2021, but not received |
| 15 |  | 15 | until July 11, 2021. The Parish did not |
| 16 |  | 16 | respond with a recommendation, and the school |
| 17 |  | 17 | board nor sheriff granted the exemption. |
| 18 |  | 18 | MR. JONES: I want to see if I can |
| 19 |  | 19 | summarize this in a way that makes some sense. |
| 20 |  | 20 | So, for the first contract, they did not |
| 21 |  | 21 | they me their payroll obligation; did not |
|  |  | 22 | meet their jobs' obligation. And the second |
| 23 |  | 23 | contract, they met their jobs' application, but |
| 24 |  | 24 | they did not meet their payroll obligation. |
| 25 |  | 25 | MR. USIE: Opposite. The first contract, |
|  |  |  |  |



| 1 | with AS Consulting. | 1 |
| :---: | :---: | :---: |
| 2 | Diversified Foods I think are like a lot | 2 |
| 3 | of businesses that come before you for | 3 |
| 4 | noncompliance if they entered into an ITE | 4 |
| 5 | contract prior to 2020 and the 2019 pandemic. | 5 |
| 6 | Despite their best efforts of the ongoing ITE | 6 |
| 7 | job and payroll commitments just are not | 7 |
| 8 | tangible at this time, and the company has made | 8 |
| 9 | a decision to exit the ITE program. | 9 |
| 10 | We have been in contact with local tax | 10 |
| 11 | bodies, and the company actually filed a | 1 |
| 12 | contract cancellation request back in February | 12 |
| 13 | of this year. The reason that has not come | 13 |
| 14 | before you yet is simply because the prior | 14 |
| 15 | compliance filings are making their way to the | 15 |
| 16 | queue, and with this twenty-two compliance | 16 |
| 17 | before you today, I expect the next agenda you | 17 |
| 18 | would probably see the Diversified Foods case. | 18 |
| 19 | MR. JONES: So, it is not going to proceed | 19 |
| 20 | with the project at all? | 20 |
| 21 | MR. RANGEL: It is proceeding, but they | 21 |
| 22 | are not, they are not -- they will not continue | 22 |
| 23 | to have the advantage of the Cytek contract to | 23 |
| 24 | exemptions. | 24 |
| 25 | MR. JONES: Okay. Any comments from -- <br> Page 46 | 25 |
| 1 | okay. All right. |  |
| 2 | As I understood the letters from the | 2 |
| 3 | police jury and school board and the sheriff, | 3 |
| 4 | they all defer to the Board, but I heard | 4 |
| 5 | undertones of leniency; is that what I heard? | 5 |
| 6 | MR. RANGEL: Their decision was to defer. | 6 |
| 7 | But none of them wanted to take direct action | 7 |
| 8 | themselves. No penalty from them. | 8 |
| 9 | MR. JONES: Okay. All right. Thank you | 9 |
| 10 | very much. | 10 |
| 11 | What is the pleasure of the Board? We can | 11 |
| 12 | approve without penalty, which apparently the | 12 |
| 13 | local entities do not feel strongly enough | 13 |
| 14 | about incurring or imposing a penalty. I have | 14 |
| 15 | a motion from Mr. Nassar to approve without | 15 |
| 16 | penalty; is that right? | 16 |
| 17 | MR. NASSAR: Yes, sir. | 17 |
| 18 | MR. JONES: Second from Mr. Moss. | 18 |
| 19 | Any questions or comments from the Board? | 19 |
| 20 | Hearing none. Any comments from the public? | 20 |
| 21 | There being none. All in favor say aye, | 21 |
| 22 | (Complies.) Any opposition? There is none; | 22 |
| 23 | the motion carries. Thank you. | 23 |
| 24 | MR. USIE: Next we have one contract, | 24 |
| 25 | 202000044 for EI Williams Industries, LLC, in | 25 |

ith AS Consulting.
of businesses that come before you for noncompliance if they entered into an ITE contract prior to 2020 and the 2019 pandemic. Despite their best efforts of the ongoing ITE job and payroll commitments just are not tangible at this time, and the company has made a decision to exit the ITE program.

We have been in contact with local tax bodies, and the company actually filed a contract cancellation request back in February of this year. The reason that has not come before you yet is simply because the prior compliance filings are making their way to the queue, and with this twenty-two compliance before you today, I expect the next agenda you ould probably see the Diversified Foods case.
MR. JONES: So, it is not going to proceed with the project at all?
MR. RANGEL: It is proceeding, but they are not, they are not -- they will not continue to have the advantage of the Cytek contract to exemptions.

MR. JONES: Okay. Any comments from --
okay. All right.
As I understood the letters from the police jury and school board and the sheriff, they all defer to the Board, but I heard undertones of leniency; is that what I heard?

MR. RANGEL: Their decision was to defer. But none of them wanted to take direct action themselves. No penalty from them.

MR. JONES: Okay. All right. Thank you very much.

What is the pleasure of the Board? We can approve without penalty, which apparently the local entities do not feel strongly enough about incurring or imposing a penalty. I have a motion from Mr. Nassar to approve without penalty; is that right?

MR. NASSAR: Yes, sir.
MR. JONES: Second from Mr. Moss.
Any questions or comments from the Board?
Hearing none. Any comments from the public?
There being none. All in favor say aye, (Complies.) Any opposition? There is none; the motion carries. Thank you.

202000044 for EI Williams Industries, LLC, in

Webster Parish that is noncompliant for the 2022 reporting period. Exhibit A required the company to create and maintain 28 jobs with one million in payroll. The ACR filing was never received, so the noncompliance letters were sent out.

The Webster Parish School Board nor the Sheriff responded with recommendations. Since the letters went out and the agenda was set, the company did submit their ACR filing on October 13. The jobs and payroll for the 2022 filing were 30 jobs with one million two hundred and sixty-five thousand seven hundred and fifty-nine dollars for 2022.

MR. JONES: I am sorry, give me those numbers again.

MR. USIE: Thirty jobs with one million two hundred and sixty-five thousand seven hundred and fifty-nine dollars.

MR. JONES: So, they matched their goals.
MR. USIE: So, the payroll and -- were met, but they were still noncompliant because it was not filed until the October 13.

MR. JONES: Got it. Okay. All right.
Please state your name and your position
Page 48
with the company please.
MR. SANTOS: Good morning. My name is John Santos, Chief Financial Officer for EI Williams.

MR. JONES: Tell us what happened here.
MR. SANTOS: We felt that we were initially intending to file all the documentation in-house. Unfortunately we had like another case, some turnover, quite a bit of turnover in our administrative staff. This documentation got pushed to the side and pushed to the side until we got notification we were late, at which time we hired Deeter Consulting to manage the process for us. We know going forward we will not ever be late with these filings again.

As was mentioned, we did meet our obligations and exceeded them, and we continue to do so, and we were more focusing on growing our business and now we passed on the administrative portion, this function to a consulting firm to make sure we do not ever miss this again.

MR. JONES: Have you communicated with the local entities as to what is going on in the

| 1 | company? Are you staying in contact with them? | 1 | MS. CHENG: Next we have two contracts |
| ---: | :--- | :--- | :--- |
| 2 | MR. SANTOS: Not the tax authorities, but | 2 | from Martco, LLC, contract 20180296. Martco in |
| 3 | rather the NWPID, the district that we deal | 3 | Natchitoches Parish is in noncompliance for the |
| 4 | with. We continue to communicate with them | 4 | 2020 and the 2021 reporting periods. <br> 5 |
| constantly. | 5 | Exhibit A required the company to create |  |
| 6 | MR. JONES: All right. What is the | 6 | and maintain 14 jobs with six hundred and |
| 7 | pleasure of the Board? Do we have a motion | 7 | fifty-six thousand in payroll. The actual jobs |
| 8 | approved with no penalty from Secretary | 8 | and payroll created for the 2020 reporting |
| 9 | Pierson; second from Mayor Toups. Any | 9 | period was seven jobs with three hundred and |
| 10 | questions or comments from the Board? There | 10 | fifty thousand six hundred and fifty-six in |
| 11 | being none. Any comments from the public? | 11 | payroll. The actual jobs in payroll created |
| 12 | There being none. All in favor say aye. | 12 | for the 2021 reporting period was zero jobs |
| 13 | (Complies.) Any opposition? There is none; | 13 | with zero in payroll. |
| 14 | the motion carries. | 14 | The Parish Council originally denied the |
| 15 | MR. SANTOS: Thank you. |  |  |
| 16 | MR. USIE: Next we have two contracts, | 15 | exemption, so they were not requested to |
| 17 | Fisher Manufacturing Service, LLC, in | 17 | provide feedback for this noncompliance, and we |
| 18 | Tangipahoa Parish. They are noncompliant for | 18 | Sheriff stating from the School Board and the |
| 19 | the 2022 reporting period. | 19 | Board is in full support of taking no action on |
| 20 | The exhibit A for contract 20190086 | 20 | 2018029-ITE. |
| 21 | required the company create and retain one job | 21 | Mr. Martin came to our board meeting and |
| 22 | with twenty thousand in payroll. The actual | 22 | explained the complexities of the exemption, |
| 23 | jobs created was one with forty-nine thousand | 23 | why they were found noncompliant. Our Board |
| 24 | one hundred and ten dollars in payroll. The | 24 | understood and voted in the affirmative to take |
| 25 | filing is noncompliant due to being late only. | 25 | no action. The sheriff issued a letter |


|  | further action being taken in this matter | 1 | overtime, with college students working on |
| :---: | :---: | :---: | :---: |
| 2 | MR. JONES: We have some -- Mr. Martin? | 2 | nds, we managed to survive, and they |
| 3 | Please state your name and position with the | 3 | worked so hard that I paid everybody a thousand |
| 4 | company. | 4 | dollars for every year of service for Royal |
| 5 | MR. MARTIN: I am Royal Martin, III. I am | 5 | Martin during 2021 on November the 22nd. That |
|  | airman and CEO and CFO of Royal Martin. | 6 | is why I am positive our payroll was much, much |
| 7 | We are celebrating our hundredth year here | 7 | greater. So, you have got some people, a lot |
|  | Louisiana. Royal Martin in 2000 that I wa | 8 | of people that worked for us for twenty-five |
|  | part of, I have been around 41 years, so we | 9 | years. I kept it a secret. They got a |
| 10 | built the first plywood plant that had been | 10 | twenty-five thousand dollar check that day |
| 11 | built in 1996, 14 years, and we celebrated our | 11 | without knowing it. So, I know we complied |
| 12 | 25th year in Natchitoches Parish in 2021 | 12 | with the payroll. It was extremely difficult |
| 13 | I do not like to be noncompliant, but I | 13 | that year for |
| 14 | will have some comments about that. | 14 | We have right now about 740 people that |
| 15 | We are different. We use the -- Board of | 15 | work at Chopin. We have, like I say, expanded. |
| 16 | Commerce \& Industry uses a particular | 16 | We started -- this contract was befo |
| 17 | methodology that Secretary Pierson and I have | 17 | timber-mill. It was a small piece of the |
| 18 | discussed it at length. That is not exactly | 18 | overall plant, and we doubled the size of it in |
| 19 | the way we operate | 19 | 2018 and created a new log product for the |
| 20 | We are a 52, 53 week accounting period, | 20 | State of Louisiana called kenner wood-type |
| 21 | which means I always end on a Sunday. That | 21 | product which we had over in Alabama. So, that |
| 22 | means sometimes payrolls get paid in the nex | 22 | is why the numbers appear small, but we have a |
| 23 | in a next calendar year, and that does not j | 23 | lot of pay |
| 2 | with your methodologies. So, with that being | 24 | So, we have letters of support. I would |
| 25 | said, I would like to look at my ES4 data for | 25 | like to add to what you were saying about the |
|  | Page 54 |  | Page 56 |
|  | job compliance. Also I want to point out too | 1 | Natchitoches Parish Council. The Natchitoches |
| 2 | that Marco at Chopin has a four million dollar | 2 | rish Council put us on an agenda that they |
| 3 | payroll per year, and 2021, I am pretty sure | 3 | d not put on the website. They posted it on |
| 4 | that we are compliant on all of our payro | 4 | the door that day, which I do not go by and |
| 5 | dollars in 2020 and 2021 because there was | 5 | check the door of the courthouse, sorry, and I |
| 6 | covid, and we expanded during covid, which is | 6 | issed the meeting, so they got mad at me and |
| 7 | my fault, and job creation during covid was | 7 | denied, but I came back and said, put me on |
| 8 | extremely challenging because people got paid | 8 | again, and we passed it, they passed it, but |
| 9 | to stay home, and all you had to do was to | 9 | they sent it to the Board late, so they |
| 10 | check a box and say that I applied for a job to | 10 | actually did approve the extension. They just |
| 11 | qualify. | 11 | got it in late, so that is something else. |
| 12 | Well, we would get hundr | 12 | So, anyway, I have letters of support from |
| 13 | applications, show up for the job fair and four | 13 | e sheriff as he said before, and I got a |
| 1 | people would show up. So, I had supervisors, | 14 | unanimous vote at the School Board. I was very |
| 15 | we had enormous amounts of overtime and we ran | 15 | proud of that to contain. |
| 16 | as an essential business through 2020 and 2021. | 16 | So, Chair, that is all I have to say. |
| 17 | We created -- we maintained -- in fact, I would | 17 | lieve right now we have 740 jobs. Our |
| 18 | argue, I have never met you before, but I have | 18 | baseline was six seventy-eight, so my math, we |
| 19 | heard your name a lot, that I have got a CPA | 19 | were over almost 60 plus. |
| 20 | and a certified internal auditor that prepares | 20 | MR. JONES: You may have just answered my |
| 21 | these for us, and I think we created the jobs | 21 | uestion. I was going to ask, how have you |
| 22 | in 2020, but I do not want to argue with you, | 22 | recovered over the covid debacle? |
| 23 | because all he asked for was a lot more than | 23 | R. MARTIN: Pretty well. We are the |
| 24 | that. | 24 | gle largest power plant in North America, |
| 25 | 2021 was very, very difficult, but with | 25 | and the safest for the last three years. So -- |
|  | Page 55 |  | Page 57 |


