

1 CHICAGO INFRASTRUCTURE TRUST

2 BOARD OF DIRECTORS MEETING

3

4 BEFORE:

5 CHAIRMAN KURT SUMMERS

6 MS. LESLIE M. DARLING

7 MR. GEORGE MARQUISOS

8 MR. TOM BUDESCU

9 MR. CARL LINGENFELTER

10 MR. JORGE RAMIREZ

11 MR. MATTHEW O'SHEA

12 MS. MARYSUE BARRETT

13 MR. RALPH AFFRUNTI

14 MS. KYM HUBBARD

15 MR. DAMON SILVERS (via telephone)

16

17 The meeting of the Chicago Infrastructure
18 Trust, before the Chicago Infrastructure Trust
19 Board of Directors, taken before Julie Walsh,
20 CSR, and notary public of Lake County, Illinois,
21 on the 11th day of October, 2017, at the
22 Metropolitan Planning Council, 140 South Dearborn
23 Street, Suite 1400, Chicago, Illinois, beginning
24 at approximately 9:11 a.m., pursuant to notice.

25

26

27 REPORTED BY: JULIE WALSH, CSR

28 LICENSE NO: 084-004032

29

**CERTIFIED
TRANSCRIPT**

1 (Whereupon the meeting

2 commenced at 9:11 a.m.)

3 CHAIRMAN SUMMERS: This meeting for October
4 11th is called to order. Do we need to take
5 roll?

6 (Discussion outside the
7 record.)

8 CHAIRMAN SUMMERS: So I'll just state for
9 the record we have Carl Lingenfelter, Kurt
10 Summers, Kym Hubbard, Matt O'Shea, Ralph Affrunti
11 and MarySue Barrett and we are waiting on the
12 phone for Damon.

13 MS. DARLING: Damon Silver.

14 CHAIRMAN SUMMERS: Okay. The first order of
15 business, just an organizational matter is the
16 approval of the minutes from June 6. Any
17 questions about the June 6th minutes?

18 MS. HUBBARD: No.

19 MR. LINGENFELTER: Move for approval.

20 MS. HUBBARD: Second.

21 CHAIRMAN SUMMERS: It's been motioned and
22 second. All in favor?

23 (Chorus of ayes.)

24 CHAIRMAN SUMMERS: Any opposed?

1 (No response.)

2 CHAIRMAN SUMMERS: The motion passes. Now
3 we are going to go through the upcoming calendar.

4 MS. DARLING: Yes. Thanks, Mr. Chairman.
5 The next board meeting will be Tuesday, December
6 5th, scheduled from 10:00 to noon. Our meetings
7 have been running a little shorter, but we still
8 are going to schedule the 2 hours for the
9 Tuesday, December 5th, meeting.

10 There will be a number of -- I expect
11 there will be a number of items that will require
12 board action including our 2018 budget and likely
13 some other movement on other projects that I'll
14 be providing more of a fulsome update on today.
15 So please let me know if you have any conflict
16 with the December 5th date.

17 Also, the 2018 meetings we've started
18 working on a schedule for those quarterly
19 meetings. We are working to get some date
20 options to provide to you in the next couple of
21 weeks and hope to do that to finalize our
22 schedule. And we'll be able to finalize that
23 before hopefully our next board meeting so we can
24 announce those dates at the next board meeting.

1 Any questions or issues on that?

2 Again, if we can move on to
3 organizational matters and the operations update.
4 We -- I want to thank you all for coming to the
5 9:00 o'clock meeting. Usually we have our
6 meetings at 10:00 and also this is a rescheduled
7 meeting, so thank you all for making time to come
8 today. And we want to be thoughtful about
9 Alderman O'Shea's commitment to heading over to
10 the City Council meeting. So this meeting will
11 probably be slightly more brief than is typical.

12 So, also, if I could congratulate
13 Alderman O'Shea on running the Chicago Marathon
14 on Sunday. Great job. And he ran it for Special
15 Olympics. So a great cause that I know is
16 incredibly important to him, and many of us have
17 been involved in the Special Olympics fundraising
18 over the years through Alderman O'Shea and
19 through many others. So congratulations.

20 Since we last met I can report that
21 our workload and momentum continues to increase,
22 and we are pleased to be partnering with the City
23 of Chicago on so many exciting projects. I
24 continue to be incredibly grateful to our

1 dedicated and hardworking staff who has put in
2 countless hours on project management and
3 procurement efforts on the projects that we will
4 be updating you on today. It takes a really
5 tremendous effort and incredible amount of work
6 to get these procurements out the door and to run
7 them effectively. And so I really appreciate
8 everyone's hard work on that and also to the
9 Board who continually provides us support and
10 feedback. We appreciate you.

11 We have come to a lease agreement on
12 our property. We are reducing occupancy costs
13 which we are very pleased about, and we have
14 extended our lease at 35 East Wacker through next
15 year with an option for renewals. And if anybody
16 has any questions about that.

17 On personnel we have talked at the
18 last few board meetings about needing to add an
19 additional staff person. We have made an offer
20 to a very capable person who I look forward to
21 welcoming to our staff. She has not yet accepted
22 the offer, but I think things look very good
23 there. So hopefully we'll be introducing a new
24 project associate to you all at the next board

1 meeting.

2 Sean Dowd continues as a fellow in our
3 office from Northwestern. He's a joint JD MBA
4 candidate. He could not be with us today, but he
5 typically comes to our meetings and has been a
6 great help to us. I do want to welcome Tiffany
7 Kwak who is a U of C Harris Public Policy School
8 student in her second year there. Went to Harris
9 after many years in the private sector and has an
10 amazing amount of experience and has been with us
11 just for a couple of weeks, but so far has been a
12 great asset and we welcome her and hope you'll
13 have an opportunity to introduce yourself to
14 Tiffany today.

15 On accounting and auditing services we
16 are moving our accounting services to Prado &
17 Renteria who is our auditing firm. They have
18 done an outstanding job for us and have advised
19 us very ably. And so we are moving them to
20 become our accountant. And we are working on
21 replacing them and finding a new auditor. We
22 have talked to a few of you about that issue and
23 look forward to introducing that at our next
24 board meeting.

1 We are deeply engaged in 2018
2 planning. As I mentioned we are working on
3 budget. We are renewing our insurance and our
4 benefits plans for 2018 to offer to our
5 employees. All of those things are going very
6 well and we will be able to share updates for
7 2018 at our next board meeting. Any questions
8 about any of those things?

9 And a special thank you to Patty who
10 has really been working on a lot of those inhouse
11 and office management issues. She's done a
12 really outstanding job.

13 So moving into project updates unless
14 there is any other questions. So back in July --
15 we last met at our June board meeting, but last
16 July the Mayor announced that the -- a new
17 project, the building of the Joint Public Safety
18 Training Academy in West Garfield Park. On July
19 3rd he announced that the City had entered into a
20 letter of agreement to purchase the 30-acre
21 campus on West Chicago Avenue in the West
22 Garfield Park neighborhood.

23 This project will be providing
24 classroom and scenario training to all of

1 Chicago's first responders. So throughout the
2 City there are numerous locations where police
3 and fire and first responders train throughout
4 the City. Those will all be consolidated into
5 this joint public safety training academy at 4301
6 West Chicago.

7 So the CIT has been asked to lead the
8 procurement to select a design, build, finance
9 developer for the project; and I am pleased to
10 let you know that we expect that that RFQ will be
11 issued today.

12 The project for the -- the project
13 budget will be approximately \$95 million
14 inclusive of land acquisition. And we he expect
15 it will take about 18 to 24 months to complete.
16 So we will plan to have a pre-submittal
17 conference on October 25th at 10:00 a.m. at the
18 Garfield Park Conservatory and responses will be
19 due to the CIT on November 20th.

20 So you can see the upcoming project
21 milestones. And I wanted to ask Tom to -- who
22 has taken the lead on drafting that document to
23 walk us through not just the milestones, but also
24 a little bit about the RFQ document.

1 MR. BUDESCU: Sure. Thanks. So, you know,
2 you can see, you know, I think the first thing to
3 make clear is the land acquisition is a separate
4 transaction than the selection of a design,
5 build, finance developer for the project. The
6 City as Leslie already alluded, has entered into
7 a letter of intent or some sort of preliminary
8 agreement with the owner and that's going before
9 City Council for the purchase of the 30-acre site
10 on West Chicago.

11 And what we are working on is
12 designing the procurement for a developer to come
13 and build the facilities needed to provide for a
14 consolidated public safety training academy on
15 that 30-acre site.

16 We are going to release the RFQ today.
17 It's the beginning of a 2-part procurement
18 process. The RFQ will request statements of
19 qualifications from bidders to show us that they
20 have the appropriate qualifications to both
21 design, construct and also finance a portion of
22 the capital costs associated with the campus. We
23 expect those RFQ's will be due November 20.

24 We expect a then short list up to 4

1 qualified bidders and issue our request for
2 proposals to them. That proposal will then
3 include, you know, more committed pricing,
4 financing terms and conceptual designs.

5 We will then from those proposals
6 select one developer to recommend to the City to
7 proceed with which will then be introduced to
8 City Council. We are hoping that will be in June
9 of 2018.

10 Then there is a significant design
11 process and also the legislative process, but we
12 think construction could start as early as July
13 2018. That's our target goal for that right now.

14 MS. HUBBARD: Leslie, can you tell me a
15 little bit about what kind of training will be
16 done there? Is this police academy if it
17 includes just the police or?

18 MS. DARLING: Yes, both recruits and ongoing
19 police training. So there will be continual
20 training that police officers will receive
21 throughout their careers and that will also take
22 place at the facility.

23 In addition, they will be training all
24 fire personnel there, both recruits and ongoing

1 -- and ongoing training.

2 MS. HUBBARD: And will they have like I
3 assume new state-of-the-art kind of technology
4 and facilities?

5 MS. DARLING: Absolutely. Absolutely. It
6 will be state-of-the-art scenario-based training.
7 And so there will also be an indoor shooting
8 range and it will provide some of the programatic
9 things I know that police and fire would like to
10 see an improvement in. So definitely
11 state-of-the-art scenario training and an indoor
12 shooting range, a pool and also I believe a track
13 for driving or that will go around the campus.

14 CHAIRMAN SUMMERS: I don't remember this,
15 but I think Kym is asking the right question.
16 The question that most of the public will ask is
17 what's going to happen there. Is that
18 well-delineated in the RFQ or are there more
19 specs without kind of speaking to the curriculum
20 or the programming?

21 MR. BUDESCU: So the RFQ includes a program
22 that's been developed jointly by 2FM and CPD and
23 CFD that gives a high-level overview of the sort
24 of the amenities and facilities that they see on

1 this campus. So the idea of driving truck, a CTA
2 car for scenario training, a fire ladder, a fire
3 tower, an indoor pool, shooting range.

4 What it doesn't do and what is not
5 part of the procurement ultimately is what is the
6 curriculum that is being applied within those
7 facilities for the training. And that's outside
8 of the scope of what we have been tasked to do
9 and 2FM. I think that's going to be a separate
10 initiative to determine that.

11 MS. DARLING: Yes.

12 CHAIRMAN SUMMERS: I think it's important --
13 that's outside the scope of this. It is a
14 question that folks will ask. So if there were
15 communications folks that work with the
16 administration that were here, I would say to
17 them it's probably, you know, a very helpful
18 thing to make sure that we're proactively saying
19 here is what the curriculum will be. Here is,
20 you know -- because given that we're doing this
21 work, we will all be asked that question. And
22 it's kind of not our area of expertise, but it
23 should be answered.

24 And I know that it will, but I want to

1 I think sort of just support the questions
2 because it's, you know, I think that's what's
3 going to -- after the RFQ today especially that's
4 where people are going to say what's happening
5 there. And, you know, we have to be able to
6 point them to an answer.

7 MS. DARLING: So our client on this project
8 is the Department of Fleet and Facility
9 Management which handles the buildings. And they
10 are working directly with the police and fire
11 departments to make sure that the program and the
12 police and fire have approved the program that's
13 going to be in our RFQ today.

14 So we've worked very, very closely
15 with police and fire over quite some time to
16 formalize the program and the building needs.
17 We're talking about classrooms and the program of
18 who is going to be teaching and what that
19 curriculum is.

20 CHAIRMAN SUMMERS: I'm more talking about
21 like the we mentioned -- which I think one of the
22 neatest things about this is the sort of
23 scenario-based training, right, part of that is
24 deescalation. And that's, you know, clearly

1 something that is top mind for a number of folks
2 for good reason. And I think that, you know,
3 talking about how the facility will enable that
4 type of training I think sort of making that
5 connection.

