

Deposition of: **Talbot County Council Meeting**

October 26, 2021

In the Matter of:

Talbot County Council Meeting

Veritext Legal Solutions

800-734-5292 | calendar-dmv@veritext.com |

	•
	Page 1
1	COUNTY COUNCIL OF TALBOT COUNTY, MARYLAND
2	
3	
4	Council Meeting
5	
6	
7	October 26, 2021; 6:00 p.m.
8	
9	
10	Council Chambers, Easton, Maryland
11	
12	
13	
14	COUNCIL MEMBERS:
15	Chuck F. Callahan
16	Pete Lesher
17	Corey W. Pack
18	Laura E. Price
19	
20	
	Reported by
21	Diane Houlihan

			· · · · · · · · · · · · · · · · · · ·
	Page 2		Page 4
1	TRANSCRIPT OF PROCEEDINGS	1	SECRETARY: Proclamation, keeping the
2		2	Lights on Afterschool, 22nd annual Lights on
3	MR. CALLAHAN: Good evening, everybody.	3	Afterschool, October 28, 2021.
4	Would everybody please stand. Mr. Lesher will	4	Whereas, the citizens of Talbot County,
5	be saying the prayer and then follow that with	5	Maryland enthusiastically support quality
6	the Pledge of Allegiance of the Flag.	6	afterschool programs because those
7	(Prayer and Pledge of Allegiance.)	7	opportunities provide safe and engaging
8	MR. CALLAHAN: Thank you, Mr. Lesher, for	8	learning experiences that help children realize
9	that prayer.	9	their full potential, support working families
10	And we wish the Parks family all the best	10	by ensuring their children are safe and
11	and sorrow for Jeff.	11	productive when they are out of their
12	I was very, very close to Jeff. In the	12	classrooms, build stronger communities by
13	fire department for 30 something years, on	13	involving students, parents, business leaders,
14	many, many committees together. We've been on	14	and adult volunteers in the lives of young
15	fire trucks together, and he will be missed	15	people, thereby promoting positive
16	from a lot of people. He touched a lot of	16	relationships among youth, families, and
17	people in Talbot County, and he will be missed.	17	adults, and engage families, schools, and
18	He will be missed, that's for sure.	18	community partners in advancing the welfare of
19	So if the family needs anything, please	19	our children.
20	let us know. Okay.	20	And whereas, during the COVID-19 pandemic
21	Starting tonight, the agenda. Council has	21	afterschool programs have risen to the moment
	Page 3		Page 5
1	an agenda before them on the 26th before us.	1	to support students and families. Afterschool
2	Are there any additions, deletions, or	2	programs provide engaging hands-on learning and
3	corrections to the agenda? Hearing none, the	3	opportunities to connect with caring adults and
4	chair moves that the agenda be accepted as	4	peers. During the pandemic, programs have
5	unanimous consent. Okay.	5	innovated to provide remote learning support,
6	Moving on to the minutes, September 28th,	6	virtual programming, and care for children of
7	October 12th. Are there any additions or	7	essential workers, meal support, wellness
8	deletions or corrections to the minutes? Okay.	8	check-ins, and more. Today programs are
9	Hearing none, the chair moves that the minutes	9	supporting young people and families as they
10	be accepted as unanimous consent. Okay.	10	navigate the return to school and will continue
11	The next thing on the agenda is	11	to innovate to meet ever-changing needs.
12	disbursements, disbursements of October 19th	12	Whereas, Lights on Afterschool, the annual
13	and the 26th. Are there any additions,	13	national celebration of afterschool programs,
14	deletions, or corrections to the disbursements?	14	promotes the importance of quality afterschool
15	Hearing none, the chair moves that the	15	programs in the lives of children, families,
16	disbursements be accepted by unanimous consent.	16	and communities. And Talbot County, Maryland,
17	Okay.	17	advocates for community involvement in the
18	So next on the agenda is a presentation of	18	education and wellbeing of our youth, grounded
19	a proclamation of support of Lights on	19	in the principle that quality afterschool
20	Afterschool. Madam Secretary, could you please	20	programs are vital to helping our children
21	read the proclamation into the record, please.	21	become successful adults.
1			