| 1 | MR. JONES: We have heard a lot from | 1 | have about a hundred and forty in classes |
| :---: | :---: | :---: | :---: |
| 2 | people in the position that those two or three | 2 | statewide in 18 schools. |
| 3 | years were very difficult to find workers, and | 3 | MR. NASSAR: Thank you. That is very |
| 4 | I am curious, are we getting past that now? | 4 | good. It is very good. |
| 5 | MR. MARTIN: We are | 5 | MS. THOMPSON: I have a comment. |
| 6 | The education level of our applicants is | 6 | Mr. Martin, thank you so much for being here. |
| 7 | poor, and we are working on that with Rapides | 7 | Your family is the largest landowner in this |
| 8 | arish School Board and Natchitoches Parish | 8 | state that lives here and employ over, what, |
| 9 | School Board. We have implemented a lot of | 9 | 3,000 people at least. |
| 10 | help from them and the technical colleges, both | 10 | MR. MARTIN: Well, we employ fourteen |
|  | the technical colleges in Alexandria and in | 11 | hundred or so directly, but we have thousands |
| 12 | Natchitoches, and those kids need time. | 12 | of loggers and truck drivers, maintenance |
| 13 | And so, in Rapides Parish they have | 13 | people, yes. |
| 14 | implemented, if you are a D school, the kids go | 14 | MS. THOMPSON: By my account, you have |
| 15 | to summer school, which I think is outstanding, | 15 | invested 25 and 50 million dollars into just |
| 16 | and they are going to catch up. Bright kids. | 16 | higher education in the State, and on behalf of |
| 17 | And Natchitoches is also looking at that as | 17 | Loyal Flagship, we want to thank you and thank |
| 18 | well. Those kids need time. | 18 | your family and thank you for your service. |
| 19 | I do not know if you are familiar with | 19 | There is not a higher education meeting that I |
| 20 | Study Bill. That is my cousin owns that. She | 20 | go to that you are not there, so we appreciate |
| 21 | is trying to hire more and more people because | 21 | that. |
| 22 | people are flooding into that program trying to | 22 | MR. MARTIN: Thank you very much. |
| 23 | get their kids caught up | 23 | Being on the Board of -- for six years, I |
| 24 | MR. JONES: You have obviously done a good | 24 | got -- we are all in love with higher |
| 25 | job with the locals, so we basically have a | 25 | education, so, and technical college. Thank |
|  | Page 58 |  | Page 60 |
|  | situation here where we had covid-related | 1 | you very much. |
| 2 | issues. We have the locals recommending take | 2 | By the way, my dad was on this Board in |
| 3 | no action. I will entertain a motion from | 3 | 880 to '84, so. |
| 4 | Mr. Nassar to approve the exemption without | 4 | MR. JONES: Mr. St. Blanc. |
| 5 | penalty; second Mr. St. Blanc. | 5 | MR. ST. BLANC: I would like to make a |
| 6 | Any questions or comments from the Board? | 6 | comment and speak from my heart. |
| 7 | MR. NASSAR: I would like to make a | 7 | I worked at Royal Martin at community and |
| 8 | comment. | 8 | technical colleges. We did everything we could |
| 9 | MR. JONES: Yes, sir. | 9 | and they stepped up to the plate, and we |
| 10 | MR. NASSAR: I would like to thank you for | 10 | continue, and I became a legislator, but |
| 11 | being a school board member for 28 years, and | 11 | personally, it is not too many times personally |
| 12 | knowing the challenges in the public school | 12 | I had a problem when I was in business in the |
| 13 | system. We want to thank you and your company | 13 | mberyard that Royal Martin took care of me, |
| 14 | for working with all the school boards and | 14 | and I got it all through because of a coop that |
| 15 | readying our children for the workforce, | 15 | went bankrupt on me, and Royal Martin stayed |
| 16 | because let's face it, probably 60 percent of | 16 | with me. I would never forget that. I am |
| 17 | our kids will not go to college. So, we need | 17 | 11 on the Board today and am able to approve |
| 18 | to give them what they need to be able to enter | 18 | something, and not only did it help me |
| 19 | the workforce, and I want to commend you for | 19 | personally, but the State of Louisiana owes |
| 20 | that. Thank | 20 | this company a lot, because you cannot imagine |
| 21 | MR. MARTIN: And have you heard about our | 21 | what happened with covid and everything, and I |
| 22 | Works Program? In 2007 we got the Bese Board | 22 | want to thank him personally for doing what he |
| 23 | to approve an agricultural curriculum that | 23 | did for me in a small lumberyard all in |
| 24 | teaches kids about the forest products | 24 | Louisiana, so thank you. |
| 25 | industry, and we hire about 15 to 20 kids. We <br> Page 59 | 25 | MR. JONES: Any other comments or Page 61 |


|  | questions from the Board? Any comments from | 1 | 20210399, CSP Deriver, LLC, Beauregard |
| :---: | :---: | :---: | :---: |
| 2 | the public? Hearing none. All in favor say | 2 | Parish. 20210427, ControlWorks, LLC, Calcasieu |
| 3 | aye. (Complies.) Any opposition? There being | 3 | Parish. 20210447, ControlWorks, LLC, Ascension |
| 4 | none, the motion carries | 4 | Parish. 20210304, Honeywell International Inc, |
| 5 | From all of us, Mr. Martin, thank you for | 5 | East Baton Rouge Parish. 20210305, Honeywell |
| 6 | you and your family and what you have done for | 6 | International, Inc, Ascension Parish. |
| 7 | the State | 7 | 20210517, International Paper Company, |
| 8 | MR. MARTIN: I appreciate it very much. | 8 | Washington Parish. 20220495 Koppers Utility |
| 9 | MS. CHENG: And that concludes the -- | 9 | and Industrial Products, Inc, Vernon Parish. |
| 10 | MR. JONES: All right. Let's move on to | 10 | 20220449, Niagara Bottling, LLC, Tangipahoa |
|  | consideration of the tax utilization request | 11 | Parish. 20210420, PHI Aviation, LLC, |
| 12 | from an oral contract. | 12 | Terrebonne Parish. 20210306, Sealevel |
| 13 | Ladies and gentlemen, this is something we | 13 | Construction, Inc, Lafourche Parish. 20210302 |
|  | do not see very often. This is a program that | 14 | UOP, LLC, East Baton Rouge Parish and 20210303, |
| 15 | the State has that is just not exercised very | 15 | UOP, LLC, Caddo Parish. |
| 16 | often, at least not what this Board has see. | 16 | MR. JONES: Thank you. Entertain a motion |
| 17 | And I am going to try to give you the short | 17 | to approve these applications. Mayor Toups; |
| 18 | version of this without going through a great | 18 | second Mr. Moss. Any questions or comments |
| 19 | deal of explanation, but essentially, the | 19 | from the Board? Hearing none. Any comments |
| 20 | Governor has the authority through ULAB, if | 20 | from the public? Hearing none. All in favor |
| 21 | is trying to bring a company to the state, to | 21 | say aye (Complies.) Any opposition? There |
| 22 | basically offer them a tax equalization system | 22 | being none, the motion carry. |
| 23 | so that they are equal with the State with whom | 23 | MS. ADEGBE: I have one change of project |
| 24 | you were competing, so that by coming here | 24 | physical location. |
| 25 | rather than going to say Texas or Mississippi, Page 62 | 25 | 20151137, Brown \& Root Industrial Page 64 |
| 1 | they received tax treatment comparable to what | 1 | Services, LLC of Delaware and BR Industrial |
| 2 | they would have received had they gone to the | 2 | Operations, LLC. Previously address, 2600 City |
| 3 | other state. | 3 | Place Court, Suite 500, Baton Rouge, Louisiana |
| 4 | But in any event, Pool Corporations and | 4 | 70808, East Baton Rouge Parish. New address is |
| 5 | subsidiaries are in a program like that now and | 5 | 4171 Essen Lane, suite 1100, Baton Rouge, |
| 6 | they are up for a five-year renewal of that | 6 | Louisiana 70809, East Baton Rouge Parish. |
| 7 | program, and that is what is before us now, to | 7 | MR. JONES: Entertain a motion to approve |
| 8 | approve or not approve that renewal. | 8 | this change of physical location. A motion |
| 9 | Mr. Pierson, is that a reasonably fair | 9 | from Mr. Simien; second from Mr. Moss. Any |
| 10 | description of the program? | 10 | questions or comments from the Board? Hearing |
| 11 | MR. PIERSON: That is correct, sir, and it | 11 | none. Any comments from the public? Hearing |
| 12 | is as you have stated, rarely invoked, but it | 12 | none. All in favor say aye. (Complies.) Any |
| 13 | is a very substantial company and a great | 13 | opposition? There being none, the motion |
| 14 | opportunity for Louisiana, and it is a very, | 14 | carries. |
| 15 | very strong employer in the St. Tammany region. | 15 | MS. ADEGBE: That concludes the -- |
| 16 | MR. JONES: Correct. We will entertain a | 16 | MR. JONES: Thank you, ma'am. |
| 17 | motion to approve from Mr. St. Blanc; second | 17 | Good morning, Mr. Rosenberg. Lead us |
| 18 | Mr. Slone. Any questions or comments from the | 18 | through. |
| 19 | Board? Hearing none. Any comments from the | 19 | MR. ROSENBERG: There are 19 new |
| 20 | public? All in favor say aye. (Complies.) | 20 | applications. 20220036 for 1101 Aline Street |
| 21 | Any opposition? There being none, the motion | 21 | LLC, Orleans Parish. 20230135 for 3401 |
| 22 | carries. All right. | 22 | Jefferson Highway in Jefferson Parish. |
| 23 | Now let's go to the beginning of the | 23 | 20230124 for 3401 Jefferson Highway LLC, |
| 24 | agenda. Ms. Adegbe has been waiting. | 24 | Jefferson Parish. 20230134 for 3401 Jefferson |
| 25 | MS. ADEGBE: Twelve new applications. <br> Page 63 | 25 | Highway LLC in Jefferson Parish. 20230136 for Page 65 |