6 I'm not talking about who is going to
7 teach what in the classroom, but more, you know,
8 why it's useful to have a facility that has these
9 components that helps us. It's useful to have a
10 firing range for the following reasons.

11 And by the way, if you talk to, you
12 know, I'm sure Alderman O'Shea and others will
13 agree with this, you know, members of the
14 department are excited about it for the same
15 reason. Want the training, want the -- you know,
16 so I think it's a good thing for us to be able to
17 just speak to some of the dynamic elements of
18 this. And how infrastructure elements, design
19 and building elements and how they help create
20 sort of state-of-the-art environment for the type
21 of training that you mentioned.

22 MR. MARQUISOS: If I could just add what I
23 think is unique about or what's great about the
24 procurement that we've designed for this project

1 is we are soliciting qualifications for the,
2 quote, unquote, state-of-the-art people in this
3 industry. They will be bringing forth the talent
4 who have built training centers around the
5 country. And they'll be working collaboratively
6 with the City to finalize the program and the
7 design. So we do have these kind of experts
8 working with CPD and CFD to kind of finalize and
9 formulate the program that we're also discussing.

10 MR. BUDESCU: And align that sort of with
11 the design program of the facilities with the
12 curriculum program and making sure that one
13 complements the other in a way that's productive
14 as to what you alluded to.

15 MS. DARLING: So this is the first kind of
16 2FM design look at what they think the needs are,
17 but this isn't exactly what's -- what it's going
18 to look like because that design process will
19 occur after a design, build, finance developer is
20 selected. And as Tom said and George mentioned,
21 it will be a very collaborative process with
22 experts in the field and working very closely
23 with both police and fire departments to insure
24 that it delivers exactly what you are talking

1 about, Mr. Chairman.

2 So, you know, you can see there's a
3 number of -- there's a burn tower there on the
4 left side that is currently in the south loop.
5 They may do burn tower work in the south loop
6 right now. So I think you'll see that this will
7 -- the design will get worked out additionally
8 over time and after selection. And but we are
9 very much looking forward to kicking this process
10 off today and happy to answer any other
11 additional questions.

12 MS. HUBBARD: What is the exact location?

13 MS. DARLING: 4301 West Chicago Avenue.

14 MS. HUBBARD: Thank you.

15 CHAIRMAN SUMMERS: And it's a two-step
16 process, this RFQ and RFP?

17 MS. DARLING: Yes.

18 CHAIRMAN SUMMERS: What is the timing on
19 when you get to the RFP?

20 MS. DARLING: The RFP we're going to be --
21 as soon as we release this RFQ, we will start to
22 turn our attention on drafting the RFP. And our
23 goal will be to -- at selection in December or
24 early January, our goal will be to drop that RFP

1 to the short list of bidders as soon as the short
2 list is announced.

3 CHAIRMAN SUMMERS: Got it. Okay. So we get
4 it back November 20 and some time in December
5 we'll short list?

6 MS. DARLING: That's right. Yeah, we are
7 hoping to move very quickly so we can get to the
8 design process as fast as possible.

9 MR. LINGENFELTER: Is that design
10 complementing curriculum part of the
11 qualifications? Are you asking for that kind of
12 specific response?

13 MR. BUDESCU: So we're asking for
14 qualification in design and construction of
15 projects of similar size and scope, right. And
16 so I think the more qualifications you have that
17 are more relevant to the scope that we are
18 looking for, the more favorably that evaluation
19 will be.

20 MR. LINGENFELTER: Okay.

21 MS. DARLING: And I would just add that the
22 initial groundbreaking will take place as
23 mentioned here in July of 2018. And we expect
24 initial occupancy would be anticipated in June of

1 2019, and final and full occupancy not until the
2 spring of 2010 -- I'm sorry, 2020. 2020.

3 MR. BUDESCU: And that's a point worth
4 expounding upon about a little bit is, you know,
5 there are certain elements of the project that
6 are really consolidating existing City facilities
7 while there are other elements that are providing
8 facilities that the City doesn't currently have.

9 So they may go and pay a fee to use
10 the burn tower at another municipality or
11 something like that. So what's being prioritized
12 is going to be the completion of the things that
13 the City currently doesn't have. So we can get
14 out of any rent or lease payments for facilities
15 that are not controlled by the City and have that
16 responder training done on City owned assets.

17 And then the second phase will be more
18 the consolidation of the existing -- I don't want
19 to say necessarily phases, but that's how it's
20 being prioritized. So what may be used earlier
21 are the things that will be prioritized that the
22 City currently doesn't have.

23 MS. DARLING: So we are thrilled to be
24 partnering with the City on this really important

1 project, and happy to continue to answer any
2 questions that you have.

3 I would, you know, just want to
4 mention quickly that in the RFQ we are requesting
5 that the bidders commit to exceeding the City's
6 MBE/WBE goals. We will be looking for at least
7 15 percent local participation in the community
8 areas and 50 percent on City labor participation
9 for labor hours for City residents.

10 MR. RAMIREZ: City wide?

11 MS. DARLING: City wide.

12 CHAIRMAN SUMMERS: 15 percent in the
13 Garfield Park and surrounding area?

14 MS. DARLING: Uh-huh. If there are no
15 further questions on the public safety training,
16 I will just say that the RFQ will be available on
17 the Chicago Infrastructure Trust website later
18 today and Chicagoinfrastructure.org and we will
19 blast it out through the Department of
20 Procurement Services blast e-mail system which
21 goes out to tens of thousands of potential
22 bidders. We do expect a lot of interest in this
23 project and look forward to it being successful.

24 The next project we want to update you

1 on is the relocation of the 2FM operations from
2 1685 North Throop. This -- all the operations of
3 2FM, their maintenance facility, fueling
4 facility, will all be moved off of that location
5 at North and -- that's currently at North and
6 Throop. That's something that the City Council
7 will be voting on the -- on the land sale of that
8 property today. Again, that is not something
9 that the CIT dealt with, but that will enable us
10 to move forward with the project and will help
11 fund the relocation.

12 The facility will replace the existing
13 headquarters and will move to three separate
14 locations in the City. The main maintenance
15 facility for 2FM is moving to Englewood. And
16 there will be a north side satellite repair shop
17 on North Neenah and then a City fueling station
18 will be moved to the north branch off Goose
19 Island.

20 So we have led the procurement and
21 selected a developer for that project. You've
22 all been updated and aware of that. We have
23 continued to work very closely with our partners
24 at 2FM on this project and we are -- have moved

1 very quickly and I think work has gone
2 extraordinarily smoothly on this project.

3 We have selected AECOM in partnership
4 with the City to do the design, build process for
5 this work. We are continuing to meet with
6 various City departments on permits and zoning.
7 George has headed up that process with 2FM. We
8 are also assisting 2FM in negotiating the design
9 build agreement with AECOM and that is going
10 well. And the project design process has also
11 gone extraordinarily smoothly regarding the -- an
12 agreement on what the design and the needs of the
13 City are.

14 The project budget is \$37 million for
15 all 3 facilities. That seems like a lot of
16 money, but there is a significant amount of
17 engineering that needs to be done to make sure
18 that 2FM is able to meet all of their needs and
19 get the work done that they need to do within
20 that budget. So it's been a good partnership
21 with the selected design builder and things are
22 moving very smoothly.

23 If things continue to go as we expect,
24 our goal will be to introduce to City Council

1 that draft contract with AECOM at the November
2 City Council meeting and hope to have action in
3 December from City Council on that.

4 After that we would -- the City would
5 execute the contract. Again, I want to reiterate
6 this is a City contract not with CIT. CIT will
7 not be a party. And then initial groundbreaking
8 on the project will be in March 2018.

9 So I wanted to ask George to kind of
10 lend some additional color to what's been going
11 on with that project. Tom.

12 MR. BUDESCU: Can I make one clarification
13 so Scott won't be nervous. We are assisting in
14 the negotiation of the agreement with 2FM, but
15 the law -- City Law Department is leading that.

16 MS. DARLING: Yes.

17 MR. MARQUISOS: Yes, so this kind of going
18 back to what we have been talking about the
19 police training academy, this is a design build
20 delivery system. And I think it's working
21 exceedingly well. We have come to understand
22 more about fleet operations than we ever thought
23 we would.

24 But the truth is the City has 11,000

1 vehicles that they are responsible for
2 maintaining continually. And these are critical
3 vehicles, right, they are police, fire, garbage
4 trucks, snow plows. These are essential to the
5 workings of Chicago's government. And so having
6 the appropriate facilities to not only complete
7 emergency repairs, but ongoing maintenance is
8 kind of a critical function. And having
9 designers with a lot of expertise working in
10 collaboration with the guys who actually repair
11 these things day in and day out, has been a very
12 productive process.

13 I think we have come up with a design
14 for the Englewood facility and the satellite shop
15 on the north side that is really going to provide
16 very appropriate facilities for maintaining all
17 these various vehicles. And it's been a real
18 great process to be part of. I think that the
19 fleet guys are now excited about their new home.

20 What -- not to say that the operations
21 at North and Throop weren't efficient, but that
22 was actually a steel warehouse that got converted
23 over many years and they operated in there in
24 ways that they adapted to the building. Now

1 we're constructing buildings that are uniquely
2 designed for the operations. And I think that
3 will be a game changer for the way that the City
4 operates their fleet.

5 So this is a project that we are very
6 excited about and glad to be partnering with and
7 we look forward to this continuing to roll out.

8 MS. DARLING: Any questions on the North and
9 Throop relocation? We had a recent -- we
10 attended a recent community meeting with Alderman
11 Sawyer, a ward meeting, and 2FM presented the
12 project to make sure that the community was fully
13 aware. They've been working in partnership with
14 Alderman Sawyer and the community, at least the
15 people at the ward event, really welcomed the
16 facility and the people who will be working at
17 2FM down to Englewood. So there seems to be some
18 community interest, excitement about the new
19 building. And we are pleased to work with
20 Alderman Sawyer in presenting it to the
21 community.

22 CHAIRMAN SUMMERS: What's the address of the
23 Englewood location?

24 MS. DARLING: 6800 South Wentworth.

1 MR. MARQUISOS: We don't have an official
2 address yet, but it's between -- it's 69th and
3 Wentworth. But the address will be 69th Street.

4 MR. BUDESCU: We should have an official
5 address by the next board meeting.

6 MR. MARQUISOS: By the next week I hope.

7 MS. DARLING: Right, so not officially yet.
8 Okay. And what we have been talking for the last
9 two years about, smart lighting. The exciting
10 thing here is we have moved to actual
11 implementation of this exciting project and it is
12 happening. So I won't do an intro because you
13 all know what the project is. But back in June
14 we did or the City executed the contract with
15 Ameresco and that was completed. And thereafter
16 CDOT who is managing the day-to-day work on this
17 contract issued work order number one in
18 coordination with the Department of Innovation
19 and Technology. And that was issued June 29th.

20 As you recall there is the LED
21 conversion part of the project, the asset
22 condition assessment and the infrastructure
23 stabilization part of the project and the
24 technology part of the project.

1 So the asset condition assessment
2 began in July. At the end of last month 87,000
3 poles and fixtures have been assessed already by
4 a small and able team run by Ameresco. And by
5 spring of 2018 we expect that all of the fixtures
6 in the City will be surveyed. So then that will
7 allow CDOT to triage repairs to improve
8 reliability of the system.

9 As you know, a couple of weeks ago the
10 Mayor announced that the installations were
11 beginning. We expect to have 19,000 fixtures
12 installed by the end of this year. And as of the
13 end of the month, last month, 2000 LED fixtures
14 have been installed on the south side. So they
15 are doing 2,000 LED fixtures a week now. There
16 are 7 crews out on the street doing -- each crew
17 can do approximately 4 fixtures an hour.

18 So and in a minute I'm going to show
19 you -- and, Patty, actually maybe can you show us
20 now. See if we -- that link should be hot for
21 smartlighting.org. And I would like to show you
22 that there is a public website that is now
23 available. And that's going to provide a weekly
24 update on exactly which streets have had LED

1 installations. And then it will also -- we'll
2 see if we can get it this to work. And also to
3 provide a two-week look ahead on the streets that
4 will be receiving the installations for the next
5 two weeks and that's going to be updated weekly.
6 You can take a look at that. And it's a website
7 that will be available and we hope that all --
8 you know, worst case scenario is we -- oh, there
9 you go. There it is.

10 So this is the smart lighting website.
11 And if you haven't had a chance to take a look at
12 it, it shows the breakout by ward. And then the
13 blue lines are where lights have been installed
14 and then the yellow-orange line is the upcoming
15 two-week look ahead of what will be installed
16 over the next couple weeks. So we are excited.