1	Page 6	1	Page 8
1	Now, therefore, we, the County Council of	1	tell us what's going on.
2	Talbot County, do hereby proclaim October 28,	2	Mr. Pack, yup, yup. You want to give her
3	2021, as Lights on Afterschool Day. And be it	3	the proclamation?
4	further resolved that Talbot County	4	MR. PACK: Let me know when.
5	enthusiastically supports innovative	5	MR. CALLAHAN: Okay.
6	afterschool programs and activities that ensure	6	MS. ANDREW: We're just going to jump
7	the lights stay on and the doors stay open for	7	right into it, right?
8	all children after school.	8	MR. PACK: I'll just sit here.
9	Given under our hands in the great seal of	9	MS. ANDREW: Ms. Moran has got me set up
10	Talbot County this 26th day of October in the	10	MR. CALLAHAN: Okay.
11	year of our Lord, 2021.	11	MS. ANDREW: I'm not sure I can talk and
12	MR. CALLAHAN: Thank you, Madam Secretary.	12	use a mouse at the same time, but we'll see.
13	Is there a motion and a second to approve	13	There we go. Okay.
14	this proclamation?	14	So again, I'm Nancy Andrew. On
15	MS. PRICE: So moved.	15	October 22nd, I celebrated my ten-month
16	MR. PACK: Second.	16	anniversary as director of the Local Management
17	MR. CALLAHAN: Okay. Madam Secretary,	17	Board. As many of you know, I am born and
18	could you please call the roll.	18	raised in this county. It means a tremendous
19	SECRETARY: Mr. Pack.	19	amount to me to be able to work in my communit
20	MR. PACK: Aye.	20	in this way. So thank you for the opportunity
21	SECRETARY: I'm sorry.	21	to be here tonight and offer an update on what
	Page 7		Page 9
1	Mr. Callahan.	1	we have been doing at your Local Management
2	MR. CALLAHAN: Aye.	2	Board.
3	SECRETARY: Mr. Lesher.	3	So I think it's always nice when I have
4	MR. LESHER: Aye.	4	the opportunity to be in front of the community
5	SECRETARY: Ms. Price.	5	to remind everyone where Local Management
6	MS. PRICE: Aye.	6	Boards came from. In the 1990s, Local
7	SECRETARY: Mr. Pack.	7	Management Boards were established by the
8	MR. PACK: Aye, again.	8	Maryland legislature and have been operating
9	MR. CALLAHAN: Okay.	9	since then.
10	MR. PACK: Mr. Callahan, could we hear	10	Originally our Local Management Boards
11	from Ms. Andrew on this?	11	were regional. But as we have a way of doing
12	MR. CALLAHAN: Yeah. I was getting ready	12	in Maryland sometimes, eventually they were
13	to call her up. She's next.	13	broken up on a county-by-county basis. And
14	Come on up, Nancy.	14	there now is a Local Management Board in every
15	This is Nancy Andrew, ladies and	15	county in Maryland plus in Baltimore City. So
16	gentlemen, executive director of the Talbot	16	essentially it's a mini children's cabinet in
17	Family Network. And she is a special lady to	17	every county.
18	us, to a lot of people, does a lot of work for	18	Talbot Family Network was established in
19	us.	19	1997. And while at one point we were operating
20	Nancy, welcome. Appreciate the hard work	20	under the Governor's Office for Children, today
21	you're doing, and give you a few minutes to	21	we operate under the Governor's Office of Crime