| 1 | Natchitoches Parish. The existing contract is |  | Alexandria, Monroe, Shreveport, Thibodaux, and |
| :---: | :---: | :---: | :---: |
| 2 | $2 / 15$ of '18 to $2 / 14$ of 2023. The requested | 2 | t only making the information available by |
| 3 | term date is $2 / 14 / 22$. The program requirements | 3 | coming to the various regions around the state, |
|  | have been met. No additional jobs are | 4 | so numerous events that included the |
| 5 | anticipated. | 5 | uisiana Bankers association and other |
| 6 | 20160639, Excel Contractors, Incorporated, | 6 | So, to date we have gotten more than six |
| 7 | d/b/a, Excel Contractors, Incorporated, Eas | 7 | illion dollars into financial instir |
| 8 | Baton Rouge Parish. The existing | 8 | ble to push out. We continue to try to |
| 9 | $6 / 13 / 18$ to $6 / 12 / 2023$. The requested term date | 9 | grow the inventory of existing banks that are |
| 10 | is $6 / 12 / 2021$. The program requirements have | 10 | called preferred lenders where the boards have |
| 11 | been met. No additional jobs are anticipated. | 11 | adopted the rules and regulations required by |
| 12 | 0151284, Excel Group Services, | 12 | the US Treasury, but we think our coverage is |
| 13 | Incorporated, Ascension Parish. The existing | 13 | around 50 percent of the state right now in 32 |
| 14 | contract period is $6 / 13 / 18$ to $6 / 12 / 2023$. The | 14 | parishes, although we still have an aggressive |
| 15 | requested term date is $6 / 12 / 2021$. The progra | 15 | effort to enter more banks into these programs, |
| 16 | requirements have been met. No additional job | 16 | and also to launch the venture capital and C |
| 17 | are anticipated. | 17 | funding that is now made available through this |
| 18 | MR. JONES: Entertain a motion to approve | 18 | important program |
| 19 | these terminations. Motion from Mayor Toups; | 19 | Over and with our office of International |
| 20 | second from Mr. Hollins. Any questions or | 20 | Commerce, they have spent the last few months |
| 2 | comments from the Board? Hearing none. Any | 21 | holding stakeholders meeting and workshops, and |
| 22 | comments from the public? Hearing none. All | 22 | ere able to develop a comprehensive |
| 2 | in favor say aye. (Complies.) Any opposition? | 23 | development plans which was adopted by the |
| $\begin{aligned} & 24 \\ & 25 \end{aligned}$ | Hearing none, the motion carries. Thank you. <br> MS. METOYER: That concludes EZ. | 24 25 | Louisiana Board of International Commence. On October 19th we will be posting that on our |
|  | Page 70 |  | Page 72 |
|  | MR. JONES: Very good. All right. |  | ebsite and making that available in |
| 2 | Do we have any other business before the | 2 | stribution. |
| 3 | Board? Hearing none, Secretary Pierson, brin | 3 | Monday we were notified by the EEA of the |
| 4 | us up to date. | 4 | Phase I award for the development of a wind |
| 5 | MR. PIERSON: Yes, sir, and I will try to | 5 | energy hub here in Louisiana. This opens the |
| 6 | ve through this fairly quickly. I am g | 6 | door to compete for a Phase II award which |
| 7 | make these announcements around our program. | 7 | could have some significant funding available |
| 8 | I just got back from a Lafayette meeting | 8 | for us as a state and to develop this new |
| 9 | where Louisiana Economic Development cohosted | 9 | technology and growing industry here in |
| 10 | statewide, small business summit with Lafayette | 10 | America. We will provide for you some more |
| 11 | Economic Development Authority. It was well | 11 | information on that as it develops. |
| 12 | attended. | 12 | Also, relative to our military activities, |
| 13 | governor made the opening remarks, | 13 | are continuing to pay close attention to the |
| 1 | we were able to spend the better part of the | 14 | important role Department of Defense |
| 15 | day introducing opportunities to small | 15 | installations play in Louisiana, but really, on |
| 16 | businesses across the state with our program | 16 | the 16th of November we will be in Vernon |
| 17 | and certainly, one of the key programs | 17 | rish cutting the ribbon on one of our five |
| 18 | are moving on right now is our states | 18 | technology centers that we helped establish on |
| 19 | Business Credited Initiative as you will recal | 19 | those public school campuses in Vernon Parish. |
| 20 | where the US Treasury awarded us two hundr | 20 | Those are Fort Johnson, formerly Fort Polk. |
| 21 | thirteen million dollars. Since | 21 | ith about a 7.5 million dollar investment from |
| 22 | been promoting that program across the state | 22 | e Department of Defense, we were able to |
| 23 | We have had road shows, we call business int | 23 | ild technology centers on two -- campuses, |
| 24 | the community across Louisiana in New Orleans, | 24 | two middle-school campuses and one high school |
| 25 | Baton Rouge, Lake Charles, Lafayette, | 25 | campus, and those are locations where students |
| Page 71 |  |  | Page 73 |


|  | can gather for information, instruction. They | 1 |
| :---: | :---: | :---: |
| 2 | have a full compliment of wifi and other | 2 |
| 3 | technology to enable the opportunities for | 3 REPORTER'S CERTIFICATE |
|  | those students. Really an exciting enhancement | 4 I, Kristine M. Ferachi, Certified Court |
| 5 | for Vernon Parish in keeping Port Johnson | 5 Reporter, Certificate Number 87173, in and for the |
| 6 | strong. Obviously it is very important to us. | 6 State of Louisiana, as the officer before whom this |
| 7 | It highlights both the EEA awards and the | 7 proceeding was taken, do hereby certify that this |
| 8 | seven-and-a-half million dollars that we | 8 proceeding set forth in the foregoing 77 pages was |
| 9 | secured by the Department of Defense, the | 9 taken on October 25, 2023; that this proceeding was |
| 10 | active effort that the Department takes to | 10 reported by me in stenographic machine shorthand, |
| 11 | secure external funding from virtually the | 11 was prepared and transcribed by me or under my |
| 12 | Federal government for a lot of different | 12 personal direction and supervision, and is a true |
| 13 | programs. That was not always available, so it | 13 and correct transcript to the best of my ability and |
| 14 | has been a new and evolving initiative in the | 14 understanding; that the transcript has been prepared |
| 15 | Department and we will show you some of the | 15 in compliance with transcript format guidelines |
| 16 | success that we have had, and not only in the | 16 required by statute or by the rules of the board, |
| 17 | year of 2023, but a recapture of some recent | 17 and that I am informed about the complete |
| 18 | information relative to those successes, and a | 18 arrangement, financial or otherwise, with the |
| 19 | number of others with our annual report, which | 19 person or entity making arrangements for deposition |
| 20 | I hope we will be able to present to you in our | 20 services; that I have acted in compliance with the |
| 21 | next meeting. | 21 prohibition on contractual relationships, as defined |
| 22 | So, that concludes my report, unless there | 22 by Louisiana Code of Procedure Article 1434 and in |
| 23 | are some questions or topics people would like | 23 the rules and advisory opinions of the board; that I |
| $\begin{aligned} & 24 \\ & 25 \end{aligned}$ | to discuss. <br> MR. JONES: Any questions for the | 24 have no actual knowledge of any prohibited 25 employment or contractual relationship, direct or |
|  | Page 74 | Page 76 |
| 1 | secretary? Hearing none, thank you very much. | 1 indirect, between a court reporting firm and any |
| 2 | Ladies and gentlemen, that brings us to | 2 party litigant in this matter, nor is there any such |
| 3 | the end of our agenda. I would remind the | 3 relationship between myself and a party litigant in |
| 4 | Board that our December meeting is a little bit | 4 this matter; that I am not related to counsel or to |
| 5 | earlier in the month than is normal, but I hope | 5 the parties herein, nor am I otherwise interested in |
| 6 | it is on your calendar. We have some important | 6 the outcome of this matter. |
| 7 | matters coming up that day, and to let you know | 7 This certification is valid only for a |
| 8 | that it may very well be the last meeting of | 8 transcript accompanied by my original signature and |
| 9 | this Board as precedent constitutes, because | 9 original required seal on this page. |
| 10 | with the new governor, Governor Elect Landry | 10 Signed: November 10, 2023 |
| 11 | will have the opportunity to make appointments | 11 |
| 12 | to this Board, and so, December may be our last | 12 |
| 13 | time together as a group. So, I urge you to be | 13 |
| 14 | here and let's celebrate December at our last | 14 Kristine M. Ferachi, CCR \#87173 |
| 15 | meeting. | 15 |
| 16 | Anything else? Being none. Motion to | 16 |
| 17 | adjourn. All in favor say aye. (Complies.) | 17 |
| 18 | We are done. Thank you. | 18 |
| 19 | (Whereupon, the hearing was concluded.) | 19 |
| 20 |  | 20 |
| 21 |  | 21 |
| 22 |  | 22 |
| 23 |  | 23 |
| 24 |  | 24 |
| 25 |  | 25 |
|  | Page 75 | Page 77 |

[\& - 20220103]

| \& | $\begin{array}{lc} \mathbf{2 / 1 5} & 70: 2 \\ \mathbf{2 0} & 59: 25 \end{array}$ | 20170016 68:12 | 20200464 69:7 |
| :---: | :---: | :---: | :---: |
| \& 1:2 2:9 3:4 |  | 20170177 40:17 | 20200526 6:21 |
| 11:4,10 45:21 | $\begin{array}{ll} 2000 & 54: 8 \\ 2007 & 59: 22 \end{array}$ | 20170492 33:4 | 6:22 |
| 54:16 64:25 |  | $\begin{aligned} & 2018 \text { 6:7 33:2,6 } \\ & 40: 3 \text { 44:14 } \\ & 56: 19 \end{aligned}$ | $\begin{array}{rl} 2021 & 13: 11 \\ 20: 8 & 41: 4,14 \end{array}$ |
| 0 | $\begin{array}{ll} \mathbf{2 0 1 0 0 7 2} & 33: 3 \\ 2010098 & 23: 21 \end{array}$ |  |  |
| 0223 |  |  | 41:15 52:4,12 |
| 0i 27:1 | 20120041 24:21 | 20180072 34:9 |  |
| 1 |  |  |  |
| 1 22:5,24 31:8 | 20141263 24:22 |  |  |
|  | 20150293 24:8 | 20180149 44:15 | 20210212 69:8 |
| 10 69:3 77:10 | 20150991 24:9 | 2018029 52:20 | 20210266 51:6 |
| 100 9:23 | 20151126 24:20 | 20180296 52:2 | 20210302 64:13 |
| 11 41:4,15 | 20151137 64:25 | 20180393 53:22 | 20210303 64:14 |
| 1100 65:5 | 20151284 70:12 | 20181049 44:16 | 20210304 64:4 |
| 1101 65:20 | 20151323 24:11 | 2019 39:15 | 20210305 64:5 |
| 12 8:3 14:12 | 20151877 34:22 | 40:18,22 46:5 | 20210306 64:12 |
| 12/21/22 25:11 | 20152048 24:10 | 20190009 69:13 | 20210399 64:1 |
| 13 7:23 10:3 | $\begin{array}{ll} 20160175 & 24: 13 \\ 20160639 & 70: 6 \end{array}$ | 20190086 50:20 | 20210420 64:11 |
| 48:11,23 |  | 20190393 53:10 | 20210427 64:2 |
| 14 6:7 9:22 | 2016066 24:24 | 20190412 69:9 | 20210433 66:18 |
| 52:6 54:11 | 20160708 24:12 | 2020 40:18 | 20210447 64:3 |
| 1434 76:22 |  | 41:3,8 46:5 | 20210510 66:19 |
| 15 10:4 59:25 | $\begin{array}{ll} 20160995 & 69: 14 \\ 20161405 & 25: 9 \end{array}$ | 52:4,8 55:5,16 | 20210517 64:7 |
| 16 23:19 | $\begin{array}{ll} 20161405 & 25: 9 \\ 20161492 & 24: 17 \end{array}$ | 55:22 | 20210539 6:20 |
| 16th 73:16 | 20161494 24:19 | 202000044 | 20210609 6:11 |
| 18 60:2 70:2 | 20161546 24:16 | 47:25 | 20210624 35:9 |
| 19 65:19 | $\begin{gathered} 201615946 \\ 24: 15 \end{gathered}$ | 20200065 6:25 | 35:12 |
| 196 34:11 |  | 20200094 33:23 | 2022 32:14 |
| 1980 61:3 | $\begin{array}{\|cc\|} \hline 24: 15 & \\ \mathbf{2 0 1 6 1 6 2 3} & 39: 14 \end{array}$ | 33:23 | 35:16 44:18 |
| 1996 54:11 | $20161633 \quad 67: 24$ | 20200183 69:5 | 45:11 48:2,11 |
| 19th 72:25 | $\begin{aligned} & 2016163467: 22 \\ & 2016186151 \\ & 40: 2 \end{aligned}$ | 20200184 69:12 | 48:14 50:19 |
| 2 |  | 20200404 69:11 | 20220036 65:20 |
| $\begin{array}{ll} \mathbf{2 / 1 4} & 70: 2 \\ \mathbf{2 / 1 4 / 2 2} & 70: 3 \end{array}$ | $2017 \text { 39:11 }$ | $\begin{array}{\|ll\|} \mathbf{2 0 2 0 0 4 2 4} & 69: 4 \\ \mathbf{2 0 2 0 0 4 4 8} & 69: 16 \end{array}$ | $\begin{array}{\|ll} 20220103 & 36: 13 \\ 36: 16 \end{array}$ |