17 I know this is hopefully Alderman
18 O'Shea your office has been receiving it and I
19 think they are trying to make sure that
20 Aldermanic Offices are getting that. And as that
21 rollout continues, I know that the Mayor's Office
22 and CDOT will be communicating with each Alderman
23 in their ward as it's going to be effected.

24 MR. RAMIREZ: Leslie, can we go back and

1 look at that side by side that you had initially
2 before you clicked onto this?

3 MS. DOMINGUEZ: On the PowerPoint?

4 MR. RAMIREZ: It's on the main page of the
5 website. I think if you just arrow back.

6 MS. DARLING: I think on the landing page,
7 Jorge?

8 MR. RAMIREZ: Yes.

9 MS. DARLING: Can you scroll down?

10 MR. RAMIREZ: I was just trying to look at
11 the side by side just to see the lighting
12 difference.

13 MR. MARQUISOS: That's not a great
14 photograph, but I think what was pretty clear for
15 those that attended the announcement event we
16 were right on the corner where half the street
17 had been done and the other half hadn't. And the
18 perception is that, you know, we have been
19 billing this as higher quality light. I think
20 there is very little debate about that when
21 you're out there and you can see.

22 It's hard to capture photographically
23 because most of these camera devices compensate
24 for the light differentiation. So it's not

1 giving you the true -- but when you actually
2 experience it and we've done that many, many
3 times now in the field and we've questioned both
4 residents and police and there is general
5 agreement that the lighting is better.

6 MR. RAMIREZ: Okay.

7 MR. MARQUISOS: In that it provides you
8 greater visibility and it's just better directed.
9 And so we're quite pleased with the way this has
10 panned out.

11 MR. BUDESCU: To George's point I think it's
12 -- this photograph doesn't capture it and it's a
13 difficult thing to do, but it's something that we
14 have been putting our heads together on. And as
15 we launch this program and implement it, we want
16 to find ways to more effectively communicate how
17 that is looking out there. And whether it's a
18 photograph or a video and hopefully that's
19 something that we'll be able to more effectively
20 communicate soon and share with --

21 MR. LINGENFELTER: My 6th grader said it
22 looks like a basketball gym. We were right
23 there.

24 CHAIRMAN SUMMERS: Yes, this looks like the

1 south side of Chicago.

2 MS. DARLING: Treasurer Summers and Carl
3 were able to come to the announcement and so they
4 can give the firsthand, but generally it was --
5 the lighting has been very well received. And it
6 really does provide better clarity. And as we
7 know the light will be more reliable and the
8 system will work far better.

9 CHAIRMAN SUMMERS: Just a question on the
10 other slide back on the PowerPoint.

11 MS. DARLING: Yes, we're going to switch
12 back to that.

13 CHAIRMAN SUMMERS: We were talking about the
14 network access system and the next steps there.
15 I want to get a sense of just when you think will
16 the network system be completed in sort of
17 parallel timing to the --

18 MS. DARLING: Yes.

19 MR. MARQUISOS: I'll take that one.

20 MS. DARLING: Oh, sure.

21 MR. MARQUISOS: So as we've been talking
22 about one of the key components of this project
23 is billed as higher quality more reliable
24 lighting is the City wide lighting management

1 system, so there is a technology piece to this
2 process. And we have made good progress, but I
3 think we are very much in the ramp-up stage.

4 In the previous slide we talked about
5 2,000 lights installed in September and now we're
6 at 2,000 lights a week. Right. So it took us 3,
7 4 weeks to kind of get the whole process figured
8 out as to where we're going and which lights go
9 where and how many get put up and all that. But
10 now that we have it figured out, it goes pretty
11 quickly.

12 So I am pleased to report that all the
13 data has been collected to date from the
14 after-condition (sic) survey. So we have had
15 people look out and go to and visit 87,000
16 different poles and report to us their physical
17 condition and the lighting context that they
18 liked and a bunch of other attributes. All that
19 information has now been uploaded into the
20 lighting management system.

21 So we have our previous database that
22 we knew where all these light fixtures were, but
23 we really didn't know much else about them. Now
24 we're getting more granular information about

1 what they do, how well they do it and in what
2 condition they are. So that's all been
3 integrated, and that's kind of the first -- that
4 initial integration was kind of a major
5 milestone.

6 And now a process is in place so it
7 happens automatically. As soon as these guys
8 assess these lights, at the end of the week they
9 check the quality of the data, it gets inputted
10 into the system.

11 And we are now meeting with DoIT and
12 CDOT and doing the preliminary training of the
13 configuration of the lighting management system.
14 So people will now be able to navigate through
15 the system and get the information they need off
16 it. So we expect that process will continue to
17 ramp up through the rest of this year. And by
18 the end of this year, early next year there will
19 be extensive training and we'll start utilizing
20 the system as it was intended to be used.

21 CHAIRMAN SUMMERS: So we indicated on the
22 previous slide that all 327,600 lights will be
23 surveyed by April. Is that the case for all
24 poles and --

1 MR. MARQUISOS: Yes.

2 CHAIRMAN SUMMERS: So we'll know --

3 MR. MARQUISOS: Yes, the idea is to --
4 before we can figure out what is the best
5 expenditure of repair dollars, let's figure out
6 what our problems are. And so we're going out
7 and looking at every light, every pole, every
8 wire and getting a better sense of where our --
9 where is money best expended to reduce failures.

10 And so once we have that picture of
11 the whole pie, CDOT can start choosing what part
12 of the pie they want to have the resources that
13 are available.

14 MR. RAMIREZ: So what does CDOT -- I'll wait
15 until you're finished.

16 CHAIRMAN SUMMERS: Just real quick. With
17 the nodes themselves, do we have to have the
18 whole network in place for --

19 MR. MARQUISOS: No.

20 CHAIRMAN SUMMERS: So the ones that are
21 being installed now will work with the areas that
22 the lights have been installed?

23 MR. MARQUISOS: Yes. At the risk of getting
24 into the weeds, so there is going to be 50 access

1 points across the City. We currently have 5
2 installed and mainly on the south side. So the 5
3 that are installed on the south side will be able
4 to communicate with all the lights that are
5 installed in that first area.

6 CHAIRMAN SUMMERS: Got it.

7 MR. MARQUISOS: And as we roll out we add
8 more access points and ultimately there will be
9 50 across the City and the whole City, but, yeah,
10 it's an expanding network.

11 CHAIRMAN SUMMERS: Okay. But they work as
12 we expand?

13 MR. MARQUISOS: Yes.

14 MS. DARLING: Yes. But, you know, one of
15 the things that we have said publicly many, many
16 times is that this will reduce the need for
17 residents to call 311, to notify the City that a
18 light is out. That is not something that is
19 implemented citywide at this point. It's only on
20 the new lights.

21 CHAIRMAN SUMMERS: Sure.

22 MS. DARLING: Which we expect to be
23 completely reliable and not to go out at all so.

24 CHAIRMAN SUMMERS: As long as it's true on

1 the new lights. You can't set the expectation as
2 true on the old lights.

3 MS. DARLING: Right, yes. So we just want
4 to make sure that people know that if lights are
5 out currently, that calling 311 is still the
6 right thing to do.

7 CHAIRMAN SUMMERS: If they are not an LED
8 light.

9 MS. DARLING: If they are not LED. And in
10 those few blocks on the south side that have been
11 installed.

12 CHAIRMAN SUMMERS: Sorry, did you --

13 MR. RAMIREZ: So the question that I have is
14 so since this stuff can interplay, are we
15 coordinating like when a light needs to be fixed
16 or repaired and dropping in the new one instead
17 of repairing it and then it's going to get
18 replaced anyway to save money? Or are they just
19 dropping in the new instead of repairing?

20 MR. MARQUISOS: So it's a nuance question
21 and it's one --

22 MR. RAMIREZ: You may not know and that's
23 okay.

24 MR. MARQUISOS: I know. It's just there is

1 a lot of different types of repairs that are
2 required. So basically the way it works is
3 Ameresco's team go out with night surveyors in
4 advance of the areas that they plan to do in the
5 next two weeks and then they report to CDOT the
6 things that aren't working. And if it's an
7 individual light that's out, the anticipation is
8 that the cobra head has failed and when we put
9 the new LED, it will work. If we see a block of
10 lights out, CDOT is informed of that. They go
11 and fix a systemic problem in advance of the
12 LED's.

13 MR. RAMIREZ: I see.

14 MR. MARQUISOS: So it --

15 MR. RAMIREZ: Yeah, I guess I was talking
16 more -- I mean, that makes sense and that's the
17 way that they should do it. It's good to hear.

18 I was thinking like what if there's an
19 area that's not even mapped out yet for -- like
20 it's down the road months and months, and a light
21 is out. And clearly it's a light, not a string
22 of lights scenario. Are they dropping a new head
23 in or are they going through with the repair?

24 MR. MARQUISOS: Okay. Since the end of 2015

1 all HDS lights that cannot be re -- that require
2 more than a bulb replacement are being converted
3 to LED.

4 MR. RAMIREZ: I see. Okay.

5 MR. MARQUISOS: And that was done
6 independent of this project. So now we're just
7 using --

8 MR. RAMIREZ: But will that work -- that's
9 not the new head that we're putting on then, it's
10 just the bulb.

11 MR. MARQUISOS: Every head that we put on
12 has the ability to add a node when the time
13 comes. We can have it -- even if it was
14 installed last year and not part of this project;
15 when we get to that neighborhood, we can put the
16 node on top of it and make it -- and allow it to
17 join the network. I think that's what your
18 question is.

19 MR. RAMIREZ: That's exactly what I wanted
20 to know.

21 MS. DARLING: And then one of the most
22 exciting things is that the City has secured \$6.2
23 million in incentive funding from ComEd to
24 support the Chicago Smart Lighting Program. So

1 this is far in excess of anything that we
2 expected. And I want to give some credit to our
3 team and especially George who has been working
4 in very, very close partnership with CDOT and
5 ComEd to assist in securing these funds for the
6 City of Chicago.

7 So this will really go a long way in
8 helping launch this program. And this is funding
9 that used to be provided by DCEO from the State
10 of Illinois; but based on a bill that passed in
11 Springfield last year, those incentive funds have
12 now moved over to be managed by Commonwealth
13 Edison. So they had funds available, left for
14 2017 for these incentive programs and we have
15 been lucky enough to assist the City in securing
16 these funds. So this is --

17 MR. LINGENFELTER: So we didn't have
18 anything in the original budget for the DCEO?

19 MR. MARQUISOS: It was an if come so we
20 didn't count on it. But the great thing about
21 this little bridge period in the transition from
22 DCEO to ComEd, is that ComEd is giving these
23 kinds of amplified incentive rates for the
24 balance of 2017.

1 And so we worked with CDOT to maximize
2 the amount of rebates that we could get in this
3 year. So with just 19,000 fixtures we're getting
4 \$6.2 million which is a pretty great incentive
5 and it translates to basically 75 percent of the
6 cost is being reimbursed by ComEd. I mean, that
7 won't --

8 MR. BUDESCU: Of the LED conversion.

9 MS. DARLING: Yes.

10 MR. MARQUISOS: That won't continue for the
11 rest of the project, but this kind of unique
12 window we kind of maximized.

13 MR. BUDESCU: Yeah, it won't continue at
14 that rate, but it's important to note this 6.2
15 million that's specifically for the work being
16 done in 2017. And then we'll expect that for the
17 work being done in 2018 which is going to be far
18 more than 20,000 lights, there will be other
19 incentive funds available and, you know, we'll
20 see at what level they come in.

21 But we're really excited, you know, in
22 terms of the first fiscal calendar year of the
23 project this is well in excess of what we
24 expected. And I think it's a really great win

1 for the City in terms of project economics. It
2 already made sense and now it makes even more
3 sense.

4 CHAIRMAN SUMMERS: Can we just spend 60
5 seconds on the potential future phases. I know
6 you're talking about -- talking how to do it and
7 talk about what we have and where we're at, but
8 we're building this network not only for now and
9 in the future. We talked about the use of the
10 nodes and in the future and etcetera.

11 I get asked about, you know, what's
12 going to happen there. And the answer is like,
13 you know, we had a crawl, walk, run is sort of
14 what I typically say when we have a -- an aging
15 -- aged infrastructure. We have, you know, there
16 are elements to this that we have to take care of
17 first. You know, the lights and the built
18 environment.

19 You know, we're building in such that
20 we can be flexible. I don't know, you know, what
21 the future prospects are. When we will even be
22 in a position to evaluate -- we'll be far enough
23 along to evaluate that piece of it.

24 MS. DARLING: I think that that is coming

1 sooner rather than later. Our goal with the
2 project and the City's goal was to build a future
3 ready system to make sure that they could take
4 advantage of increases in technology. And our
5 goal as we ran the procurement for this process
6 was to have any add-ons or smart city add-ons to
7 the network be revenue neutral or revenue
8 positive.