	<u> </u>		
	Page 10		Page 12
1	Prevention, Youth, and Victims Services.	1	openings on our board, our nominating committee
2	So just another point. You know, often	2	is activated, we make recommendations on
3	we're doing our services through supporting	3	candidates, and then those are sent forward to
4	other organizations and the community isn't as	4	the County Council for approval.
5	aware of our work. So I just want to remind	5	So in FY21, you know, I love in that
6	everyone why there is a Local Management Board.	6	proclamation how it says programs innovated.
7	And the emphasis is really on local	7	Our community was the same here. When COVID
8	decision-making.	8	hit and everything shut down, the programs that
9	I think all of you can appreciate that	9	we fund are about relationships. The programs
10	when decisions are often made on a statewide	10	that we fund are largely impacting
11	basis about programs impacting children,	11	under-resourced households, children, and
12	families, and our communities, when they're	12	families.
13	made on a statewide basis, it's often the	13	And so the challenge of pivoting and
14	voices from the larger counties, the more	14	suddenly trying to deliver services in a
15	suburban or urban areas, that drive	15	virtual space was very challenging.
16	decision-making.	16	But I'm pleased to say that our programs
17	So the establishment of Local Management	17	were very successful in that. Since we started
18	Boards made it possible for us to look at local	18	out with the proclamation about afterschool
19	data, to engage our local Board of Directors	19	programs, I just want to point out at the top
20	and other community members making decisions	20	of the list the healthy habits program that's
21	about how funds are used.	21	run by Chesapeake Multicultural Resource
	Page 11		Page 13
1	Who serves on our Board of Directors? We	1	Center. That's a research-based program, or
2	do have some mandated board members among our	2	excuse me, an evidence-based program using SNAP
3	group of 15. Of course, Mr. Pack serves on our	3	education.
4	board. But we also have representatives from	4	The Chesapeake Multicultural Resource
5	all the child serving agencies in Talbot	5	Center runs out of Easton Elementary School.
6	County. That's true for every Local Management	6	This year they have 68 students K through five.
7	Board. So that includes Dr. Maguire, our	7	
8		'	But last year, to keep the program going when
1 0	health officer, the superintendent, the	8	But last year, to keep the program going when school was virtual because they couldn't be out
9	health officer, the superintendent, the director of social services, the director of		
	•	8	school was virtual because they couldn't be out
9	director of social services, the director of	8 9	school was virtual because they couldn't be out of Easton Elementary School, staff came up with
9 10	director of social services, the director of juvenile services, and we also have	8 9 10	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put
9 10 11	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency.	8 9 10 11	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the
9 10 11 12	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency. And currently Katie Dilly is our board	8 9 10 11 12	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the students, to their families to engage the kids
9 10 11 12 13	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency. And currently Katie Dilly is our board president.	8 9 10 11 12 13	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the students, to their families to engage the kids virtually over Zoom in educational activities
9 10 11 12 13 14	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency. And currently Katie Dilly is our board president. We have representation from law	8 9 10 11 12 13 14	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the students, to their families to engage the kids virtually over Zoom in educational activities about nutrition.
9 10 11 12 13 14 15	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency. And currently Katie Dilly is our board president. We have representation from law enforcement as well. And then the balance of	8 9 10 11 12 13 14 15	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the students, to their families to engage the kids virtually over Zoom in educational activities about nutrition. So it took a tremendous amount of work on
9 10 11 12 13 14 15	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency. And currently Katie Dilly is our board president. We have representation from law enforcement as well. And then the balance of our board is made up of representatives from	8 9 10 11 12 13 14 15 16	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the students, to their families to engage the kids virtually over Zoom in educational activities about nutrition. So it took a tremendous amount of work on the part of the staff, but it was very
9 10 11 12 13 14 15 16	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency. And currently Katie Dilly is our board president. We have representation from law enforcement as well. And then the balance of our board is made up of representatives from nonprofits in the community and other just	8 9 10 11 12 13 14 15 16	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the students, to their families to engage the kids virtually over Zoom in educational activities about nutrition. So it took a tremendous amount of work on the part of the staff, but it was very important for them to continue the program and,
9 10 11 12 13 14 15 16 17	director of social services, the director of juvenile services, and we also have representation from the Core Service Agency. And currently Katie Dilly is our board president. We have representation from law enforcement as well. And then the balance of our board is made up of representatives from nonprofits in the community and other just concerned community members.	8 9 10 11 12 13 14 15 16 17	school was virtual because they couldn't be out of Easton Elementary School, staff came up with the idea that every week they would put together a food resource box to take to the students, to their families to engage the kids virtually over Zoom in educational activities about nutrition. So it took a tremendous amount of work on the part of the staff, but it was very important for them to continue the program and, above all, continue the connection with the

			· · · · · · · · · · · · · · · · · · ·
	Page 14		Page 16
1	funded last year, I want to draw your attention	1	and families, and reducing childhood hunger.
2	the program that Talbot Family Network has	2	Also, the three items at the bottom of the
3	funded with Talbot Mentors called Mentoring	3	screen, just to share our direction from the
4	Youth and Supporting Families Impacted by	4	State has been very clear, that they ask us to
5	Incarceration. Several years ago when Talbot	5	focus on these areas with every program that
6	Family Network was doing one of its community	6	they fund. And that direction was even more
7	survey processes where we go around and collect	7	clear in FY22. We were told that these were a
8	data from all sources and sectors of the	8	lens to apply to every program.
9	community, some of our board members went in	9	So for FY22, the programs that we have
10	and partnered with the Detention Center to talk	10	funded are listed on the screen. I do want to
11	with parents there to find out what their	11	point out career pathways is a program we
12	concerns are about their children.	12	attempted to launch in FY20. Then COVID hit
13	And what they found out is that yes, those	13	and we weren't able to get it off the ground.
14	parents were interested in one-on-one mentoring	14	But we were fortunate to have funds available
15	services for their children, but they were also	15	this year because of the change with Talbot
16	interested in additional support service for	16	Mentors to make it possible to put an RFP out.
17	the parent that is on the outside and raising	17	We received several applications of possible
18	that child or the caregiver.	18	vendors. And that's been awarded to the
19	So we awarded funds through that program	19	Neighborhood Service Center.
20	for several years through Talbot Family	20	So that's a program that will target
21	Network.	21	disconnected or opportunity youth age 16 to 24
	Page 15		Page 17
1	This year, they came to us and they said	1	who currently aren't working and help provide
2	thank you, you helped us get a program started,	2	them with some soft skills training, resume
3	we're ready to keep it going on our own and	3	building to help them get a job.
4	we're not going to apply again.	4	The nice thing about that program is it
5	So that's really the win-win of a Local	5	dovetails really well with the reengagement
6	Management Board, when we can help start a	6	coordinator at Talbot County Public Schools who
7	program and either address a need or see the	7	works with students who have dropped out to
8	program so eventually the organization can take	8	help reengage them in education. So there's a
9	it on.	9	nice win-win there in programs working
10	One thing that makes a Local Management	10	together.
11	Board different from say just a foundation in	11	I also want to point out for you our local
12	your community is we are required to respond to	12	care team. Every county, just as we have a
13	the governor's priorities. So the priorities	13	Local Management Board, has a local care team.
14	that Governor Hogan has set are listed on this	14	I often say to families if your family doesn't
15	screen there. We call these our result areas.	15	need the LCT, then you probably never know
16	And the top three in bold are the ones	16	about it. But for families that have children
17	that our Board of Directors has chosen to focus	17	that are struggling, often children who are
18	on because of the data in our community. So	18	involved with multiple agencies, the LCT is a
19	improving outcomes for disadvantaged youth aged	119	resource team. It's a problem solving team.
20	16 to 24, increasing opportunities for	20	There's representation from the major child
	· • • • • • • • • • • • • • • • • • • •		