[20220104 - action]

| 20220104 36:14 | 202303288 6:9 | 4171 65:5 | 9 |
| :---: | :---: | :---: | :---: |
| 6:16 | 20230614 6:18 | 44 44:20 | 91 8:13 |
| 20220250 66:4 | 2027 36:18 | 5 | a |
| $\begin{array}{lll}\mathbf{2 0 2 2 0 2 5 1} & 66: 6 \\ \mathbf{2 0 2 2 0 2 5 2} & 66: 7\end{array}$ | $\begin{array}{lll}2030 & 36: 18 \\ 220 & 34: 12\end{array}$ | 50 60:15 72:13 | abatement 1:21 |
| 20220253 66:8 | 22nd 56:5 | 500 65:3 | ability 76:13 |
| 20220254 66:10 | 23 25:12 32:15 | $\begin{array}{ll}\mathbf{5 1} & 40: 2 \\ \mathbf{5 2} & 54 \cdot 20\end{array}$ | able 59:18 |
| 20220255 66:11 | 41:3 | 52 54:20 | 61:17 71:14 |
| 20220256 66:12 | 23rd 7:17 |  | 72:22 73:22 |
| 20220257 66:14 | 24 8:10 | $\begin{array}{ll} 534 & 40: 20 \\ 565 & 40: 5 \end{array}$ | 74:20 |
| 20220258 66:15 | 25 1:3 2:6 3:1 | 565 40:5 | above 45:20 |
| 20220261 66:16 | 60:15 76:9 | 6 | 53:6 |
| 20220293 66:2 | 25th 54:12 | 6/12/2021 | absorb 17:17 |
| 20220298 67:8 | 2600 65:2 | 70:10,15 | accept 32:18 |
| 20220401 6:23 | 28 48:3 59:11 | 6/12/2023 70:9 | acceptable |
| 20220424 6:15 | 3 | 0:14 | 13:2 |
| 20220426 6:17 | 3 9:7 10:10 | 6/13/18 70:9,14 | accommodati.. <br> 5.18 |
| 20220449 64:10 | $\begin{array}{lll}3,000 & 60: 9\end{array}$ | 60 14:19 15:10 | 5:18 |
| $\begin{array}{lll}20220452 & 7: 1 \\ 20220495 & 64.8\end{array}$ | 3.6 15:16 | 20:13 57:19 | accompanied |
| 2023 1:3 2:6 | $30 \quad 41: 14 \text { 48:12 }$ | 59:16 617 | account 8:8,11 |
| 3:1,5 5:202-1251:15 |  | 7 | $\begin{aligned} & 8: 15 \text { 10:8 } \\ & 35: 13 \text { 60:14 } \end{aligned}$ |
|  | $51: 1,12$ | 7.5 73:21 |  |
| 25:12 $51,2,12,15$ | $31 \quad 32: 1436: 18$ | 70360 34:12,13 | $\begin{gathered} \text { accounting } \\ 54: 20 \end{gathered}$ |
| 70:2 74:17 | $\begin{aligned} & \mathbf{3 2} \quad 72: 13 \\ & \mathbf{3 4 0 1} \quad 65: 21,23 \end{aligned}$ | 70808 65:4 |  |
| 76:9 77:10 |  | 70809 65:6 | accounts 13:1 <br> accurate 21:9 |
| 20230010 66:3 | $\begin{gathered} 3401 \quad 65: 21,23 \\ 65: 2466: 1 \end{gathered}$ | 740 56:14 |  |
| 20230059 6:10 | $\mathbf{3 6 , 0 0 0} \quad 12: 15$ | 57:17 | 23:1 |
| 20230124 65:23 |  | 77 76:8 | acknowledged 43:24 |
| 20230134 65:2 | 4 | 8 |  |
| $\begin{array}{ll} 20230135 & 65: 21 \\ 20230136 & 65 \cdot \end{array}$ | 4 69:11 | 84 61:3 | act 32:5 |
| 20230257 6:1 | 4.02a 36:15 | 87173 | acted 76:20 |
| 20230310 | 41 54:9 | 77:14 | action 45:3, |
|  |  | 8th 51:2,13 | 45:10 47:7 |
|  |  |  | 52:19,25 53:9 |

Page 2
Court Reporters of Louisiana
225-201-9650 A Veritext Company
[action - appreciate]

[approach - beginning]

| approach 15:6 | artery 16:11 | authority 62:20 | 37:21 46:12 |
| :---: | :---: | :---: | :---: |
| appropriate | article 9:1,1,3 | 71:11 | 57:7 71:8 |
| 45:3 | 10:7 76:22 | availability | bad 11:2 12:2 |
| approve 5:22 | articles 8:22 | 37:20 | ball 43:1 |
| 7:8 11:25 | ascension 6:15 | available 31:24 | bankers 72:5 |
| 23:13 25:1 | 24:9,10,25 | 45:17 72:2,8 | bankrupt |
| 30:6,7 31:2 | 29:20 64:3,6 | 72:17 73:1,7 | 61:15 |
| 32:22 33:14 | 70:13 | 74:13 | banks 72:9,15 |
| 34:1,14,25 | asked 25:14 | average 10:5 | based 16:7 |
| 36:6 39:2 44:5 | 55:23 | 10:25 | 18:13 25:17 |
| 44:6 47:12,15 | asking 11:25 | averaging 7:24 | 36:21 |
| 51:19 53:21 | 15:9 27:13 | aviation 64:11 | baseline 57:18 |
| 57:10 59:4,23 | aspects 15:21 | award 73:4,6 | basf 24:8,10 |
| 61:17 63:8,8 | assets 35:14 | awarded 71:20 | basically 35:18 |
| 63:17 64:17 | associated 15:8 | awards 74:7 | 36:20 37:21 |
| 65:7 66:25 | association | aware 8:22 | 58:25 62:22 |
| 68:16 69:18 | 11:22,24 12:16 | 9:21 10:13 | bate 17:6 |
| 70:18 | 12:16 20:10 | 13:25 15:4 | bates 66:2 67:4 |
| approved | 72:5 | aye 5:146:1 | baton 1:4 9:5 |
| 20:20 22:21 | assumption | 23:17 24:4 | 24:12,18 64:5 |
| 50:8 66:24 | 18:19 | 25:6 32:23 | 64:14 65:3,4,5 |
| approving 32:9 | attend 42:19 | 33:18 34:5,18 | 65:6 66:2,4,5,6 |
| approximately | attended 71:12 | 35:4 36:10 | 66:8,9,10,12,13 |
| 14:24 | attention 42:21 | 39:5 44:10 | 66:14,16,17 |
| april 8:1 41:14 | 73:13 | 47:21 50:12 | 69:15 70:8 |
| 51:1,12 71:21 | audience 17:12 | 51:24 62:3 | 71:25 |
| argue 55:18,22 | auditor 55:20 | 63:20 64:21 | beachhead |
| arising 36:21 | august 5:20 | 65:12 67:13 | 19:3 |
| arose 33:10 | 7:17 8:1 25:12 | 68:8,21 69:22 | beauregard |
| arrangement | 29:16 32:15 | 70:23 75:17 | 39:13 42:8 |
| 76:18 | 1:3 | b | 64:1 |
| arrangements 76:19 | $\begin{gathered} \text { aurorium } \\ 33: 24 \end{gathered}$ | b 6:25 24:13,20 | began 13:10 <br> beginning $5: 10$ |
| art 19:7 | authoritie | 24:21 70:7 | $63: 23$ |
|  | 19:20 50:2 | back 10:22 29:18,19 30:22 |  |

[behalf - called]

| behalf 43:21 | blanc 1:10 3:20 | 71:3 72:24 | brings 75:2 |
| :---: | :---: | :---: | :---: |
| 45:23 60:16 | 3:22 25:3 | 75:4,9,12 | brought 16:18 |
| believe 20:5 | 30:10,12 32:18 | 76:16,23 | 25:25 |
| 29:25 31:10,16 | 33:16 59:5 | boards 59:14 | brown 64:25 |
| 31:18 32:24 | 61:4,5 63:17 | 72:10 | bsf 24:9 |
| 36:24 57:17 | 69:19 | bodies 46:11 | budget 8:17 |
| benchmarks | board 1:2,7 3:4 | bollinger 6:12 | build 73:23 |
| 28:21 45:14 | 5:6,24 7:11 8:1 | 34:22 | building 16:12 |
| bercen 33:22 | 11:5 13:3 | born 26:25 | built 54:10,11 |
| bernard 24:19 | 14:10,11 15:12 | bossier 69:14 | bunge 6:13 |
| bese 59:22 | 15:14,18 18:11 | bottling 64:10 | burris 1:15 |
| best 46:676:13 | 22:5,6,17 23:6 | bottom 15:24 | 3:10,11 |
| better 71:14 | 24:2 25:4 26:6 | boulevard | business 8:14 |
| beverly 1:17 | 30:3,17,24 | 34:12 | 8:25 10:8 12:8 |
| 4:23 | 31:24 32:8,21 | box 55:10 | 20:7 26:22,22 |
| big 14:4 15:2 | 33:12,17 34:3 | boyd 26:1 | 49:20 55:16 |
| 16:11 | 34:17 35:3 | br 65:1 | 61:12 71:2,10 |
| bigner 1:9 | 36:8 39:4 | brad 1:11 4:5 | 71:19,23 |
| bilicek 13:5,7 | 40:14 41:6,17 | brandon 1:15 | businesses 12:7 |
| 15:20 16:7,24 | 42:13,18 43:1 | 3:10 | 46:3 71:16 |
| 17:14 18:22 | 43:21 44:2,8 | braxton 25:18 | c |
| 19:6,25 20:5 | 45:5,6,8,9,21 | 25:18,19,22 | c 1:672:16 76:3 |
| 20:24 21:8,10 | 45:25 47:3,4 | 27:20 28:24,25 | 76:3 |
| 21:15,22,25 | 47:11,19 48:7 | 29:4 30:4 31:3 | caddo 64:15 |
| 22:12,22 23:1 | 50:7,10 51:4 | 31:4,5 | 69:17 |
| 23:8,9 | 51:22 52:17,18 | break 8:19 | calcasieu 6:24 |
| bill 58:20 | 52:19,21,23 | 15:17 | 25:10 64:2 |
| billion 26:11,12 | 53:20 54:15 | brenda 1:8 | 69:9,13 |
| 27:5,8 | 57:9,14 58:8,9 | bret 4:5 | calendar 54:23 |
| bishop 4:8 | 59:6,11,22 | bright 58:16 | 75:6 |
| bit 17:5 37:11 | 60:23 61:2,17 | bring 12:6,11 | call 1:20 3:3,7 |
| 37:22 38:14 | 62:1,16 63:19 | 62:21 71:3 | 32:25,25 71:23 |
| 43:2 49:9 75:4 | 64:19 65:10 | bringing 12:4 | called 8:11 |
| biz 9:17 | $\begin{aligned} & \text { 67:11 68:6,19 } \\ & \text { 69:20 70:21 } \end{aligned}$ | 16:16 19:7 | $56: 2072: 10$ |

[cameron - coincide]

|  | ```case 26:15 31:15 46:18 49:9 cases 30:13 32:8 43:3,6 catch 5:8 58:16 caught 58:23 causes 42:21 causing 17:18 cautiously 38:19 ccr 77:14 celebrate 75:14 celebrated 54:11 celebrating 54:7 center 69:4,6 69:16 centers 73:18 73:23 ceo 54:6 certain 12:1 certainly 17:14 23:15 28:13 42:5 71:17 certificate 76:5 certification 77:7 certified 2:22 10:20 55:20 76:4 certify 76:7 cetera 26:9 28:18 36:22,23``` | ```cf \(6: 14\) cfo \(54: 6\) chain 36:22 37:18 chair 57:16 chairman 1:15 25:20 30:5 31:3 42:14 44:3 45:24 54:6 challenges 37:17 45:14 59:12 challenging 55:8 chance 5:21 change \(31: 11\) 31:23 33:21 34:1,8,15 64:23 65:8 changed 10:4 17:9,22 31:20 changes \(37: 17\) 38:15 changing 33:24 34:12 channel 9:7 charles 9:6 24:22,23 71:25 charlie 1:13 cheatham 1:8 check 55:10 56:10 57:5 chemical 9:3 24:11``` | ```chemicals 33:22 cheng \(1: 12,22\) 6:4 22:13 35:7 35:20,23 36:3 36:12,24 52:1 62:9 chief 13:8 49:3 children 59:15 chopin 55:2 56:15 cii \(24: 19\) circulated 9:4 9:18 10:8 citizen 7:15 city \(8: 14,25\) 10:7 65:2 civic 20:10 civil 2:7 claim 31:17 clarification 18:23 clarity 17:13 classes 60:1 clean 14:5 20:21 clear 25:16 28:16 close 27:5 43:23 73:13 coast 69:8 code 2:7 76:22 cohosted 71:9 coincide 21:20``` |
| :---: | :---: | :---: | :---: |