9 And no City in -- anywhere that we
10 were able to tell was drawing revenue off their
11 streetlights at the time of this project. We
12 expect that will change tremendously over the
13 next few years and our system will be ready for
14 that. We are not prepared and the City to my
15 knowledge -- you know, obviously Danielle DuMerer
16 who is the head of the Department of Innovation
17 and Technology is constantly working and being
18 approached by different vendors with lots of
19 ideas. I'm sure she is assessing those. And to
20 the extent that they would like our assistance
21 with that, we are ready to provide it.

22 But those systems will be future
23 ready, and we want to make sure that the system
24 is utilized to leverage the technology and the

1 network that's being put in. I think there will
2 be opportunities for that. And I don't know if
3 you want to add anything, you know, either George
4 or Tom; but, you know, I think we'll be ready to
5 take advantage of those new technologies as they
6 come online.

7 MR. MARQUISOS: And Commissioner DuMerer is
8 speaking on October 14th at a Smart City
9 Conference in Chicago and giving a keynote
10 address so I will be there to see what she has to
11 say about that.

12 MS. DARLING: Any other questions about
13 smart lighting? All right. We'll touch base
14 quickly on our Home Buyer Assistance Program. We
15 have 19 approved lenders now. We have closed
16 loans in 46 out of the 50 wards. We've closed
17 over \$36 million worth of loans for over 170 -- a
18 couple of loans have closed since this date, so
19 175 families have been helped by this program.

20 There is little more than
21 \$7-and-a-half-million of loans open that have not
22 yet closed and then we \$21 million in qualified
23 loans that we hope will close. And so that
24 equals over \$65 million, and we'll provide an

1 update at the next meeting.

2 You know, we're always looking to help
3 grow this project and improve the services. You
4 know, we handle the administrative kind of back
5 end of the program and administering it for the
6 City. So we are working with the City to help
7 improve it.

8 CHAIRMAN SUMMERS: There was a great article
9 last week about a federal hardest hit program
10 that was administered locally by IDOT and it's
11 continued application -- you'll appreciate this,
12 Kym. Its continued application helped a
13 97-year-old woman stay in her home and it was
14 sort of a great example.

15 I feel like, you know, we are rightly
16 focussed on getting the number up from 174 to
17 many multiples of that which there is clearly a
18 capacity in need for it. And part of the way to
19 do it I think is to tell some of the stories of
20 people that have been helped. I don't know if we
21 have the 97-year-old woman who got to keep her
22 home kind of thing, but I wonder just how much we
23 actually know about, you know, who these folks
24 are and how this helped them.

1 And I do think that in as much as we
2 sort of blasted out to Alderman and we have done
3 community presentations and looking at some other
4 models now of maybe how to address that, you
5 know, there is nothing like telling a story of
6 the folks who have benefited from it. I was
7 wondering how we can, you know, learn more about
8 who we've helped in the program.

9 MS. DARLING: Sure. That's something that
10 we can look into with the lenders directly
11 because they have the front line. We get very
12 limited information about the borrower and we are
13 not able to reach out to them directly. It has
14 to go through the lenders. So we will look into
15 that and work with DPD on that too.

16 CHAIRMAN SUMMERS: Okay. Awesome.

17 MS. DARLING: So we want to just talk
18 quickly about a couple of additional initiatives.
19 Tom continues to work and advise on the O'Hare
20 Express Rail Working Group. We don't have a lot
21 of substantive updates to share today, but the
22 group continues to make progress and look at
23 options for the City. And we'll keep you
24 updated. Tom, I don't know if you want to add

1 anything about your work on that?

2 MR. BUDESCU: No.

3 MS. DARLING: No. Okay. And then we also
4 are, you know, as we talked about retrofit and
5 doing additional retrofits along the way, we have
6 been working on -- the Mayor's Office has
7 convened a working group co-chaired by 2FM
8 Commissioner Reynolds and Elevate Energy CEO Anne
9 Evens to identify opportunities to develop solar
10 energy projects in the City and partnership with
11 the City and sister agencies that are in line
12 with the Mayor's 100 percent renewable commitment
13 for municipal buildings by 2020.

14 So the working group is reviewing and
15 permitting regulatory processes around solar
16 installations and then identifying opportunities
17 for expansion of solar -- could develop local
18 workforces and insure access to renewable energy
19 for all Chicagoans.

20 And CIT is a member of the working
21 group alongside labor, environmental
22 organizations, community groups, workforce
23 development partners and ComEd. The final report
24 is expected at the end of 2017 or the beginning

1 of 2018. And the City will at that time consider
2 potentially partnering with other parties to
3 develop its own solar installations. And it's
4 expected that the CIT could play a pivotal role
5 in that effort, although our specific role will
6 not be known until the working groups'
7 recommendations are finalized probably at
8 beginning of next year.

9 So I will keep you updated on that,
10 but that working group had been very active in
11 the -- and I'll make sure that you all are aware
12 of what's happening and hopefully we'll have a
13 great role in that going forward. MarySue.

14 MS. BARRETT: I just wanted to jump on that
15 quick. Both from our earliest transactions of
16 Retrofit One and to your update just now, so much
17 of what the Chicago Infrastructure Trust does is
18 impact in climate resiliency and carbon
19 reduction.

20 So I just wanted to point out a point
21 of coordination, Mayor Daley -- Mayor Emanuel,
22 excuse me. That's my old -- my history. Mayor
23 Emanuel is hosting groups, other colleague mayors
24 from around the globe in early December. I think

1 it's the 3rd and the 4th on a climate -- a
2 Mayor's climate gathering. So that will be an
3 intense opportunity for us to share and learn
4 some of the things that the Trust has been -- has
5 been accomplishing. So I just wanted to -- it's
6 probably already on your radar, Leslie; but I
7 wanted raise this as an opportunity for us to
8 network and to learn.

9 MS. DARLING: It is on my radar. We are
10 working -- on this working group for solar we are
11 working very closely with Chris Wheat, the
12 Mayor's Chief Sustainability Officer, and he is
13 running point on that convening in December. And
14 so he and I have been in very close touch about
15 what we might share about that so I'll keep you
16 updated.

17 MR. RAMIREZ: Is it limited to solar or is
18 there any geothermal in there?

19 MS. DARLING: You know, I don't -- I think
20 it's limited to solar because based on the bill
21 that passed in Springfield last year, there is a
22 tremendous incentive for solar generation. And
23 so they're looking at the opportunity to take
24 advantage of those opportunities. So I will

1 circle back with Chris, but the focus on this has
2 been solar.

3 MR. BUDESCU: I think that's a point worth
4 making on the timeliness of this effort where
5 solar projects didn't always pencil out
6 economically in the City of Chicago and the State
7 of Illinois.

8 There's the legislation last June and
9 Springfield kind of -- in track with what Leslie
10 was mentioning in moving incentives to OEMC to
11 ComEd, there were other changes made to the way
12 that these energy efficiency incentives are
13 required in the state. And, you know, I'm not a
14 legislative expert. I'm probably already
15 mangling up -- conflating some of these issues,
16 but the reality is it's changed the economics of
17 solar. And I think that people think that it's
18 created a window and an opportunity to make these
19 projects worthwhile and not just environmentally
20 desirable, but economically prudent. And so
21 that's a really big driver of this working group
22 and the timing of it and the idea behind pushing
23 this initiative forward right now.

24 MS. DARLING: Any other questions?

1 MR. LINGENFELTER: I think it would be
2 helpful if we every once in a while I do my own
3 running tally of the finance totals of projects
4 we have done, and it would be helpful to do that
5 for both jobs and the carbon footprint. I think
6 that would be great to have.

7 MS. BARRETT: A score card.

8 MS. DARLING: Great idea. Thank you. We
9 actually know a lot of those -- we have modeled a
10 lot of the numbers at least on the smart lighting
11 program, so we will be able to share that in
12 December.

13 If there are no other questions now
14 would be the time for public comment. Patty, has
15 anybody signed up for public comment? Okay.
16 Looks like no. Any other comments from the
17 Board?

18 CHAIRMAN SUMMERS: I don't think so.

19 MS. DARLING: I want to thank you all for
20 making an effort to be here today.

21 CHAIRMAN SUMMERS: I'll entertain a motion
22 to adjourn.

23 MR. RAMIREZ: Motion.

24 MS. HUBBARD: Second.

1 CHAIRMAN SUMMERS: All in favor?

2 (Chorus of ayes.)

3 CHAIRMAN SUMMERS: Thanks everyone.

4 MS. DARLING: Thank you.

5

6

7 (Whereupon the meeting

8 adjourned at 10:12 a.m.)

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

1 STATE OF ILLINOIS)

2) SS:

3 COUNTY OF L A K E)

4


5 Julie Walsh, being first duly sworn,
6 on oath says that she is a court reporter doing
7 business in the City of Chicago; and that she
8 reported in shorthand the proceedings of said
9 meeting on October 11, 2017, and that the
10 foregoing is a true and correct transcript of her
11 shorthand notes so taken as aforesaid, and
12 contains the proceedings given at said meeting.

13

14

15

16



Julie Walsh, CSR
Illinois CSR No. 084-004032

17

18

19

20

21

22

23

24

	34:7;37:12;42:3; 44:24	Aldermanic (1) 27:20	12:22;19:13;34:5; 36:19	7:14;17:4;22:18; 25:13;27:24;28:5; 30:10,12;43:4;48:1
\$	addition (1) 10:23	align (1) 15:10	areas (3) 19:8;33:21;36:4	balance (1) 38:24
\$21 (1) 42:22	additional (5) 5:19;16:11;22:10; 44:18;45:5	allow (2) 26:7;37:16	around (4) 11:13;15:4;45:15; 46:24	Barrett (3) 2:11;46:14;49:7
\$36 (1) 42:17	additionally (1) 16:7	alluded (2) 9:6;15:14	arrow (1) 28:5	base (1) 42:13
\$37 (1) 21:14	add-ons (2) 41:6,6	along (2) 40:23;45:5	article (1) 43:8	based (2) 38:10;47:20
\$6.2 (2) 37:22;39:4	address (6) 24:22;25:2,3,5; 42:10;44:4	alongside (1) 45:21	assess (1) 32:8	basically (2) 36:2;39:5
\$65 (1) 42:24	adjourn (1) 49:22	although (1) 46:5	assessed (1) 26:3	basketball (1) 29:22
\$7-and-a-half-million (1) 42:21	adjourned (1) 50:8	always (2) 43:2;48:5	assessing (1) 41:19	become (1) 6:20
\$95 (1) 8:13	administered (1) 43:10	amazing (1) 6:10	assessment (2) 25:22;26:1	began (1) 26:2
A	administering (1) 43:5	amenities (1) 11:24	asset (3) 6:12;25:21;26:1	beginning (4) 9:17;26:11;45:24; 46:8
ability (1) 37:12	administration (1) 12:16	Ameresco (2) 25:15;26:4	assets (1) 18:16	behind (1) 48:22
able (13) 3:22;7:6;13:5; 14:16;21:18;26:4; 29:19;30:3;32:14; 34:3;41:10;44:13; 49:11	administrative (1) 43:4	Ameresco's (1) 36:3	assist (2) 38:5,15	benefited (1) 44:6
ably (1) 6:19	advance (2) 36:4,11	amount (4) 5:5;6:10;21:16; 39:2	assistance (2) 41:20;42:14	benefits (1) 7:4
Absolutely (2) 11:5,5	advantage (3) 41:4;42:5;47:24	amplified (1) 38:23	assisting (2) 21:8;22:13	best (2) 33:4,9
Academy (5) 7:18;8:5;9:14; 10:16;22:19	advise (1) 44:19	Anne (1) 45:8	associate (1) 5:24	better (5) 29:5,8;30:6,8; 33:8
accepted (1) 5:21	advised (1) 6:18	announce (1) 3:24	associated (1) 9:22	bidders (5) 9:19;10:1;17:1; 19:5,22
access (4) 30:14;33:24;34:8; 45:18	AECOM (3) 21:3,9;22:1	announced (4) 7:16,19;17:2; 26:10	assume (1) 11:3	big (1) 48:21
accomplishing (1) 47:5	Affrunti (1) 2:10	announcement (2) 28:15;30:3	attended (2) 24:10;28:15	bill (2) 38:10;47:20
accountant (1) 6:20	aforsaid (1) 51:11	answered (1) 12:23	attention (1) 16:22	billed (1) 30:23
accounting (2) 6:15,16	after-condition (1) 31:14	anticipated (1) 17:24	attributes (1) 31:18	billing (1) 28:19
acquisition (2) 8:14;9:3	Again (3) 4:2;20:8;22:5	anticipation (1) 36:7	auditing (2) 6:15,17	bit (3) 8:24;10:15;18:4
across (2) 34:1,9	aged (1) 40:15	application (2) 43:11,12	auditor (1) 6:21	blast (2) 19:19,20
action (2) 3:12;22:2	agencies (1) 45:11	applied (1) 12:6	automatically (1) 32:7	blasted (1) 44:2
active (1) 46:10	aging (1) 40:14	appreciate (3) 5:7,10;43:11	available (6) 19:16;26:23;27:7; 33:13;38:13;39:19	block (1) 36:9
actual (1) 25:10	ago (1) 26:9	approached (1) 41:18	Avenue (2) 7:21;16:13	blocks (1) 35:10
actually (6) 23:10,22;26:19; 29:1;43:23;49:9	agree (1) 14:13	appropriate (3) 9:20;23:6,16	aware (3) 20:22;24:13; 46:11	blue (1) 27:13
adapted (1) 23:24	agreement (7) 5:11;7:20;9:8; 21:9,12;22:14;29:5	approval (2) 2:16,19	Awesome (1) 44:16	board (12) 3:5,12,23,24;5:9, 18,24;6:24;7:7,15; 25:5;49:17
add (7) 5:18;14:22;17:21;	ahead (2) 27:3,15	approved (2) 13:12;42:15	ayes (2) 2:23;50:2	borrower (1) 44:12
	Alderman (10) 4:9,13,18;14:12; 24:10,14,20;27:17, 22;44:2	approximately (2) 8:13;26:17		both (7)
		April (1) 32:23	B	
		area (4)	back (10)	