[cola - concerning]

| cola 3:14 | $34: 4,16,17$ | community | complexities |
| :---: | :---: | :--- | :--- |
| college $56: 1$ | $35: 2,336: 8,9$ | $8: 2410: 18$ | $52: 22$ |
| 59:17 60:25 | $39: 4,444: 8,9$ | $11: 2119: 3$ | compliance |
| colleges 58:10 | $46: 2547: 19,20$ | $20: 6,8,1321: 3$ | $42: 2043: 14,16$ |
| 58:11 61:8 | $50: 10,1151: 21$ | $21: 7,2122: 9$ | $46: 15,1655: 1$ |
| colonial 69:4 | $51: 2254: 14$ | $22: 20,2561: 7$ | $76: 15,20$ |
| come 3:5 12:24 | $59: 661: 25$ | $69: 671: 24$ | compliant $40: 3$ |
| $14: 1422: 5$ | $62: 163: 18,19$ | company $6: 25$ | $44: 1855: 4$ |
| $37: 146: 3,13$ | $64: 18,1965: 10$ | $7: 28: 189: 23$ | complied $56: 11$ |
| comes 30:14 | $65: 1167: 11,12$ | $13: 319: 19$ | complies $5: 15$ |
| coming 35:14 | $68: 5,6,19,20$ | $24: 12,15,17,24$ | $6: 123: 1724: 5$ |
| $62: 2466: 24$ | $69: 20,2170: 21$ | $34: 2337: 2,11$ | $25: 632: 23$ |
| $72: 375: 7$ | $70: 22$ | $40: 4,1944: 20$ | $33: 1834: 6,19$ |
| commence | commerce $1: 2$ | $45: 1146: 8,11$ | $35: 536: 10$ |
| $72: 24$ | $2: 93: 411: 4,10$ | $48: 3,1049: 1$ | $39: 644: 11$ |
| commencem... | $45: 9,2154: 16$ | $50: 1,2151: 7$ | $47: 2250: 13$ |
| $36: 1739: 1$ | $72: 20$ | $52: 553: 13$ | $51: 2462: 3$ |
| commend | commercial | $54: 459: 13$ | $63: 2064: 21$ |
| $59: 19$ | $26: 21$ | $61: 2062: 21$ | $65: 1267: 13$ |
| comment $7: 5$ | commercially | $63: 1364: 7$ | $68: 8,2269: 22$ |
| $18: 2431: 3$ | $13: 2120: 23$ | comparable | $70: 2375: 17$ |
| $43: 2559: 8$ | commit $18: 9$ | $63: 1$ | compliment |
| $60: 561: 6$ | commitment | comparison | $74: 2$ |
| commentary | $18: 2026: 16$ | $19: 18$ | comprehensive |
| $9: 10,16$ | $29: 2231: 9$ | compete $73: 6$ | $72: 22$ |
| comments $5: 23$ | $32: 143: 5$ | competing $16: 4$ | compressor |
| $5: 257: 10$ | commitments | $62: 24$ | $69: 25$ |
| $11: 1512: 21$ | $22: 10,14,16,19$ | competition | con $19: 23$ |
| $13: 4,2514: 2$ | $22: 23,2446: 7$ | $16: 21$ | concept $20: 15$ |
| $15: 1317: 3$ | committed $53: 4$ | compiling | concern $30: 20$ |
| $19: 14,1923: 5$ | communicate | $67: 18$ | $42: 2243: 21$ |
| $23: 624: 2,3$ | $50: 4$ | complete $76: 17$ | concerned $7: 15$ |
| $25: 427: 21,21$ | communicated | completed | $28: 22$ |
| $30: 332: 20,21$ | $8: 314: 1915: 6$ | $35: 25$ | concerning |
| $33: 16,1734: 3$ | $21: 2149: 24$ |  | $7: 1219: 23$ |
|  |  |  |  |
|  |  |  |  |

[concerns - cutting]

|  | contain $57: 15$ container 24:14 context $20: 3$ continue $19: 8$ 28:22 29:22 $46: 2249: 18$ $50: 4$ 61:10 $72: 8$ continuing $73: 13$ contract $25: 10$ $35: 9,1136: 13$ $39: 1440: 2,17$ $41: 20,23,25$ $42: 446: 5,12$ $46: 23 ~ 47: 24$ $50: 2051: 6$ $52: 253: 10,23$ $56: 16$ $62: 12$ $78: 12$ $70: 14$ contractor $\quad 10: 4$ contractors $10: 2470: 6,7$ contracts $33: 23$ $36: 1639: 11,12$ $44: 14,15,19$ $45: 18$ |  | ```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 сра \(55: 19\) 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 croklaan 6:13 csp 64:1 curious 58:4 curriculum 59:23 cutting 13:15 73:17``` |
| :---: | :---: | :---: | :---: |

[cytek - dollars]

| cytek 46:23 |  | develop 21:12 <br> $72: 22 \quad 73: 8$ <br> development <br> 1:3 43:9 $71: 9$ <br> $71: 11 \quad 72: 23$ <br> $73: 4$ <br> developments <br> 68:13 <br> develops $73: 11$ <br> diamond $37: 4,4$ <br> $37: 9,15,25$ <br> $38: 8,11,19$ <br> $39: 9$ <br> different $\quad 29: 11$ <br> $29: 20 \quad 32: 6$ <br> $54: 15 \quad 74: 12$ <br> difficult $55: 25$ <br> $56: 1258: 3$ <br> digit $67: 6$ <br> dime $8: 20$ <br> direct $10: 3$ <br> $45: 10$ <br> $47: 7$ <br> $76: 25$ <br> direction $76: 12$ <br> directly $\quad 11: 23$ <br> $60: 11$ <br> director $26: 21$ <br> $26: 24$ <br> $37: 5$ <br> directors $14: 11$ <br> disconnect $\quad 17: 2$ <br> discovered <br> $28: 8$ <br> discuss $79: 14$ <br> $74: 24$ | d 54 |
| :---: | :---: | :---: | :---: |
|  |  |  | discussion |
| d 23:21 58 |  |  |  |
|  |  |  | 16:13,17 19: |
| $8$ |  |  | disruptio |
| ton 2 |  |  | 17:18 disseminat |
| dashboard 42:25 |  |  | disseminated |
| ta 5 |  |  | di |
| ate 25:1 |  |  |  |
| , |  |  | trict 50:3 |
| :472:6 |  |  | , |
| ed 36:1 |  |  | 43:4 |
| e 3:12 |  |  | diversified $44: 16 \text { 45:3,7 }$ |
| david 1:13 |  |  | $\begin{aligned} & 44: 1645: 3,7 \\ & 45: 2346: 2,18 \end{aligned}$ |
| davis 3:21 |  |  | 45:23 46:2,18 <br> documentation |
| $\text { day } 8: 102$ |  |  | 49:8, |
| :15 7 |  |  | documen |
| ays 8:25 |  |  | 9:1 |
| 15:10 51:16 |  |  | doing 20:11,1 |
| eal 50:3 62:19 |  |  | 1:5 29: |
| dealt 33:9, |  |  | 61:2 |
| debacle 57:22 |  |  | dollar 15:17, |
| deborah 1:13 |  |  | :2 56:10 |
| 20 |  |  | 73:21 |
| december |  |  | dollars 7:22, |
| 4 38:22 |  |  | 10:6 14: |
| 12,14 |  |  | 26:11 27:5 |
| tion 11:5 |  |  | 38:2 39:19, |
| decision 38:7 |  |  | 40:7,11,2 |
| $15 \text { 45:7 }$ |  |  | 41:1,12 44 |
|  |  |  | 44:25 48:14,19 |
|  |  |  | 50:24 51:10 |

[dollars - exemptions]

[exercised - flooding]

| exercised 62:15 | eye 43:11 | 36:10 39:5 | 48:10,12 50:25 |
| :---: | :---: | :---: | :---: |
| exhibit 35:11 | ez 70:25 | 44:10 47:21 | 51:1,11 |
| 39:16 40:4,19 | f | 50:12 51:23 | filings 46:15 |
| 44:19 48:2 | f 1:6,6 $23: 22$ | 53:7,24 62:2 | 49:16 51:15 |
| 50:20 51:6 | 76:3 | 63:20 64:20 | final 38:6,14 |
| 52:5 53:13 | fabra 1:12 3:15 | 65:12 67:13 | financial 15:2 |
| existing 5:12 | fabra | 68:8,21 69:22 | 49:3 72:7 |
| 19:4 26:22 | face 59:16 | 70:23 75:17 | 76:18 |
| 5:11 70:1,8 | facebook 8:16 | february 46:12 | find 58:3 |
| 0:13 72:9 | 10:9 | federal 74:12 | fine $28: 25$ |
| exit 46:9 | facility $15: 2$ | feed 43:10 | firm 49:22 77:1 |
| expanded 55:6 | $16: 12 \quad 17: 19$ | feedback 52:16 | first 5:178:6 |
| 56:15 | fact $18: 20$ | feel $30: 23$ 47:13 | 8:25 10:22 |
| expect 26:11 | 55:17 | feeling 31:23 | 18:14 25:16,18 |
| 27:7 46:17 | fair 22:25 | feleciana $24: 14$ | 35:8 41:20,25 |
| expecting 15:9 | fair 513.13 63:9 | 69:10 | 54:10 67:17 |
| expenditure | fairly 21:9 71:6 | felt 17:18 49:6 | fisher 6:17,19 |
| :19 | fajardo 3:17 | ferachi $2: 22$ | 50:17 |
| expiration | falls 28:6 | 76:477:14 | five 8:12 $26: 7$ |
| 25:10 | $\begin{array}{ll}\text { familiar } & 58: 19\end{array}$ | fertilizer 16:11 | 26:17 27:14 |
| explained | family $60: 7$ | 36:13,14 38:25 | 31:14 39:16,17 |
| 52:22 | $62: 6$ | fifty 7:24 39:17 | 39:20,22 40:5 |
| explanation | far 9:16 12:4,8 | 39:21 40:5,8,9 | 40:7,8,10,20,22 |
| 17:4 30:15 | far $28: 17,2138: 2$ | 40:20,24 41:1 | 40:23,24 41:9 |
| 62:19 | 38:17 | 48:14,19 51:9 | 41:10 44:21 |
| extend 36:16 | farm | 52:7,10,10 | 48:13,18 53:14 |
| 8:25 | farmer 13:18 | file 49:7 | 56:8,10 63:6 |
| extension 26:8 | fashion 28:3 | filed 26:5 28:2 | 73:17 |
| 26:17 28:19 | fault $55: 7$ | 29:15 42:5 | flagship 60:17 |
| 31:15 57:10 |  | 46:11 48:23 | flashing 42:25 |
| external 17:12 | favor 5:7,14 | filing 27:18 | flight 5:7 |
| 74:11 | $6: 1 \text { 23:16 24:4 }$ | 28:19 29:7 | flipboard 8:19 |
| extremely 55:8 | 6:1 23:16 $24: 4$ | 35:15 39:23 | flood 11:6 |
| 56:12 | 32:23 33:18 | 40:11 41:1,2,3 | flooding 58:22 |
|  | 34:5,18 35:4 | 41:12,13 48:4 |  |

[floor - group]

| floor 7:7 | foster 6:20 | geopolitical | 11:18 12:1,3 |
| :---: | :---: | :---: | :---: |
| flowpam 24:13 | found 52:23 | 14:16 | 13:7 25:20 |
| focused 28:9 | foundry 69:10 | george 1:84:12 | 45:24 49:2 |
| focusing 49:19 | four 17:19 | getting 43:22 | 58:24 60:4,4 |
| folks 7:4 25:13 | 39:21,23 41:12 | 58:4 | 65:17 69:2 |
| 25:25 28:4 | 44:23,25 51:9 | give 20:2 26:17 | 71:1 |
| follow 28:1 | 51:10 55:2,13 | 31:14 42:15 | gotten 72:6 |
| following 39:11 | 67:25 68:1 | 48:15 59:18 | governing |
| 44:14 | fourteen 60:10 | 62:17 | 19:20 22:8 |
| food 7:18 10:1 | fox 8:6 | given 45:16 | government |
| 13:9,23 16:19 | frank 1:7 | gives 31:14 | 37:5 66:5,6,7,9 |
| 19:10 | frankly 28:5 | giving 45:12 | 66:10,11,13,14 |
| foods 10:18 | 29:14 | glad 44:3 71:6 | 66:15,17 74:12 |
| 44:16 45:4,7 | friendly 19:9 | globo 23:13 | governor 5:1 |
| 46:2,18 | front 35:16 | go 6:6 7:6 14:7 | 62:20 71:13 |
| footprint 16:17 | 38:3 | 21:23 22:7 | 75:10,10 |
| foregoing 76:8 | fuel $35: 9,10$ | 57:4 58:14 | governor's |
| forest 59:24 | fulfill 15:1 | 59:17 60:20 | 51:20 |
| forget 14:15 | full 7:20 10:25 | 63:23 68:10 | granted 40:1 |
| 61:16 | 18:20 26:7 | goals 9:3 48:20 | 41:6,17 |
| format 76:15 | 52:19 74:2 | god 32:6 | granulators |
| former 68:12 | function 49:21 | goes 28:18 | 17:21 |
| formerly 73:20 | funded 9:12 | going 5:6 11:11 | great 13:10 |
| fort 73:20,20 | funding 72:17 | 12:6,8,11,14 | 16:10 62:18 |
| forth 3:4 20:18 | 73:774:11 | 13:15,21 15:25 | 63:13 |
| 76:8 | further 8:15 | 20:6 21:12 | greater 56:7 |
| forty 39:19 | 44:7 53:8 54:1 | 22:9 27:12 | green 35:9,10 |
| 44:21 50:23 | future $28: 12,23$ | 29:22 30:22 | greener 19:9 |
| 60:1 | g | 32:25 35:24 | greg 9:9 |
| forward 12:24 | gates 11:6 | 43:3 46:19 | gregg 9:16 |
| 14:3,10 15:18 | $\text { gather } 74: 1$ | 49:14,25 57:21 | grocery 12:9 |
| 18:10 21:17 | general 8:10 | 58:16 62:17,18 | ground 13:20 |
| 37:1 38:4 | $10: 16$ | 62:25 | group 69:9 |
| 49:15 | gentlemen | good 3:3,6,9 | 70:12 75:13 |
|  | 62:13 75:2 | 6:4,5 7:14 |  |

[groups - importance]

| groups 8:24 | health 68:14 | highway 65:22 | 39:16,18,18,20 |
| :---: | :---: | :---: | :---: |
| grow 72:9 | hear 20:25 21:4 | 65:23,25 66:1 | 39:21,22 40:5 |
| growing 49:19 | 21:11 28:15 | hire 58:21 | 40:6,8,9,10,21 |
| 73:9 | heard 14:2 17:2 | 59:25 | 40:21,23,24,25 |
| guess 1:8 | 19:14 47:4,5 | hired 49:13 | 41:9,10,11 |
| guidelines | 55:19 58:1 | hit 37:9 | 44:21,22,23,24 |
| 76:15 | 59:21 67:5 | holding 72:21 | 48:13,13,18,19 |
| gulf 69:8 | hearing 5:25 | holley 1:11 | 50:24 51:10 |
| guy 3:14 | 7:11 23:12 | 4:21,22 | 52:6,9,10 |
| h | 24:3,4 25:4 | hollins 1:8,14 | 53:14,15 60:1 |
| $\begin{gathered} \text { half } 26: 12 \quad 27: 7 \\ 43: 1974: 8 \end{gathered}$ | 33:17 34:5 | 4:14,15 15:14 | 60:11 71:20 |
|  | 36:8 39:5 | 15:15 16:4,20 | hundreds |
| $\begin{array}{rc} \text { handle } & 5: 11 \\ 23: 14 & 26: 22 \end{array}$ | 44:10 47:20 | 32:11,12 39:3 | 55:12 |
|  | 51:23 62:2 | 70:20 | hundredth |
| happen 28:11 | 63:19 64:19,20 | home 55:9 | 54:7 |
|  | 65:10,11 67:11 | honeywell 64:4 | hurricane 32:4 |
| happened | $\begin{aligned} & \text { 67:12 70:21,22 } \\ & 70: 2471: 3 \end{aligned}$ | 64:5 <br> honore 8:10 | $\begin{gathered} \text { hydrogen } \\ 31: 20 \end{gathered}$ |
| 10:15 14:12 | $75: 1,19$ | hood 24:14 | 31.20 |
| $17: 1127: 17,24$ $28.799 \cdot 15 \quad 0$ | heart 28:18 | hope $74: 20$ | iberville 24:13 |
| 37:7 49:5 | 61:6 | 75:5 | ideas 14:5 |
| 61:21 | $\begin{array}{cc}\text { held } & 22: 11 \\ \text { hello } & 11.19\end{array}$ | hopefully 26:15 | ii 73:6 |
| happening | $\begin{array}{cc} \text { hello } & 11: 19 \\ \text { help } & 58: 10 \end{array}$ | $\begin{gathered} \text { horseshoe } \\ 43: 22 \end{gathered}$ | iii 54:5 |
| 14:16 29:24 | $\begin{array}{r} \text { help } 58: 10 \\ 61: 18 \text { 69:2 } \end{array}$ | $\begin{gathered} 43: 22 \\ \text { hotel } 69: 9 \end{gathered}$ | illuminator 8:7 |
| happens 32:9 | helped <br> 73:18 | houma 6:12 | 9:22 |
| happy $10: 17$ <br> hard 56:3 | helpful 13:2 | $34: 11,13$ | $\underset{61: 20}{\text { imagine }} 16: 1$ |
| hardy 25:24 | helping 19:10 | house 49:8 | immediate 18:8 |
| 26:20,20 30:4 |  |  | 20:17 |
| harvard 4:1 | higher $37 \cdot 18$ | $\text { hud } 1: 12.22$ | impacted 43:17 |
| hate 28:6 | $60: 16,19,24$ | hundred 7:19 | implemented |
| havard 3:25 | highland 66:3 | $\begin{array}{r} \text { hundred } 7: 19 \\ 7: 21,21 \quad 8: 2,9 \end{array}$ | 58:9,14 |
| head 14:15 | highland 66:3 <br> highlights 74:7 | 7:21,21 8:2,9 | import 16:11 |
| 37:10 | highlights 74:7 | 8:12 10:6 | importance |
|  |  | 17:19 38:2 | 27:1 |

[important - jobs]

| important 20:6 | inform 20:14 | interested 77:5 | 11:12 18:7 |
| :---: | :---: | :---: | :---: |
| 72:18 73:14 | information | interests 18:16 | 35:12 46:4,6,9 |
| 74:6 75:6 | 7:22 10:19,21 | 19:2 | 52:20 |
| imported 16:14 | 14:22 17:2 | internal 55:20 | itell 22:4 |
| imports 19:11 | 33:8 36:20 | international | iv 66:20 |
| imposing 47:14 | 72:2 73:11 | 24:15,16,18 | J |
| centives 9:13 | 74:1,18 | 64:4,6,7 72:19 | jackson 69:1 |
| clude 18:1 | informational | 72:24 | jan 1:14 4:8 |
| $\begin{array}{ll}\text { cluded } & 72: 4 \\ \end{array}$ | 21:3,6 | interpretation | jefferson 6:11 |
| cluding 14:22 | informed 10:17 | 42:12 | 6:14 7:16 9:2 |
| corporated 69:14,17 70:6 | $76: 17$ infrastruct | introducing | 9:24 12:4,7,8 |
| 69:14,17 70 $70: 7,13$ | infrastruct 9:13 |  | 14:20 65:22,22 |
| incurring | initial 10:19 | invest 26:12 | 65:23,24,24,25 |
| 47:14 | 25:10 38:1 | invested 26:10 | 6:1,1 69:5 |
| direct 77:1 | 40:15 41:7 | 38:1 60:15 |  |
| individually | initially 18:21 | investment | jive 54:23 |
| 23:15 43:3 | 49:7 | 15:19 16:6,23 | job 9:3 14:22 |
| individuals | initiative 71:19 | 26:9,16 27:5 | 16:18 21:18 |
| 8:23 | 74:14 | 28:20 31:9,19 | 28:17 29 |
| industrial 1:22 | installations | 32:2 38:7,15 | $40: 1242: 15$ |
| 64:9,25 65:1 | 73:15 | 39:873:21 | 43:8 46:7 |
| industries 6:14 | instance 31:7 | investments | 50:21 51:7 |
| 47:25 | institutions | 28:17 | $55: 1,7,10,1$ |
| industry 1:2 | 72: | invoked 63:12 | 58:25 |
| 2:10 3:5 11:4 | instruction | involved 17:21 | jobs 1:20 7:20 |
| 11:11 13:23 | 74:1 | 18:8 19:17 | 7:23 8:18 9:11 |
| 18:25 19:4 | insurgents 32:5 | 20:7 27:25 | 9:24 11:7 12:5 |
| 37:5 45:21 | intending 49:7 | issue 25:14 | 14:24 15:7 |
| 54:16 59:25 | intent 15:1 | issued 52:25 | 16:16 20:17,18 |
| 73:9 | intention 18:11 | issues 14:16 | 26:9,16 28:20 |
| inflate 10:25 | 18:21 | 16:2,3 17:13 | 29:9 39:17,19 |
| 11:7 | interest 14:13 | 36:21 59:2 | 40:5,8,20,23 |
| inflation 14:14 | 37:19 | ite 5:10,16 7:23 | 41:9,22,23 |
| 37:19 |  | 10:20 11:6,9 | 42:2,6 44:20 |

[jobs - light]

[lincoln - making]

| lincoln 7:2 | 67:23 68:13 | looking 13:11 | m |
| :---: | :---: | :---: | :---: |
| linde 25:9,23 | 69:5,6,8,9,10 | 15:21 38:12 | m 1:14 2:22 |
| 25:24 26:10 | 69:11,12,15,25 | 58:17 | 76:4 77:14 |
| 27:4,10 | Ing 23:21 | lot 30:13 46:2 | ma'am 5:5 |
| line 15:24 | loaders 6:13 | 55:19,23 56:7 | 12:20,22 65:16 |
| linkedin 8:16 | local 8:6 10:18 | 56:23 58:1,9 | machine 76:10 |
| 10:9 | 15:4,9 19:20 | 61:20 74:12 | mad 57:6 |
| links 8:22 | 22:8,19 26:25 | louisiana 1:2,3 | made 11:2 |
| liquefaction | 46:10 47:13 | 1:4 2:7,23 8:7 | 13:25 19:19 |
| 23:23 | 49:25 66:23 | 8:17,17 9:5,14 | 22:17,25 31:9 |
| lisa 7:12,15 | locality 16:5 | 9:18,22 13:10 | 31:17 46:8 |
| literally 28:7 | locally 25:24 | 16:4,21 26:11 | 71:13 72:17 |
| 31:19 51:16 | locals 8:18 | 26:21,23 27:3 | madison 9:7 |
| litigant 77:2,3 | 39:25 51:14 | 27:8,9 32:1 | maintain 44:20 |
| little 17:5 37:11 | 58:25 59:2 | 33:4 34:11,13 | 48:3 52:6 |
| 37:22 38:14 | located 11:23 | 35:8,9 45:8 | 53:14 |
| 43:2 75:4 | location 19:1,4 | 54:8 56:20 | maintained |
| live $7: 16$ | 34:8,11,15 | 61:19,24 63:14 | 53:2 55:17 |
| lives 60:8 | 53:20 64:24 | 65:3,6 71:9,24 | maintenance |
| livingston 6:16 | 65:8 | 72:5,24 73:5 | 60:12 |
| 33:23 | locations 73:25 | 73:15 76:6,22 | make 3:7 22:10 |
| liz 1:15 | lockwood 1:11 | louisianian | 22:19 26:14 |
| llc 6:10,11,12 | lodging 69:15 | 26:25 | 27:20 28:2,16 |
| 6:14,15,16,18 | $\boldsymbol{\operatorname { l o g }} 56: 19$ | love 60:24 | 29:23 31:1 |
| 6:19,20,24 | loggers 60:12 | loyal 60:17 | 32:3 42:17 |
| 23:23 24:14,18 | longer 29:11 | lp 23:21 24:24 | 44:4 49:22 |
| 24:19,20 33:3 | 37:22 | 36:13,14 66:5 | 59:7 61:571:7 |
| 33:22,25 34:9 | longterm 31:18 | 66:6,7,9,10,11 | 75:11 |
| 34:22 35:9,10 | longview 9:19 | 66:13,14,15,17 | makes 30:21 |
| 44:17 47:25 | 9:20 | lp's 38:25 | 41:19 |
| 50:17 52:2 | look 17:23 43:2 | lsu 27:1 | making 18:19 |
| 64:1,2,3,10,11 | 54:25 | lumberyard | 28:10 32:7 |
| 64:14,15 65:1 | looked 17:17 | 61:13,23 | 38:14 46:15 |
| 65:2,21,23,25 | 18:16 | lying 22:3 | 72:2 73:1 |
| 66:1,4,20 |  |  | 76:19 |

[malfunction - monroe]

| malfunction | matters 5:10,11 | meetings 14:20 | 16:13 38:2 |
| :---: | :---: | :---: | :---: |
| 30:22 | 5:17 22:15 | 20:1,3,14 21:6 | 39:17,21 40:5 |
| manage 49:14 | 24:6 45:20 | 42:19 | 40:9,20,24 |
| managed 56:2 | 75:7 | melody 1:11 | 41:10 44:21 |
| management | mayor 3:12 | member 30:17 | 48:4,12,17 |
| 69:11 | 24:134:15 | 59:11 | 55:2 60:15 |
| manipulating | 50:964:17 | members 1:7 | 71:21 72:7 |
| 10:23 | 67:1 68:5 | 5:6 25:20 | 73:21 74:8 |
| manual 3:17 | 70:19 | 42:18 45:25 | mindset 45:13 |
| manufacturing | mccain 1:15 | mentioned | minutes 5:19 |
| 6:17,19 24:20 | mcinnis 3:14 | 49:17 53:6 | 14:2 |
| 50:17 | mcquain 4:4 | merit 31:8 | miscommuni... |
| march 36:18,18 | mean 15:25 | message 20:25 | 67:18 |
| marco 55:2 | 28:13 37:16 | messaging 7:19 | misinformation |
| market 17:17 | 42:14 | met 26:8 28:21 | 17:9 |
| 17:18 31:20 | means 54:21,22 | 41:23 42:5 | misleads 8:18 |
| 37:16 38:12,16 | meant 20:12 | 48:22 55:18 | missed 28:5 |
| marshal 1:9,16 | measure 26:8 | 70:4,11,16 | 29:8,10 57:6 |
| 4:16 | media 8:23 | metairie 69:5 | mississippi |
| martco 52:2,2 | 13:1 | metal 69:13 | 16:10 62:25 |
| 53:1,3,5,7,10 | medical 69:16 | methodologies | mistake 28:13 |
| 53:21 | meet 41:22,24 | 54:24 | 30:16,21 31:17 |
| martin 33:5 | 42:1,2 49:17 | methodology | modern 9:12 |
| 52:21 54:2,5,5 | meeting 3:4 | 54:17 | modify 14:9 |
| 54:6,8 56:5 | 5:20 7:17 8:5 | metoyer 1:10 | moller 1:14 4:8 |
| 57:23 58:5 | 10:15 13:1 | 1:21 69:3,24 | 4:9 30:13 31:6 |
| 59:21 60:6,10 | 14:1 19:15,15 | 70:25 | 31:25 32:17 |
| 60:22 61:7,13 | 19:21 22:20 | michaela 1:20 | 34:16 68:18 |
| 61:15 62:5,8 | 24:7 42:24 | middle 73:24 | moment 16:20 |
| mary 69:8 | 45:14 52:21 | mike 1:10 3:23 | moments 25:3 |
| matched 48:20 | 57:6 60:19 | military 73:12 | monday 73:3 |
| math 57:18 | 71:872:21 | mill 56:17 | money 28:20 |
| matter 54:1 | 74:21 75:4,8 | 69:13 | 43:12 |
| 77:2,4,6 | 75:15 | million 8:3 | monroe 68:13 |
|  |  | 14:25 15:17 | 72:1 |