9:20;10:18,24; 15:23;29:3;46:15; 49:5	17:7;18:13;22:12; 26:17,19;27:2,6,24; 28:9,21;30:4;33:4, 11;35:14;37:13,15; 40:4,20;44:7,10	changes (1) 48:11	climate (3) 46:18;47:1,2	completed (2) 25:15;30:16
branch (1) 20:18	candidate (1) 6:4	check (1) 32:9	close (3) 38:4;42:23;47:14	completely (1) 34:23
breakout (1) 27:12	capable (1) 5:20	Chicago (14) 4:13,23;7:21;8:6; 9:10;16:13;19:17; 30:1;37:24;38:6; 42:9;46:17;48:6; 51:7	closed (4) 42:15,16,18,22	completion (1) 18:12
bridge (1) 38:21	capacity (1) 43:18	Chicagoans (1) 45:19	closely (4) 13:14;15:22; 20:23;47:11	components (2) 14:9;30:22
brief (1) 4:11	capital (1) 9:22	ChicagoInfrastructureorg (1) 19:18	cobra (1) 36:8	conceptual (1) 10:4
bringing (1) 15:3	capture (2) 28:22;29:12	Chicago's (2) 8:1;23:5	co-chaired (1) 45:7	condition (4) 25:22;26:1;31:17; 32:2
BUDESCU (12) 9:1;11:21;15:10; 17:13;18:3;22:12; 25:4;29:11;39:8,13; 45:2;48:3	car (1) 12:2	Chief (1) 47:12	collaboration (1) 23:10	conference (2) 8:17;42:9
budget (6) 3:12;7:3;8:13; 21:14,20;38:18	carbon (2) 46:18;49:5	choosing (1) 33:11	collaborative (1) 15:21	configuration (1) 32:13
build (8) 8:8;9:5,13;15:19; 21:4,9;22:19;41:2	card (1) 49:7	Chorus (2) 2:23;50:2	collaboratively (1) 15:5	conflating (1) 48:15
builder (1) 21:21	care (1) 40:16	Chris (2) 47:11;48:1	colleague (1) 46:23	conflict (1) 3:15
building (7) 7:17;13:16;14:19; 23:24;24:19;40:8, 19	careers (1) 10:21	circle (1) 48:1	collected (1) 31:13	congratulate (1) 4:12
buildings (3) 13:9;24:1;45:13	Carl (2) 2:9;30:2	CIT (7) 8:7,19;20:9;22:6, 6;45:20;46:4	color (1) 22:10	congratulations (1) 4:19
built (2) 15:4;40:17	case (2) 27:8;32:23	City (58) 4:10,22;7:19;8:2, 4;9:6,9;10:6,8;15:6; 18:6,8,13,15,16,22, 24;19:8,9,10,11; 20:6,14,17;21:4,6, 13,24;22:2,3,4,6,15, 24;24:3;25:14;26:6; 30:24;34:1,9,9,17; 37:22;38:6,15;40:1; 41:6,9,14;42:8;43:6, 6;44:23;45:10,11; 46:1;48:6;51:7	ComEd (7) 37:23;38:5,22,22; 39:6;45:23;48:11	connection (1) 14:5
bulb (2) 37:2,10	cause (1) 4:15	City's (2) 19:5;41:2	coming (2) 4:4;40:24	Conservatory (1) 8:18
bunch (1) 31:18	CDOT (10) 25:16;26:7;27:22; 32:12;33:11,14; 36:5,10;38:4;39:1	citywide (1) 34:19	commenced (1) 2:2	consider (1) 46:1
burn (3) 16:3,5;18:10	centers (1) 15:4	clarification (1) 22:12	comment (2) 49:14,15	consolidated (2) 8:4;9:14
business (2) 2:15;51:7	CEO (1) 45:8	clarity (1) 30:6	comments (1) 49:16	consolidating (1) 18:6
Buyer (1) 42:14	certain (1) 18:5	classroom (2) 7:24;14:7	Commissioner (2) 42:7;45:8	consolidation (1) 18:18
C	Certified (1) 51:17	classrooms (1) 13:17	commit (1) 19:5	constantly (1) 41:17
calendar (2) 3:3;39:22	CFD (2) 11:23;15:8	clear (2) 9:3;28:14	commitment (2) 4:9;45:12	construct (1) 9:21
call (1) 34:17	CHAIRMAN (36) 2:3,8,14,21,24; 3:2,4;11:14;12:12; 13:20;16:1,15,18; 17:3;19:12;24:22; 29:24;30:9,13; 32:21;33:2,16,20; 34:6,11,21,24;35:7, 12;40:4;43:8;44:16; 49:18,21;50:1,3	clearly (3) 13:24;36:21; 43:17	committed (1) 10:3	constructing (1) 24:1
called (1) 2:4	change (1) 41:12	clicked (1) 28:2	Commonwealth (1) 38:12	construction (2) 10:12;17:14
calling (1) 35:5	changed (1) 48:16	client (1) 13:7	communicate (3) 29:16,20;34:4	contains (1) 51:12
camera (1) 28:23	changer (1) 24:3		communicating (1) 27:22	context (1) 31:17
campus (4) 7:21;9:22;11:13; 12:1			communications (1) 12:15	continual (1) 10:19
can (27) 3:23;4:2,20;8:20; 9:2;10:14;16:2;			community (8) 19:7;24:10,12,14, 18,21;44:3;45:22	continually (2) 5:9;23:2
			compensate (1) 28:23	continue (6) 4:24;19:1;21:23; 32:16;39:10,13
			complementing (1) 17:10	continued (3) 20:23;43:11,12
			complements (1) 15:13	continues (5) 4:21;6:2;27:21; 44:19,22
			complete (2) 8:15;23:6	continuing (2) 21:5;24:7

contract (5) 22:1,5,6;25:14,17		8:8;9:4,21;10:10; 14:18;15:7,11,16, 18,19;16:7;17:8,9, 14;21:4,8,10,12,21; 22:19;23:13	DPD (1) 44:15	31:23
controlled (1) 18:15	D		draft (1) 22:1	e-mail (1) 19:20
convened (1) 45:7	Daley (1) 46:21	designed (2) 14:24;24:2	drafting (2) 8:22;16:22	Emanuel (2) 46:21,23
convening (1) 47:13	Damon (2) 2:12,13	designers (1) 23:9	drawing (1) 41:10	emergency (1) 23:7
conversion (2) 25:21;39:8	Danielle (1) 41:15	designing (1) 9:12	driver (1) 48:21	employees (1) 7:5
converted (2) 23:22;37:2	DARLING (42) 2:13;3:4;10:18; 11:5;12:11;13:7; 15:15;16:13,17,20; 17:6,21;18:23; 19:11,14;22:16; 24:8,24;25:7;28:6, 9;30:2,11,18,20; 34:14,22;35:3,9; 37:21;39:9;40:24; 42:12;44:9,17;45:3; 47:9,19;48:24;49:8, 19;50:4	desirable (1) 48:20	driving (2) 11:13;12:1	enable (2) 14:3;20:9
coordinating (1) 35:15	data (2) 31:13;32:9	determine (1) 12:10	drop (1) 16:24	end (8) 26:2,12,13;32:8, 18;36:24;43:5; 45:24
coordination (2) 25:18;46:21	database (1) 31:21	develop (3) 45:9,17;46:3	dropping (3) 35:16,19;36:22	Energy (4) 45:8,10,18;48:12
corner (1) 28:16	date (4) 3:16,19;31:13; 42:18	developed (1) 11:22	due (2) 8:19;9:23	engaged (1) 7:1
cost (1) 39:6	dates (1) 3:24	developer (6) 8:9;9:5,12;10:6; 15:19;20:21	duly (1) 51:5	engineering (1) 21:17
costs (2) 5:12;9:22	day (2) 23:11,11	development (1) 45:23	DuMerer (2) 41:15;42:7	Englewood (4) 20:15;23:14; 24:17,23
Council (7) 4:10;9:9;10:8; 20:6;21:24;22:2,3	day-to-day (1) 25:16	devices (1) 28:23	dynamic (1) 14:17	enough (2) 38:15;40:22
count (1) 38:20	DCEO (3) 38:9,18,22	difference (1) 28:12	E	entered (2) 7:19;9:6
countless (1) 5:2	dealt (1) 20:9	different (3) 31:16;36:1;41:18	earlier (1) 18:20	entertain (1) 49:21
country (1) 15:5	debate (1) 28:20	differentiation (1) 28:24	earliest (1) 46:15	environment (2) 14:20;40:18
COUNTY (1) 51:3	December (9) 3:5,9,16;16:23; 17:4;22:3;46:24; 47:13;49:12	difficult (1) 29:13	early (4) 10:12;16:24; 32:18;46:24	environmental (1) 45:21
couple (6) 3:20;6:11;26:9; 27:16;42:18;44:18	dedicated (1) 5:1	directed (1) 29:8	East (1) 5:14	environmentally (1) 48:19
court (1) 51:6	deeply (1) 7:1	directly (3) 13:10;44:10,13	economically (2) 48:6,20	equals (1) 42:24
CPD (2) 11:22;15:8	deescalation (1) 13:24	discussing (1) 15:9	economics (2) 40:1;48:16	especially (2) 13:3;38:3
crawl (1) 40:13	definitely (1) 11:10	document (2) 8:22,24	Edison (1) 38:13	essential (1) 23:4
create (1) 14:19	delivers (1) 15:24	DoIT (1) 32:11	effected (1) 27:23	et cetera (1) 40:10
created (1) 48:18	delivery (1) 22:20	dollars (1) 33:5	effectively (3) 5:7;29:16,19	evaluate (2) 40:22,23
credit (1) 38:2	Department (6) 13:8;14:14;19:19; 22:15;25:18;41:16	DOMINGUEZ (1) 28:3	efficiency (1) 48:12	evaluation (1) 17:18
crew (1) 26:16	departments (3) 13:11;15:23;21:6	done (13) 6:18;7:11;10:16; 18:16;21:17,19; 28:17;29:2;37:5; 39:16,17;44:2;49:4	efficient (1) 23:21	even (4) 36:19;37:13;40:2, 21
crews (1) 26:16	design (21)	door (1) 5:6	effort (4) 5:5;46:5;48:4; 49:20	Evens (1) 45:9
critical (2) 23:2,8		Dowd (1) 6:2	efforts (1) 5:3	event (2) 24:15;28:15
CTA (1) 12:1		down (3) 24:17;28:9;36:20	either (1) 42:3	everyone (1) 50:3
currently (7) 16:4;18:8,13,22; 20:5;34:1;35:5			elements (6) 14:17,18,19;18:5, 7;40:16	everyone's (1) 5:8
curriculum (6) 11:19;12:6,19; 13:19;15:12;17:10			Elevate (1) 45:8	exact (1) 16:12
			else (1)	exactly (4) 15:17,24;26:24;