[month - nutshell]

| month 29:19 | 67:14 68:4,9 | 58:17 70:1 | noncompliant |
| :---: | :---: | :---: | :---: |
| 38:21 75:5 | 68:16,17,23 | need 9:14 14:11 | 39:10,14,15,24 |
| months 8:4 | 69:18,23 70:18 | 17:23 20:7,24 | 40:12,18 41:2 |
| 14:13 72:20 | 70:19,24 75:16 | 20:25 27:17 | 41:13 44:13 |
| moon 66:3 | move 5:10 14:9 | 29:23 58:12,18 | 48:1,22 50:18 |
| morning 3:3,9 | 15:18 18:10 | 59:17,18 | 50:25 51:11 |
| 5:7 6:4,5 7:14 | 21:17 62:10 | negate 12:12,18 | 52:23 53:11 |
| 11:18 13:7 | 71:6 | never 48:4 | 54:13 |
| 25:20 45:24 | movement | 55:18 61:16 | normal 75:5 |
| 49:2 65:17 | 18:24 | new 6:8 19:3 | north 1:4 57:24 |
| 69:2 | moving 35:18 | 26:22 56:19 | northwest 9:18 |
| moss 1:13,18 | 35:19,19,20 | 63:25 65:4,19 | note 29:17 |
| 3:18,19 5:14 | 38:3 43:12 | 68:13 71:24 | notice 33:7 |
| 25:2 30:5,9 | 71:18 | 73:8 74:14 | notices 45:12 |
| 32:17 35:2 | multiple 21:13 | 75:10 | notification |
| 47:18 64:18 | n | news 8:19,21 | 49:12 |
|  | $\text { n } 1: 62: 2$ |  | notified 73:3 |
| $5: 21,226: 2$ | naheen 1:12 | $\text { nine } 8: 1239: 21$ | $73: 1677: 10$ |
|  | name 7:14 13:7 |  |  |
|  | 25:22 33:21,22 | :11 44:2 | nr 6:25 7:2 |
| 23:24 24:1 | $33: 24$ 34:2 | $48: 14,1950: 23$ ninety | number 11:7 |
| 25:1,2,7,17 | 37:2,4 48:25 | ninety 40:10,25 | 12:25 17:20,21 |
| 30:7,11 31:1 | $49: 254: 3$ | 53:15,16 | 19:1 31:8 |
| 32:17,19,22,25 |  | nitrogen 6:15 | 43:19 44:15 |
| 33:14,15,15,19 |  | 36:12,14 37:6 | 67:4,8 74:19 |
| 34:1,7,14,20,25 | nassar $1: 8,12$ | 38:24 | 76:5 |
| 35:6 36:6,11 | $4: 12,135: 22$ | nola 66:19 | numbers 9:25 |
| 38:24 39:2,7 | $7: 835: 136: 7$ | non 44:18 | 10:24 11:9 |
| 44:2,4,6,12 |  | noncompliance | 12:5 18:17 |
| 47:15,23 50:7 | $59 \cdot 71060 \cdot 3$ | 33:8 45:4,8 | 19:18 21:18,18 |
| 50:14 51:18,25 | $67 \cdot 168 \cdot 4$ | 46:4 48:5 52:3 | 21:19,19,20 |
| 53:20 59:3 | natchitoche | 52:16 53:22 | 48:16 56:22 |
| 62:4 63:17,21 | $7: 152: 353: 4$ | noncomplian... | numerous 72:4 |
| 64:16,22 65:7 | $53: 1154: 12$ | 33:9 | nutshell 37:15 |
| 65:8,13 66:25 | $57: 1,158: 8,12$ |  |  |

Page 18
[nwpid - parish]

| nwpid 50:3 | old $8: 8$ | optimistic | owes 61:19 |
| :---: | :---: | :---: | :---: |
| 0 | once $22: 2028: 8$ | 38:19 | own 18:5 31:8 |
| o 2:2 76:3 oaks 69:4 oath 2:24 obligation | ongoing 28:12 | option 31:24 | 31:16 |
|  | $46: 6$ | 45:16 | owner 68:13,14 |
|  | $\begin{aligned} & \text { opening } 11: 5 \\ & 71: 13 \end{aligned}$ | $\begin{array}{r} \text { options } 26: 6 \\ 31: 13 \end{array}$ | $\begin{array}{r} \text { ownership } \\ 68: 12,17 \end{array}$ |
|  | opens 73:5 | oral 62:12 | owns 13:12 |
|  | operate 54:19 | order 3:5 11:9 | 58:20 |
| obligations | operating 13:8 | 35:13 | p |
|  | operation $39:$ | organizations <br> $8 \cdot 24$ | $\text { p } 1: 6,62: 276: 3$ |
| observation | operations <br> 36:17 65.2 | original 2.8 | pack 24:17 |
| $42: 17$ |  | original $2: 8$ | packaging 6:21 |
| obviously $14: 1$ | $\begin{gathered} \text { opinion } \\ 53 \cdot 3 \end{gathered}$ |  | 6:23 39:12 |
| 15:20 58:24 | $53: 3$ | originally | packet 33:8 |
| 74:6 | opinions 76:23 | $\begin{aligned} & 21: 2035: 15 \\ & 36 \cdot 1737 \cdot ? 7 \end{aligned}$ | 36:20 |
| occurred 29:16 | opportunities | 37: | packets 8:1 |
| october 1:3 2:6 | 16:871. | 52:1 | page 10:9 77:9 |
| 3:1,5 48:11,23 | 74:3 opportunit | $\begin{array}{rr} \text { orleans } & 34 \\ 65.21 & 66 \cdot ? \end{array}$ | pages 76:8 |
| 72:25 76:9 | opportunity <br> 13.1325 .2 | $71: 24$ | paid 54:22 55:8 |
| offer 31:13 | 3:13 25:2 | 71:24 | 56:3 |
| 2:22 |  | ouachita 67:23 | pandemi |
| office 2:9 26:1 | opposed 32:23 | 68:14 | 45:16 46: |
| :22 45:19 | opposite 41:25 | outcome | paper 14:6 |
| :20 72:19 | opposition 5:15 | outreach | 24:15,16 64:7 |
| officer 13:8 | $6: 124: 5 \text { 25:6 }$ | $20: 14$ | paperwork |
| :376:6 | $33: 1934: 6,19$ | outside 16:14 | 28:2 30:21 |
| officials 15:4 | 35:5 36:10 | 18:16 | parish 6:10,11 |
| officiated 2:24 | 39:6 44: | outstanding | 6:13,14,15,17 |
| okay $5: 1222: 3$ | $47: 22 \text { 50:13 }$ |  | 6:18,20,21,22 |
| 23:5 31:4 | 51:24 62:3 | overall 56: | 6:23,24 7:1,2 |
| 32:19 35:21 | 63:21 64:21 | overlooked | 7:16 9:2,24 |
| 37:7 38:23 | 65:13 67:14 68:8,22 69:23 | $29: 3$ | 12:4,7,8,12 |
| 46:25 47:1,9 | 68:8,22 69:23 | overtime 55:15 | 14:20 20:10 |
| 48:24 | 70:23 | 56:1 | 22:8 23:22,23 |
|  |  |  | 24:9,10,11,12 |


| $24: 13,14,16,17$ | parties 2:5 77:5 | pearson $11: 17$ | permit $38: 4,11$ |
| :---: | :--- | :--- | :--- |
| $24: 18,20,21,22$ | partner $53: 3$ | $11: 18,20,20$ | $38: 20$ |
| $24: 23,2525: 10$ | partner's $7: 19$ | $12: 21$ | permits $18: 3,17$ |
| $33: 4,5,24$ | partners 6:11 | penalties $30: 25$ | permitted $2: 8$ |
| $34: 10,2339: 13$ | $7: 1310: 1$ | penalty $30: 8,8$ | permitting |
| $40: 1341: 4,15$ | $17: 23$ | $30: 1831: 2$ | $17: 2518: 1,5$ |
| $42: 843: 10$ | party $77: 2,3$ | $32: 2244: 5,6$ | $38: 9,18$ |
| $44: 1745: 1,2,9$ | pass 23:21,22 | $47: 8,12,14,16$ | person $76: 19$ |
| $48: 1,750: 18$ | passed $49: 20$ | $50: 851: 19$ | personal $76: 12$ |
| $51: 252: 3,14$ | $53: 2057: 8,8$ | $59: 5$ | personally |
| $53: 4,11,18$ | past $17: 730: 14$ | people $11: 1$ | $61: 11,11,19,22$ |
| $54: 1257: 1,2$ | $58: 4$ | $14: 420: 11$ | perspective |
| $58: 8,8,1364: 2$ | paula $3: 21$ | $27: 2331: 17$ | $22: 15,16$ |
| $64: 3,4,5,6,8,9$ | pay $73: 13$ | $53: 555: 8,14$ | phase $14: 21,24$ |
| $64: 11,12,13,14$ | paying $7: 20$ | $56: 7,8,1458: 2$ | $15: 6,818: 8,14$ |
| $64: 1565: 4,6$ | $8: 18$ | $58: 21,2260: 9$ | $21: 1373: 4,6$ |
| $65: 21,22,24,25$ | payment $66: 22$ | $60: 1374: 23$ | phases $14: 12$ |
| $66: 1,3,4,5,7,8,9$ | payroll $7: 25$ | percent $59: 16$ | $15: 417: 24$ |
| $66: 11,12,13,15$ | $14: 22,2515: 7$ | $72: 13$ | $21: 14,16,17,24$ |
| $66: 16,17,19,20$ | $16: 221: 18$ | percentage | phi $64: 11$ |
| $67: 2368: 15$ | $39: 19,23,24$ | $43: 7$ | physical $64: 24$ |
| $69: 5,7,8,9,10$ | $40: 7,11,22$ | perception | $65: 8$ |
| $69: 12,13,14,15$ | $41: 1,12,21,24$ | $17: 5$ | piece $14: 6$ |
| $69: 1770: 1,8$ | $42: 1,644: 22$ | period $32: 10$ | $56: 17$ |
| $70: 1373: 17,19$ | $44: 2546: 7$ | $39: 1540: 4$ | pierson $1: 7$ |
| $74: 5$ | $48: 4,11,21$ | $41: 844: 19$ | $4: 10,1111: 19$ |
| parishes $72: 14$ | $50: 22,2451: 8$ | $48: 250: 19$ | $16: 2517: 1$ |
| part $35: 2553: 5$ | $51: 1052: 7,8$ | $52: 9,1253: 12$ | $18: 16,2319: 12$ |
| $54: 971: 14$ | $52: 11,11,13$ | $54: 2070: 14$ | $42: 1650: 9$ |
| participating | $53: 16,17,18$ | periods $40: 19$ | $54: 1763: 9,11$ |
| $45: 4$ | $55: 3,456: 6,12$ | $52: 4$ | $71: 3,5$ |
| particular | $56: 23$ | permanent | pin $43: 23$ |
| $43: 2054: 16$ | payrolls $54: 22$ | $7: 2010: 25$ | place $27: 25$ |
| particulars | pcs $36: 1237: 1$ | permission $5: 9$ | $28: 1129: 13,24$ |
| $45: 18$ | $37: 638: 24$ |  | $53: 8,2565: 3$ |
|  |  |  |  |

[plan - project]

| $\begin{array}{lc} \hline \text { plan } & 68: 14 \\ \text { plans } & 72: 23 \end{array}$ | porter 1:7 <br> portion 39:24 | presented 43:5 presenting | $\begin{array}{cc} \text { 49:14 } \\ \text { processes } & 27: 25 \end{array}$ |
| :---: | :---: | :---: | :---: |
| plant 7:18 9:3 | 40:12 49:21 | 67:17 | 28:10 29:13 |
| 10:1,18 13:9 | position 37:2 | president 11:21 | product 13:19 |
| 54:10 56:18 | 48:25 54:3 | presume 5:20 | 16:18 20:20 |
| 57:24 | 58:2 | pretty 43:23 | 56:19,21 |
| plastipak 6:21 | positions 10:3 | 55:3 57:23 | production |
| 6:22 | 0:4 | prevent 29:24 | 17:16 |
| plate 61:9 | positive 56: | previous 34:10 | products 59:24 |
| play 14:14 | post 6:7 33:2,6 | 37:10 | 64:9 |
| 73:15 | 36:17 39:11 | previously | program 1:20 |
| please 37:1,3 | 44:14 | 27:25 53:24 | 1:21,21 27:2,2 |
| 48:25 49:1 | posted 8:4 57:3 | 65:2 | 28:19 43:5 |
| 54:3 | posting 72:25 | prior 46:5,14 | 46:9 58:22 |
| pleasure 33:12 | potential 16:22 | prioritized | 59:22 62:14 |
| 42:13 44:2 | 17:22 | 9:14 | 63:5,7,10 70:3 |
| 47:11 50:7 | poultry 6:20 | pro 19:23 | 70:10,15 71:7 |
| plight 30:19 | power 57:24 | probably 16:13 | 71:22 72:18 |
| plus 7:20 19:6 | practical 33:11 | 46:18 59:16 | programs |
| 57:19 | pre 23:19 25:2 | problem 61:12 | 71:16,17 72:15 |
| plywood 54:10 | 25:8 | 67:20 | 74:13 |
| pod 24:17 | precedent | procedure 2:7 | prohibited |
| point 10:16 | 30:17,20 31:12 | 76:22 | 76:24 |
| 19:24 20:2 | 32:8 75:9 | procedures | prohibition |
| 21:2 22:7,10 | preferred | 29:13,23 | 76:21 |
| 42:23 55:1 | 72:10 | proceed 27:15 | project 8:17 |
| police 47:3 | prepared 76:11 | 46:19 | 10:2 13:11 |
| polk 73:20 | 76:14 | proceeding | 14:6,9,18,21 |
| pollution 13:16 | prepares 55:20 | 46:21 76:7,8,9 | 15:5,8,24 |
| pool 63:4 | present 3:13,16 | proceedings | 17:15 18:4,12 |
| poor 58:7 | 4:1,3,6,9,11,13 | 2:5 | 19:24 21:7,13 |
| pope 1:11 4:5,6 | 4:15,17,19,22 | process 17:25 | 27:11,11,12,12 |
| 34:2 | 4:24 74:20 | 18:4 20:21 | 29:20 35:13,25 |
| port 74:5 | presentations | 21:1,2 22:4 | 37:21 38:13 |
|  | 7:5 | 30:25 45:17 | 46:20 64:23 |

[projected - rectified]

[recycling - river]

| recycling 13:15 | 63:6,8 67:17 | requesting | restoration |
| :---: | :---: | :---: | :---: |
| red 6:9,10 | 67:21 68:4 | 23:20 34:23 | 1:21 66:22 |
| reduce 11:8 | renewals 25:2 | 35:10 36:15 | rests 31:16 |
| reductions | 33:3,7,13 | requests 33:22 | resulting 37:18 |
| 43:18 | repeat 67:3 | 34:9 35:6,8 | retain 40:4,20 |
| reese 1:10 3:23 | replied 39:25 | 68:10 | 50:21 51:7 |
| 3:24 44:3,7 | report 74:19,22 | required 18:3 | retained 2:9 |
| reference 53:6 | reported 8:6 | 18:13 39:16 | 39:20 40:8,23 |
| regarding 45:3 | 9:23 76:10 | 40:4,19 48:2 | 41:9 |
| region 63:15 | reporter 2:23 | 50:21 51:7 | revenues 12:11 |
| regions 72:3 | 29:1876:5 | 52:572:11 | review 5:21 |
| regulations | reporting | 76:16 77:9 | revolve 19:16 |
| 72:11 | 39:15 40:3,18 | requirements | ribbon 73:17 |
| regulators | 41:8 44:18 | 70:3,10,16 | rickey 1:12 |
| 19:17 | 45:15 48:2 | requires 53:13 | 3:15 |
| regulatory | 50:19 52:4,8 | residents 9:2 | ridge 11:21,23 |
| 22:16 | 52:12 53:12,17 | 12:15 | 12:15,17 |
| related 59:1 | 77:1 | resolution | right 5:19 |
| 77:4 | reposted 8:13 | 12:17 | 13:20 16:12 |
| relationship | reposts 8:10 | resonate 31:22 | 18:8 20:19 |
| 76:25 77:3 | represent | resource 37:20 | 22:12,12 23:2 |
| relationships | 25:22,23 | respect 18:7 | 23:12 27:16 |
| 76:21 | representative | 31:5 | 29:8 30:2 |
| relative 73:12 | 3:20 4:7 | respond 13:3 | 32:19 35:17 |
| 74:18 | representing | 40:13 41:5,16 | 37:10 42:13 |
| remaining 53:8 | 51:20 | 51:3 | 47:1,9,16 |
| 53:25 | request 7:11 | responded 48:8 | 48:24 50:6 |
| remains 53:3,5 | 12:18 25:11 | 51:14 | 56:14 57:17 |
| remarks 71:13 | 32:15,16 34:22 | response 42:12 | 62:10 63:22 |
| remind 14:4 | 38:25 46:12 | responsibility | 66:21 67:10 |
| 75:3 | 62:11 67:15 | 42:23 43:1 | 71:1,18 72:13 |
| reneged 9:23 | 68:12 | responsible | risk 43:16 |
| renewal 23:19 | requested | 28:5 | river 6:9,10,10 |
| 25:9,11 26:4 | 52:15 70:2,9 | restaurants | 7:13,18 10:1 |
| 27:14 30:6,15 | 70:15 | 12:9 | 11:21,23 12:15 |

Page 23
[river - shorthand]

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

[show - stick]

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

[stipulated - thank]

| stipulated 2:4 | suite 65:3,5 | systems 6:16 | tell 10:14 20:11 |
| :---: | :---: | :---: | :---: |
| stop 22:2 | sulphur 6:24 | t | 37:7 49:5 |
| stores 12:9 | summa 66:19 | t 1:6 2:2,2 76:3 | ten 8:2 26:10 |
| straight 6:3 | 69:14 | 76:3.3 | 27:6 50:24 |
| 33:7 42:4 | summarize | $\text { take } 5: 1632: 6$ | 51:16 |
| street 1:4 65:20 | 41:19 | $45: 10 \text { 47:7 }$ | term 70:3,9,15 |
| strong 63:15 | summer 58:15 | 52:24 59:2 | terminations |
| 74:6 | summit 71:10 | taken 1:3 2:5,6 | 69:24 70:19 |
| strongly 47:13 | sunday 54:21 | taken $53: 954: 176: 7$ | terms 17:11 |
| structure 18:13 | supervision | 76:9 | 26:8 31:20 |
| 29:12,12 | 76:12 | takes 74:10 | 38:14 |
| stuart 1:13,18 | supervisors | $\text { talk } 43: 14$ | terrebonne |
| 3:17 4:7 | 55:14 | talked 15:3 | 6:12 33:4 |
| students 56:1 | supply 36:22 | tallulah 9:8 | 34:10 64:12 |
| 73:25 74:4 | 37:18 | tammany 44:17 | texas 8:20 9:20 |
| study 58:20 | support 11:8 | $45: 2,6,963: 15$ | 10:12 16:7 |
| studying 20:18 | 52:19 53:1 | tangible 46:8 | 62:25 |
| stuff 28:11 | 56:24 57:12 | tangipahoa | thank 5:5,18 |
| subject 9:15 | supporting | $6: 18,1950: 18$ | 6:2,3 7:3 11:13 |
| submit 48:10 | 13:22 | $64: 10$ | 11:14,16 12:20 |
| submitted | sure 3:8 23:3 | $\boldsymbol{\operatorname { t a x }} 1: 21.22$ | 12:22 15:12 |
| 10:22 18:2 | 28:2,10 29:23 | $9: 1312: 3,12$ | 18:22 19:12 |
| 45:1,5,11 | 32:7 49:22 | 15:7,17 46:10 | 23:7,9,11 |
| subsidiaries | 55:3 | $50: 2 \text { 53:2,6 }$ | 25:21 27:14 |
| 63:5 | survive 56:2 | $62: 11,2263: 1$ | 28:24 32:2 |
| substantial | susan 1:9 | 66:22, | 33:1 37:1 |
| 6:13 | sustainable | teaches 59:24 | 38:23 39:7,9 |
| substitute 31:1 | 13:17 | $\text { technical } 58: 10$ | 44:1 45:22 |
| 32:17,18 | sweet $12: 14,19$ | $58: 11 \text { 60:25 }$ | 47:9,23 50:15 |
| success 27:9 | switch 17:6 | $\begin{aligned} & \text { 50.1 } \end{aligned}$ | 59:10,13,20 |
| 74:16 | sympathetic | technology | 60:3,6,17,17,18 |
| successes 74:18 | 30:19 | 19:7 73:9,18 | 60:22,25 61:22 |
| sugar 33:4 | system 59:13 | 73:23 74:3 | 61:24 62:5 |
| suggest 31:6,11 | 62:22 | tedra $1: 8$ | 64:16 65:16 |
|  |  |  | 67:9 68:2 69:1 |

[thank - unanimous]

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

[unanticipated - workers]

| unanticipated$37: 17,19$ | 41:25 42:7,10 | voted 52:24 | weekly $8: 17$ <br> weight $31: 10$ |
| :---: | :---: | :---: | :---: |
|  | 44:13 47:24 | W |  |
|  | 48:17,21 50:16 | waggaman | weighted $10: 5$ |
|  | utility 64:8 | 11:24 13:12 waiting 38:9,11 | welcome 1:14 |
| $\begin{array}{cc} \text { under } & 2: 6,8 \\ 45: 17 & 76: 11 \end{array}$ | utilization$62: 11$ |  | elfare 8: |
| understand |  |  | wells 20:20 |
| $\begin{aligned} & 17: 1020: 25 \\ & 27: 1,2431: 25 \end{aligned}$ | utlx 24:20 | walk 22:20 | $\begin{array}{ll} \text { went } & 17: 24 \\ 20: 9 & 27: 1 \end{array} 48: 9$ |
|  | v |  |  |
| understanding | vacancy 29:3,5 29:10,11 | $5: 251: 20$ | 61:15 |
| understood |  | w | $69 \cdot 10$ |
| understood 23:4 47:2 | 43 | 26:14 28:14,16 | westlake 24.24 |
| 2:24 | value 43:9 | 9:17 41:18 | weyerhaeuse |
| nderton | ues 16:1 | 17 55:1,2 | 6:25 7:1 |
| 7:5 | various 72:3 | 59:13,19 60:17 | widesprea |
| nfortunately | venture 72:16 | 61:22 | $45: 15$ |
| 9:8 | on 64: | wanted 17: | wifi 74:2 |
| union 6:21 | version |  | williams 47:25 |
| 4:21,23 | viable 20:23 | wants 11 . | 49:4 |
| unique 16:9 | vicinity 18:25 | $27: 18$ | willing 18:9 |
| united 13:24 | vicksburg 9:9 | washingto | willis 69:16 |
| 16:14 19:11 | victoria 10:11 | 64:8 | wilson 4:20 |
| unsatisfactory | $10: 11$ | waste 13:19 | wind 73:4 |
| 27:22 | view 17:9 32:6 | 20:19 | wish 23:13 |
| uop $64: 14,15$ | viewed 8:12 | $\text { way } 17: 1$ | 45:10 |
| updated 10:2 | views 8:9 | 41:19 46:1 | witness 2:24 |
| urge 75:13 | villa $1: 9$ | 54:19 61:2 | wonderful 32:2 |
| usa 6:13 | vincent 1:10 | website $8: 4$ | wood 56:20 |
| use 28:6 54:15 | vinyls 24:24 | $10: 257: 373$ | woodrow 4:20 |
| uses 54:16 | virtually 74:11 | webster 48:1 | word 28:6 |
| usie 1:12,22 6:5 | vital $53: 5$ | wednesday $1: 3$ | work 56:15 |
| 6:7 23:19 24:8 | volume 17:16 | $2: 53: 1$ | worked 56:3, |
| 25:8 32:14 | vote 19.22 | . 3. | 61:7 |
| 33:2,21 34:8 |  | weekends | workers 58:3 |

[workforce - zone]