37:19 example (1) 43:14 exceeding (1) 19:5 exceedingly (1) 22:21 excess (2) 38:1;39:23 excited (5) 14:14;23:19;24:6; 27:16;39:21 excitement (1) 24:18 exciting (4) 4:23;25:9,11; 37:22 excuse (1) 46:22 execute (1) 22:5 executed (1) 25:14 existing (3) 18:6,18;20:12 expand (1) 34:12 expanding (1) 34:10 expansion (1) 45:17 expect (14) 3:10;8:10,14; 9:23,24;17:23; 19:22;21:23;26:5; 11:32;16:34;22; 39:16;41:12 expectation (1) 35:1 expected (4) 38:2;39:24;45:24; 46:4 expended (1) 33:9 expenditure (1) 33:5 experience (2) 6:10;29:2 expert (1) 48:14 expertise (2) 12:22;23:9 experts (2) 15:7,22 expounding (1) 18:4 Express (1) 44:20 extended (1) 5:14 extensive (1) 32:19 extent (1)	41:20 extraordinarily (2) 21:2,11 F facilities (11) 9:13;11:4,24; 12:7;15:11;18:6,8, 14:21;15:23;6:16 facility (10) 10:22;13:8;14:3, 8:20;3,4,12,15; 23:14;24:16 failed (1) 36:8 failures (1) 33:9 families (1) 42:19 far (5) 6:11;30:8;38:1; 39:17;40:22 fast (1) 17:8 favor (2) 2:22;50:1 favorably (1) 17:18 federal (1) 43:9 fee (1) 18:9 feedback (1) 5:10 feel (1) 43:15 fellow (1) 6:2 few (4) 5:18;6:22;35:10; 41:13 field (2) 15:22;29:3 figure (2) 33:4,5 figured (2) 31:7,10 final (2) 18:1;45:23 finalize (4) 3:21,22;15:6,8 finalized (1) 46:7 finance (5) 8:8;9:5,21;15:19; 49:3 financing (1) 10:4 find (1) 29:16 finding (1) 6:21	finished (1) 33:15 fire (10) 8:3;10:24;11:9; 12:2,2;13:10,12,15; 15:23;23:3 firing (1) 14:10 firm (1) 6:17 first (10) 2:14;8:1,3;9:2; 15:15;32:3;34:5; 39:22;40:17;51:5 firsthand (1) 30:4 fiscal (1) 39:22 fix (1) 36:11 fixed (1) 35:15 fixtures (8) 26:3,5,11,13,15, 17:31;22;39:3 Fleet (4) 13:8;22:22;23:19; 24:4 flexible (1) 40:20 focus (1) 48:1 focussed (1) 43:16 folks (5) 12:14,15;14:1; 43:23;44:6 following (1) 14:10 footprint (1) 49:5 foregoing (1) 51:10 formalize (1) 13:16 formulate (1) 15:9 forth (1) 15:3 forward (8) 5:20;6:23;16:9; 19:23;20:10;24:7; 46:13;48:23 front (1) 44:11 fueling (2) 20:3,17 full (1) 18:1 fully (1) 24:12 fulsome (1) 3:14	function (1) 23:8 fund (1) 20:11 funding (2) 37:23;38:8 fundraising (1) 4:17 funds (5) 38:5,11,13,16; 39:19 further (1) 19:15 future (6) 40:5,9,10,21;41:2, 22 G game (1) 24:3 garbage (1) 23:3 Garfield (4) 7:18,22;8:18; 19:13 gathering (1) 47:2 general (1) 29:4 generally (1) 30:4 generation (1) 47:22 George (5) 15:20;21:7;22:9; 38:3;42:3 George's (1) 29:11 geothermal (1) 47:18 gets (1) 32:9 given (2) 12:20;51:12 gives (1) 11:23 giving (3) 29:1;38:22;42:9 glad (1) 24:6 globe (1) 46:24 goal (7) 10:13;16:23,24; 21:24;41:1,2,5 goals (1) 19:6 goes (2) 19:21;31:10 good (6) 5:22;14:2,16; 21:20;31:2;36:17	Goose (1) 20:18 government (1) 23:5 grader (1) 29:21 granular (1) 31:24 grateful (1) 4:24 Great (15) 4:14,15;6:6,12; 14:23;23:18;28:13; 38:20;39:4,24;43:8, 14:46;13;49:6,8 greater (1) 29:8 groundbreaking (2) 17:22;22:7 Group (8) 44:20,22;45:7,14, 21;46:10;47:10; 48:21 groups (2) 45:22;46:23 groups' (1) 46:6 grow (1) 43:3 guess (1) 36:15 guys (3) 23:10,19;32:7 gym (1) 29:22 H half (2) 28:16,17 handle (1) 43:4 handles (1) 13:9 happen (2) 11:17;40:12 happening (3) 13:4;25:12;46:12 happens (1) 32:7 happy (2) 16:10;19:1 hard (2) 5:8;28:22 hardest (1) 43:9 hardworking (1) 5:1 Harris (2) 6:7,8 HDS (1) 37:1 head (5)
--	--	--	---	--

36:8,22;37:9,11; 41:16	identify (1) 45:9	7:10	4:1;7:11;48:15	Kym (3) 2:10;11:15;43:12
headed (1) 21:7	identifying (1) 45:16	initial (4) 17:22,24;22:7; 32:4	items (1) 3:11	L
heading (1) 4:9	IDOT (1) 43:10	initially (1) 28:1	J	labor (3) 19:8,9;45:21
headquarters (1) 20:13	Illinois (3) 38:10;48:7;51:1	initiative (2) 12:10;48:23	January (1) 16:24	ladder (1) 12:2
heads (1) 29:14	impact (1) 46:18	initiatives (1) 44:18	JD (1) 6:3	land (3) 8:14;9:3;20:7
hear (1) 36:17	implement (1) 29:15	Innovation (2) 25:18;41:16	job (3) 4:14;6:18;7:12	landing (1) 28:6
help (5) 6:6;14:19;20:10; 43:2,6	implementation (1) 25:11	inputted (1) 32:9	jobs (1) 49:5	last (12) 4:20;5:18;7:15, 15:25;8:26;2,13; 37:14;38:11;43:9; 47:21;48:8
helped (5) 42:19;43:12,20, 24;44:8	implemented (1) 34:19	installations (5) 26:10;27:1,4; 45:16;46:3	join (1) 37:17	later (2) 19:17;41:1
helpful (3) 12:17;49:2,4	important (4) 4:16;12:12;18:24; 39:14	installed (12) 26:12,14;27:13, 15:31;5;33:21,22; 34:2,3,5;35:11; 37:14	joint (3) 6:3;7:17;8:5	launch (2) 29:15;38:8
helping (1) 38:8	improve (3) 26:7;43:3,7	instead (2) 35:16,19	jointly (1) 11:22	law (2) 22:15,15
helps (1) 14:9	improvement (1) 11:10	insurance (1) 7:3	Jorge (1) 28:7	lead (2) 8:7,22
higher (2) 28:19;30:23	incentive (7) 37:23;38:11,14, 23;39:4,19;47:22	insure (2) 15:23;45:18	Julie (1) 51:5	leading (1) 22:15
high-level (1) 11:23	incentives (2) 48:10,12	integrated (1) 32:3	July (6) 7:14,16,18;10:12; 17:23;26:2	learn (3) 44:7;47:3,8
history (1) 46:22	include (1) 10:3	integration (1) 32:4	jump (1) 46:14	lease (3) 5:11,14;18:14
hit (1) 43:9	includes (2) 10:17;11:21	intended (1) 32:20	June (8) 2:16,17;7:15; 10:8;17:24;25:13, 19;48:8	least (3) 19:6;24:14;49:10
home (4) 23:19;42:14; 43:13,22	including (1) 3:12	intense (1) 47:3	K	led (10) 20:20;25:20; 26:13,15,24;35:7,9; 36:9;37:3;39:8
hope (6) 3:21;6:12;22:2; 25:6;27:7;42:23	inclusive (1) 8:14	intent (1) 9:7	keep (4) 43:21;44:23;46:9; 47:15	LED's (1) 36:12
hopefully (5) 3:23;5:23;27:17; 29:18;46:12	increase (1) 4:21	interest (2) 19:22;24:18	key (1) 30:22	left (2) 16:4;38:13
hoping (2) 10:8;17:7	increases (1) 41:4	interplay (1) 35:14	keynote (1) 42:9	legislation (1) 48:8
hosting (1) 46:23	incredible (1) 5:5	into (9) 7:13,19;8:4;9:6; 31:19;32:10;33:24; 44:10,14	kicking (1) 16:9	legislative (2) 10:11;48:14
hot (1) 26:20	incredibly (2) 4:16,24	intro (1) 25:12	kind (19) 10:15;11:3,19; 12:22;15:7,8,15; 17:11;22:9,17;23:8; 31:7;32:3,4;39:11, 12;43:4,22;48:9	lend (1) 22:10
hour (1) 26:17	independent (1) 37:6	introduce (2) 6:13;21:24	kinds (1) 38:23	lenders (3) 42:15;44:10,14
hours (3) 3:8;5:2;19:9	indicated (1) 32:21	introduced (1) 10:7	knew (1) 31:22	Leslie (5) 9:6;10:14;27:24; 47:6;48:9
Hubbard (8) 2:10,18,20;10:14; 11:2;16:12,14; 49:24	indoor (3) 11:7,11;12:3	introducing (2) 5:23;6:23	knowledge (1) 41:15	letter (2) 7:20;9:7
I	industry (1) 15:3	involved (1) 4:17	known (1) 46:6	level (1) 39:20
idea (4) 12:1;33:3;48:22; 49:8	information (4) 31:19,24;32:15; 44:12	Island (1) 20:19	Kurt (1) 2:9	leverage (1) 41:24
ideas (1) 41:19	informed (1) 36:10	issue (2) 6:22;10:1	Kwak (1) 6:7	light (11) 28:19,24;30:7; 31:22;33:7;34:18; 35:8,15;36:7,20,21
	infrastructure (5) 14:18;19:17; 25:22;40:15;46:17	issued (3) 8:11;25:17,19		
	inhouse (1)	issues (3)		

lighting (13) 25:9;27:10;28:11; 29:5;30:5,24,24; 31:17,20;32:13; 37:24;42:13;49:10	lots (1) 41:18	maybe (2) 26:19;44:4	month (3) 26:2,13,13	22:14
lights (17) 27:13;31:5,6,8; 32:8,22;33:22;34:4, 20;35:1,2,4;36:10, 22;37:1;39:18; 40:17	lucky (1) 38:15	Mayor (5) 7:16;26:10;46:21, 21,22	months (3) 8:15;36:20,20	neighborhood (2) 7:22;37:15
liked (1) 31:18	M	mayors (1) 46:23	more (23) 3:14;4:11;10:3; 11:18;13:20;14:7; 17:16,17,18;18:17; 22:22;29:16,19; 30:7,23;31:24;34:8; 36:16;37:2;39:18; 40:2;42:20;44:7	nervous (1) 22:13
likely (1) 3:12	main (2) 20:14;28:4	Mayor's (5) 27:21;45:6,12; 47:2,12	most (3) 11:16;28:23; 37:21	network (9) 30:14,16;33:18; 34:10;37:17;40:8; 41:7;42:1;47:8
limited (3) 44:12;47:17,20	mainly (1) 34:2	MBA (1) 6:3	motion (3) 3:2;49:21,23	neutral (1) 41:7
line (3) 27:14;44:11; 45:11	maintaining (2) 23:2,16	MBE/WBE (1) 19:6	motioned (1) 2:21	new (14) 5:23;6:21;7:16; 11:3;23:19;24:18; 34:20;35:1,16,19; 36:9,22;37:9;42:5
lines (1) 27:13	maintenance (3) 20:3,14;23:7	mean (2) 36:16;39:6	Move (5) 2:19;4:2;17:7; 20:10,13	next (19) 3:5,20,23,24;5:14, 24;6:23;7:7;19:24; 25:5,6;27:4,16; 30:14;32:18;36:5; 41:13;43:1;46:8
Lingenfelter (7) 2:9,19;17:9,20; 29:21;38:17;49:1	major (1) 32:4	meet (2) 21:5,18	moved (5) 20:4,18,24;25:10; 38:12	night (1) 36:3
link (1) 26:20	makes (2) 36:16;40:2	meeting (23) 2:1,3;3:5,9,23,24; 4:5,7,10,10;6:1,24; 7:7,15;22:2;24:10, 11;25:5;32:11;43:1; 50:7;51:9,12	movement (1) 3:13	node (2) 37:12,16
list (4) 9:24;17:1,2,5	managed (1) 38:12	meetings (6) 3:6,17,19;4:6; 5:18;6:5	moving (6) 6:16,19;7:13; 20:15;21:22;48:10	nodes (2) 33:17;40:10
little (7) 3:7;8:24;10:15; 18:4;28:20;38:21; 42:20	management (6) 5:2;7:11;13:9; 30:24;31:20;32:13	member (1) 45:20	much (6) 16:9;31:3,23; 43:22;44:1;46:16	noon (1) 3:6
loans (5) 42:16,17,18,21,23	managing (1) 25:16	members (1) 14:13	multiple (1) 43:17	North (9) 20:2,5,5,16,17,18; 23:15,21;24:8
local (2) 19:7;45:17	mangling (1) 48:15	mention (1) 19:4	municipal (1) 45:13	Northwestern (1) 6:3
locally (1) 43:10	many (11) 4:16,19,23;6:9; 23:23;29:2,2,31:9; 34:15,15;43:17	mentioned (5) 7:2;13:21;14:21; 15:20;17:23	municipality (1) 18:10	note (1) 39:14
location (3) 16:12;20:4;24:23	mapped (1) 36:19	mentioning (1) 48:10	N	notes (1) 51:11
locations (2) 8:2;20:14	Marathon (1) 4:13	met (2) 4:20;7:15	navigate (1) 32:14	notify (1) 34:17
long (2) 34:24;38:7	March (1) 22:8	might (1) 47:15	neatest (1) 13:22	November (4) 8:19;9:23;17:4; 22:1
look (17) 5:20,22;6:23; 15:16,18;19:23; 24:7;27:3,6,11,15; 28:1,10;31:15; 44:10,14,22	MARQUISOS (23) 14:22;22:17;25:1, 6;28:13;29:7;30:19, 21;33:1,3,19,23; 34:7,13;35:20,24; 36:14,24;37:5,11; 38:19;39:10;42:7	milestone (1) 32:5	necessarily (1) 18:19	nuance (1) 35:20
looking (8) 16:9;17:18;19:6; 29:17;33:7;43:2; 44:3;47:23	MarySue (2) 2:11;46:13	milestones (2) 8:21,23	need (5) 2:4;21:19;32:15; 34:16;43:18	number (6) 3:10,11;14:1; 16:3;25:17;43:16
looks (3) 29:22,24;49:16	Matt (1) 2:10	million (8) 8:13;21:14;37:23; 39:4,15;42:17,22,24	needed (1) 9:13	numbers (1) 49:10
loop (2) 16:4,5	matter (1) 2:15	mind (1) 14:1	needing (1) 5:18	numerous (1) 8:2
lot (8) 7:10;19:22;21:15; 23:9;36:1;44:20; 49:9,10	matters (1) 4:3	minute (1) 26:18	needs (6) 13:16;15:16; 21:12,17,18;35:15	O
	maximize (1) 39:1	minutes (2) 2:16,17	Neenah (1) 20:17	oath (1) 51:6
	maximized (1) 39:12	modeled (1) 49:9	negotiating (1) 21:8	obviously (1) 41:15
	may (4) 16:5;18:9,20; 35:22	models (1) 44:4	negotiation (1)	occupancy (3) 5:12;17:24;18:1
		momentum (1) 4:21		occur (1)
		money (3) 21:16;33:9;35:18		

15:19	6:13;47:3,7,23; 48:18	23:18;25:21,23,24; 33:11;37:14;43:18	piece (2) 31:1;40:23	presented (1) 24:11
o'clock (1) 4:5	opposed (1) 2:24	participation (2) 19:7,8	pivotal (1) 46:4	presenting (1) 24:20
October (4) 2:3;8:17;42:8; 51:9	option (1) 5:15	parties (1) 46:2	place (4) 10:22;17:22;32:6; 33:18	pre-submittal (1) 8:16
OEMC (1) 48:10	options (2) 3:20;44:23	partnering (4) 4:22;18:24;24:6; 46:2	plan (2) 8:16;36:4	pretty (3) 28:14;31:10;39:4
off (5) 16:10;20:4,18; 32:15;41:10	order (3) 2:4,14;25:17	partners (2) 20:23;45:23	planning (1) 7:2	previous (3) 31:4,21;32:22
offer (3) 5:19,22;7:4	organizational (2) 2:15;4:3	partnership (5) 21:3,20;24:13; 38:4;45:10	plans (1) 7:4	pricing (1) 10:3
office (5) 6:3;7:11;27:18, 21;45:6	organizations (1) 45:22	party (1) 22:7	play (1) 46:4	prioritized (3) 18:11,20,21
Officer (1) 47:12	original (1) 38:18	passed (2) 38:10;47:21	please (1) 3:15	private (1) 6:9
officers (1) 10:20	O'Shea (5) 2:10;4:13,18; 14:12;27:18	passes (1) 3:2	pleased (6) 4:22;5:13;8:9; 24:19;29:9;31:12	proactively (1) 12:18
Offices (1) 27:20	O'Shea's (1) 4:9	Patty (3) 7:9;26:19;49:14	plows (1) 23:4	probably (5) 4:11;12:17;46:7; 47:6;48:14
official (2) 25:1,4	others (2) 4:19;14:12	pay (1) 18:9	point (8) 13:6;18:3;29:11; 34:19;46:20,20; 47:13;48:3	problem (1) 36:11
officially (1) 25:7	out (31) 5:6;16:7;18:14; 19:19,21;23:11; 24:7;26:16;28:21; 29:10,17;31:8,10, 15;33:4,5,6;34:7,18, 23;35:5;36:3,7,10, 19,21;42:16;44:2, 13;46:20;48:5	payments (1) 18:14	points (2) 34:1,8	problems (1) 33:6
O'Hare (1) 44:19	outside (3) 2:6;12:7,13	pencil (1) 48:5	pole (1) 33:7	proceed (1) 10:7
old (2) 35:2;46:22	outstanding (2) 6:18;7:12	people (9) 13:4;15:2;24:15, 16;31:15;32:14; 35:4;43:20;48:17	poles (3) 26:3;31:16;32:24	proceedings (2) 51:8,12
Olympics (2) 4:15,17	over (11) 4:9,18;13:15; 16:8;23:23;27:16; 38:12;41:12;42:17, 17,24	percent (5) 19:7,8,12;39:5; 45:12	police (13) 8:2;10:16,17,19, 20;11:9;13:10,12, 15;15:23;22:19; 23:3;29:4	process (18) 9:18;10:11,11; 15:18,21;16:9,16; 17:8;21:4,7,10; 23:12,18;31:2,7; 32:6,16;41:5
once (2) 33:10;49:2	overview (1) 11:23	perception (1) 28:18	Policy (1) 6:7	processes (1) 45:15
one (12) 10:6;13:21;15:12; 22:12;25:17;30:19, 22;34:14;35:16,21; 37:21;46:16	own (2) 46:3;49:2	period (1) 38:21	pool (2) 11:12;12:3	procurement (9) 5:3;8:8,9;12,17; 12:5;14:24;19:20; 20:20;41:5
ones (1) 33:20	owned (1) 18:16	permits (1) 21:6	portion (1) 9:21	procurements (1) 5:6
ongoing (4) 10:18,24;11:1; 23:7	owner (1) 9:8	permitting (1) 45:15	position (1) 40:22	productive (2) 15:13;23:12
online (1) 42:6	page (2) 28:4,6	person (2) 5:19,20	positive (1) 41:8	program (18) 11:21;13:11,12, 16,17;15:6,9,11,12; 29:15;37:24;38:8; 42:14,19;43:5,9; 44:8;49:11
only (3) 23:6;34:19;40:8	panned (1) 29:10	personnel (2) 5:17;10:24	possible (1) 17:8	programmatic (1) 11:8
onto (1) 28:2	parallel (1) 30:17	phase (1) 18:17	potential (2) 19:21;40:5	programming (1) 11:20
open (1) 42:21	Park (4) 7:18,22;8:18; 19:13	phases (2) 18:19;40:5	potentially (1) 46:2	programs (1) 38:14
operated (1) 23:23	part (10) 12:5;13:23;17:10;	phone (1) 2:12	PowerPoint (2) 28:3;30:10	progress (2) 31:2;44:22
operates (1) 24:4		photograph (3) 28:14;29:12,18	Prado (1) 6:16	project (40) 5:2,24;7:13,17, 23;8:9,12,12,20;9:5; 13:7;14:24;18:5;
operations (6) 4:3;20:1,2;22:22; 23:20;24:2		photographically (1) 28:22	preliminary (2) 9:7;32:12	
opportunities (4) 42:2;45:9,16; 47:24		physical (1) 31:16	prepared (1) 41:14	
opportunity (5)		picture (1) 33:10	presentations (1) 44:3	
		pie (2) 33:11,12		

19:1,23,24;20:10, 21,24;21:2,10,14; 22:8,11;24:5,12; 25:11,13,21,23,24; 30:22;37:6,14; 39:11,23;40:1;41:2, 11;43:3	17:7;19:4;21:1; 31:11;42:14;44:18	receive (1) 10:20	replaced (1) 35:18	29:22;31:6;35:3,6; 42:13;48:23
quite (2) 13:15;29:9		received (1) 30:5	replacement (1) 37:2	rightly (1) 43:15
quote (1) 15:2		receiving (2) 27:4,18	replacing (1) 6:21	risk (1) 33:23
	R	recent (2) 24:9,10	report (5) 4:20;31:12,16; 36:5;45:23	road (1) 36:20
projects (8) 3:13;4:23;5:3; 17:15;45:10;48:5, 19;49:3	radar (2) 47:6,9	recommend (1) 10:6	reported (1) 51:8	role (3) 46:4,5,13
property (2) 5:12;20:8	Rail (1) 44:20	recommendations (1) 46:7	reporter (2) 51:6,17	roll (3) 2:5;24:7;34:7
proposal (1) 10:2	raise (1) 47:7	record (2) 2:7,9	request (2) 9:18;10:1	rollout (1) 27:21
proposals (2) 10:2,5	Ralph (1) 2:10	recruits (2) 10:18,24	requesting (1) 19:4	run (3) 5:6;26:4;40:13
prospect (1) 40:21	RAMIREZ (16) 19:10;27:24;28:4, 8,10;29:6;33:14; 35:13,22;36:13,15; 37:4,8,19;47:17; 49:23	reduce (2) 33:9;34:16	require (2) 3:11;37:1	running (4) 3:7;4:13;47:13; 49:3
provide (9) 3:20;9:13;11:8; 23:15;26:23;27:3; 30:6;41:21;42:24	ramp (1) 32:17	reducing (1) 5:12	required (2) 36:2;48:13	S
provided (1) 38:9	ramp-up (1) 31:3	reduction (1) 46:19	rescheduled (1) 4:6	Safety (4) 7:17;8:5,9;14; 19:15
provides (2) 5:9;29:7	ran (2) 4:14;41:5	regarding (1) 21:11	residents (3) 19:9;29:4;34:17	sale (1) 20:7
providing (3) 3:14;7:23;18:7	range (4) 11:8,12;12:3; 14:10	regulatory (1) 45:15	resiliency (1) 46:18	same (1) 14:14
prudent (1) 48:20	rate (1) 39:14	reimbursed (1) 39:6	resources (1) 33:12	satellite (2) 20:16;23:14
Public (9) 6:7;7:17;8:5; 9:14;11:16;19:15; 26:22;49:14,15	rather (1) 41:1	reiterate (1) 22:5	responder (1) 18:16	save (1) 35:18
publicly (1) 34:15	rates (1) 38:23	release (2) 9:16;16:21	responders (2) 8:1,3	Sawyer (3) 24:11,14,20
purchase (2) 7:20;9:9	reach (1) 44:13	relevant (1) 17:17	response (2) 3:1;17:12	saying (1) 12:18
pushing (1) 48:22	ready (5) 41:3,13,21,23; 42:4	reliability (1) 26:8	responses (1) 8:18	scenario (5) 7:24;11:11;12:2; 27:8;36:22
put (6) 5:1;31:9;36:8; 37:11,15;42:1	real (2) 23:17;33:16	reliable (3) 30:7,23;34:23	responsible (1) 23:1	scenario-based (2) 11:6;13:23
putting (2) 29:14;37:9	reality (1) 48:16	relocation (3) 20:1,11;24:9	rest (2) 32:17;39:11	schedule (3) 3:8,18,22
Q	really (14) 5:4,7;7:10,12; 18:6,24;23:15; 24:15;30:6;31:23; 38:7;39:21,24; 48:21	remember (1) 11:14	retrofit (2) 45:4;46:16	scheduled (1) 3:6
qualification (1) 17:14	reason (2) 14:2,15	renewable (2) 45:12,18	retrofits (1) 45:5	School (1) 6:7
qualifications (5) 9:19,20;15:1; 17:11,16	reasons (1) 14:10	renewals (1) 5:15	revenue (3) 41:7,7,10	scope (4) 12:8,13;17:15,17
qualified (2) 10:1;42:22	rebates (1) 39:2	renewing (1) 7:3	reviewing (1) 45:14	score (1) 49:7
quality (3) 28:19;30:23;32:9	recall (1) 25:20	rent (1) 18:14	Reynolds (1) 45:8	Scott (1) 22:13
quarterly (1) 3:18		Renteria (1) 6:17	RFP (5) 16:16,19,20,22,24	scroll (1) 28:9
quick (2) 33:16;46:15		repair (4) 20:16;23:10;33:5; 36:23	RFQ (12) 8:10,24;9:16,18; 11:18,21;13:3,13; 16:16,21;19:4,16	Sean (1) 6:2
quickly (6)		repaired (1) 35:16	RFQ's (1) 9:23	Second (5) 2:20,22;6:8; 18:17;49:24
		repairing (2) 35:17,19	right (15) 10:13;11:15; 13:23;16:6;17:6,15; 23:3;25:7;28:16;	seconds (1) 40:5
		repairs (3) 23:7;26:7;36:1		
		replace (1) 20:12		

sector (1) 6:9	17:15	31:3	23;44:9;46:11	3:4;9:1;50:3
secured (1) 37:22	slide (3) 30:10;31:4;32:22	start (4) 10:12;16:21; 32:19;33:11	surrounding (1) 19:13	thereafter (1) 25:15
securing (2) 38:5,15	slightly (1) 4:11	started (1) 3:17	survey (1) 31:14	thinking (1) 36:18
seems (2) 21:15;24:17	small (1) 26:4	state (5) 2:8;38:9;48:6,13; 51:1	surveyed (2) 26:6;32:23	thought (1) 22:22
select (2) 8:8;10:6	smart (7) 25:9;27:10;37:24; 41:6;42:8,13;49:10	statements (1) 9:18	surveyors (1) 36:3	thoughtful (1) 4:8
selected (4) 15:20;20:21;21:3, 21	smartlightingorg (1) 26:21	state-of-the-art (5) 11:3,6,11;14:20; 15:2	Sustainability (1) 47:12	thousands (1) 19:21
selection (3) 9:4;16:8,23	smoothly (3) 21:2,11,22	station (1) 20:17	switch (1) 30:11	three (1) 20:13
sense (5) 30:15;33:8;36:16; 40:2,3	snow (1) 23:4	stay (1) 43:13	sworn (1) 51:5	thrilled (1) 18:23
separate (3) 9:3;12:9;20:13	solar (11) 45:9,15,17;46:3; 47:10,17,20,22; 48:2,5,17	steel (1) 23:22	system (15) 19:20;22:20;26:8; 30:8,14,16;31:1,20; 32:10,13,15,20; 41:3,13,23	Throop (4) 20:2,6;23:21;24:9
September (1) 31:5	soliciting (1) 15:1	steps (1) 30:14	systemic (1) 36:11	throughout (3) 8:1,3;10:21
services (4) 6:15,16;19:20; 43:3	soon (4) 16:21;17:1;29:20; 32:7	still (2) 3:7;35:5	systems (1) 41:22	Tiffany (2) 6:6,14
set (1) 35:1	sooner (1) 41:1	stories (1) 43:19	T	timeliness (1) 48:4
share (6) 7:6;29:20;44:21; 47:3,15;49:11	sorry (2) 18:2;35:12	story (1) 44:5	talent (1) 15:3	times (2) 29:3;34:16
shooting (3) 11:7,12;12:3	sort (11) 9:7;11:23;13:1, 22;14:4,20;15:10; 30:16;40:13;43:14; 44:2	Street (3) 25:3;26:16;28:16	talk (3) 14:11;40:7;44:17	timing (3) 16:18;30:17; 48:22
shop (2) 20:16;23:14	south (8) 16:4,5;24:24; 26:14;30:1;34:2,3; 35:10	streets (2) 26:24;27:3	talked (5) 5:17;6:22;31:4; 40:9;45:4	today (14) 3:14;4:8;5:4;6:4, 14:8;11;9:16;13:3, 13;16:10;19:18; 20:8;44:21;49:20
short (4) 9:24;17:1,1,5	speak (1) 14:17	string (1) 36:21	talking (12) 13:17,20;14:3,6; 15:24;22:18;25:8; 30:13,21;36:15; 40:6,6	together (1) 29:14
shorter (1) 3:7	speaking (2) 11:19;42:8	student (1) 6:8	tally (1) 49:3	Tom (6) 8:21;15:20;22:11; 42:4;44:19,24
shorthand (3) 51:8,11,17	Special (3) 4:14,17;7:9	stuff (1) 35:14	target (1) 10:13	took (1) 31:6
show (4) 9:19;26:18,19,21	specific (2) 17:12;46:5	substantive (1) 44:21	tasked (1) 12:8	top (2) 14:1;37:16
shows (1) 27:12	specifically (1) 39:15	successful (1) 19:23	tasking (1) 14:7	totals (1) 49:3
sic (1) 31:14	specs (1) 11:19	SUMMERS (36) 2:3,8,10,14,21,24; 3:2;11:14;12:12; 13:20;16:15,18; 17:3;19:12;24:22; 29:24;30:2,9,13; 32:21;33:2,16,20; 34:6,11,21,24;35:7, 12;40:4;43:8;44:16; 49:18,21;50:1,3	teach (1) 14:7	touch (2) 42:13;47:14
side (12) 16:4;20:16;23:15; 26:14;28:1,1,11,11; 30:1;34:2,3;35:10	spring (2) 18:2;26:5	Sunday (1) 4:14	teaching (1) 13:18	tower (4) 12:3;16:3,5;18:10
signed (1) 49:15	Springfield (3) 38:11;47:21;48:9	support (3) 5:9;13:1;37:24	team (3) 26:4;36:3;38:3	track (2) 11:12;48:9
significant (2) 10:10;21:16	SS (1) 51:2	Sure (16) 9:1;12:18;13:11; 14:12;15:12;21:17; 24:12;27:19;30:20; 34:21;35:4;41:3,19,	technologies (1) 42:5	train (1) 8:3
Silver (1) 2:13	stabilization (1) 25:23	support (3) 5:9;13:1;37:24	technology (7) 11:3;25:19,24; 31:1;41:4,17,24	Training (23) 7:18,24;8:5;9:14; 10:15,19,20,23; 11:1,6,11;12:2,7; 13:23;14:4,15,21; 15:4;18:16;19:15; 22:19;32:12,19
similar (1) 17:15	staff (3) 5:1,19,21	support (3) 5:9;13:1;37:24	telling (1) 44:5	transaction (1) 9:4
sister (1) 45:11	stage (1)	support (3) 5:9;13:1;37:24	tens (1) 19:21	transactions (1) 46:15
site (2) 9:9,15		support (3) 5:9;13:1;37:24	terms (3) 10:4;39:22;40:1	
size (1)		support (3) 5:9;13:1;37:24	Thanks (3)	

transcript (1) 51:10	3:3;8:20;27:14	42:16	wonder (1) 43:22	50:8
transition (1) 38:21	update (6) 3:14;4:3;19:24; 26:24;43:1;46:16	warehouse (1) 23:22	wondering (1) 44:7	100 (1) 45:12
translates (1) 39:5	updated (5) 20:22;27:5;44:24; 46:9;47:16	way (10) 14:11;15:13;24:3; 29:9;36:2,17;38:7; 43:18;45:5;48:11	work (23) 5:5,8;12:15,21; 16:5;20:23;21:1,5, 19:24;19:25;16,17; 27:2;30:8;33:21; 34:11;36:9;37:8; 39:15,17;44:15,19; 45:1	11 (1) 51:9
Treasurer (1) 30:2	updates (3) 7:6,13;44:21	ways (2) 23:24;29:16	workforces (1) 45:18	11,000 (1) 22:24
tremendous (2) 5:5;47:22	updating (1) 5:4	website (5) 19:17;26:22;27:6, 10:28;5	workings (1) 23:5	11th (1) 2:4
tremendously (1) 41:12	uploaded (1) 31:19	weeds (1) 33:24	workload (1) 4:21	14th (1) 42:8
triage (1) 26:7	upon (1) 18:4	week (5) 25:6;26:15;31:6; 32:8;43:9	works (1) 36:2	15 (2) 19:7,12
truck (1) 12:1	use (2) 18:9;40:9	weekly (2) 26:23;27:5	worst (1) 27:8	1685 (1) 20:2
trucks (1) 23:4	used (3) 18:20;32:20;38:9	weeks (7) 3:21;6:11;26:9; 27:5,16;31:7;36:5	worth (3) 18:3;42:17;48:3	170 (1) 42:17
true (4) 29:1;34:24;35:2; 51:10	useful (2) 14:8,9	welcome (2) 6:6,12	worthwhile (1) 48:19	174 (1) 43:16
Trust (3) 19:17;46:17;47:4	using (1) 37:7	welcomed (1) 24:15	Y	175 (1) 42:19
truth (1) 22:24	Usually (1) 4:5	welcoming (1) 5:21	year (12) 5:15;6:8;26:12; 32:17,18,18;37:14; 38:11;39:3,22;46:8; 47:21	18 (1) 8:15
trying (2) 27:19;28:10	utilized (1) 41:24	well-delineated (1) 11:18	years (5) 4:18;6:9;23:23; 25:9;41:13	19 (1) 42:15
Tuesday (2) 3:5,9	utilizing (1) 32:19	Wentworth (2) 24:24;25:3	yellow-orange (1) 27:14	19,000 (2) 26:11;39:3
turn (1) 16:22	V	weren't (1) 23:21	Z	2
two (3) 25:9;27:5;36:5	various (2) 21:6;23:17	West (6) 7:18,21,21;8:6; 9:10;16:13	zoning (1) 21:6	2 (1) 3:8
two-step (1) 16:15	vehicles (3) 23:1,3,17	what's (10) 11:17;13:2,4; 14:23;15:17;18:11; 22:10;24:22;40:11; 46:12	1	2,000 (3) 26:15;31:5,6
two-week (2) 27:3,15	vendors (1) 41:18	Wheat (1) 47:11	10:00 (3) 3:6;4:6;8:17	20 (2) 9:23;17:4
type (2) 14:4,20	video (1) 29:18	Whereupon (2) 2:1;50:7	10:12 (1)	20,000 (1) 39:18
types (1) 36:1	visibility (1) 29:8	whole (4) 31:7;33:11,18; 34:9		2000 (1) 26:13
typical (1) 4:11	visit (1) 31:15	wide (3) 19:10,11;30:24		2010 (1) 18:2
typically (2) 6:5;40:14	voting (1) 20:7	win (1) 39:24		2015 (1) 36:24
U	W	window (2) 39:12;48:18		2017 (5) 38:14,24;39:16; 45:24;51:9
ultimately (2) 12:5;34:8	Wacker (1) 5:14	wire (1) 33:8		2018 (12) 3:12,17;7:1,4,7; 10:9,13;17:23;22:8; 26:5;39:17;46:1
unique (2) 14:23;39:11	wait (1) 33:14	within (2) 12:6;21:19		2019 (1) 18:1
uniquely (1) 24:1	waiting (1) 2:11	without (1) 11:19		2020 (3) 18:2,2;45:13
unless (1) 7:13	walk (2) 8:23;40:13	woman (2) 43:13,21		20th (1) 8:19
unquote (1) 15:2	Walsh (1) 51:5			24 (1) 8:15
up (8) 9:24;21:7;23:13; 31:9;32:17;43:16; 48:15;49:15	ward (4) 24:11,15;27:12, 23			25th (1) 8:17
upcoming (3)	wards (1)			29th (1) 25:19

2FM (14) 11:22;12:9;15:16; 20:1,3,15,24;21:7,8, 18;22:14;24:11,17; 45:7	75 (1) 39:5			
2-part (1) 9:17	87,000 (2) 26:2;31:15			
3	9			
3 (2) 21:15;31:6	9:00 (1) 4:5			
30-acre (3) 7:20;9:9,15	9:11 (1) 2:2			
311 (2) 34:17;35:5	97-year-old (2) 43:13,21			
327,600 (1) 32:22				
35 (1) 5:14				
3rd (2) 7:19;47:1				
4				
4 (3) 9:24;26:17;31:7				
4301 (2) 8:5;16:13				
46 (1) 42:16				
4th (1) 47:1				
5				
5 (2) 34:1,2				
50 (4) 19:8;33:24;34:9; 42:16				
5th (3) 3:6,9,16				
6				
6 (1) 2:16				
6.2 (1) 39:14				
60 (1) 40:4				
6800 (1) 24:24				
69th (2) 25:2,3				
6th (2) 2:17;29:21				
7				
7 (1) 26:16				