			<u> </u>
	Page 18		Page 20
1	partners who come together and make sure that	1	MR. PACK: Before I come up, I would like
2	there's a coordination of services between all	2	to ask with the lights on after dark
3	of those different departments.	3	initiative, is there anything being planned?
4	And then Healthy Talbot is our resource	4	That's on the 28th. That's what, Friday?
5	directory. It's online. It is in print. We	5	Thursday? Thursday. So what can you tell us
6	are in the process right now of updating the	6	is being planned for that day?
7	print version since there (inaudible) a need	7	MS. ANDREW: We haven't planned any
8	for print versions during the last year. But	8	special activities. I think, one, it's just
9	the county does provide us with some funding	9	our programs this year, so happy to be back in
10	that helps support that resource directory.	10	the schools.
11	And as we see, the community opened back	11	MR. PACK: Okay.
12	up and there are more community events. We'll	12	MS. ANDREW: And being able to operate on
13	be excited to get this resource back out into	13	a full-time basis. We really just wanted to
14	the hands of our community members.	14	remind the community about the importance of
15	So that is just a very quick update. I,	15	afterschool programming.
16	again, appreciate the opportunity to be in	16	We're hearing that the back to school time
17	front of you. I'm certainly happy to answer	17	is causing such readjustment for everyone. And
18	questions. I'm also here to come back at	18	we focused a lot on having schools back open.
19	another time to be more specific, but I wanted	19	We're reminding the community the importance of
20	to make sure that my contact information is out	20	having that afterschool time be addressed as
21	there so that the community knows if you have	21	well.
	Page 19		Page 21
1	questions, we are certainly happy to meet with	1	MR. PACK: Okay. All right. Anyone else?
2	you and answer them.	2	If you don't mind coming on down.
3	MR. CALLAHAN: Thank you, Nancy.	3	MR. CALLAHAN: If you don't mind coming
4	Council.	4	up, Nancy, that would be great.
5	MR. PACK: No. Fine presentation, Nancy.	5	MR. PACK: Here we go. Nancy, thank you
6	Long overdue.	6	very much for all that you are doing with the
7	MR. CALLAHAN: There we go.	7	afterschool program.
8	Ms. Price.	8	MS. ANDREW: I'm smiling. I'm so taken
9	MS. PRICE: I'm good. Thank you very	9	with Jessica's phone.
10	much.	10	MR. CALLAHAN: Okay. Thank you, Nancy.
11	MS. ANDREW: Thank you.	11	MS. ANDREW: Thank you.
12	MR. LESHER: Just thanks for the good work	12	MR. CALLAHAN: Okay. Next up is a
13	that you're doing in the community and the	13	presentation of FY22 Senior Care Plan. Kate
14	other organizations that, through your work,	14	and Dr. Maguire, if you come on up, that would
15	you're making possible. So really important	15	be great. How are you guys?
16	work going on out there, and it's good to have	16	MS. STINTON: Great.
17	this update. Thank you.	17	MR. CALLAHAN: I'll turn it over to you
18	MR. CALLAHAN: It's great to have it. We	18	guys.
19	appreciate everything.	19	MS. STINTON: Thank you very much. I'm
20	And we would like, Mr. Pack would like to	20	Kate Stinton. I'm a nurse and a social worker
21	give you	21	at Talbot Health Department. And thank you for

	_		
	Page 22		Page 24
1	the opportunity for us to come again and talk	1	seniors numbers, the grant was cut in 2014 to
2	about the Senior Care Plan for Talbot County.	2	\$100,000. So that was a substantial cut for
3	This is a program I've been involved with	3	the program and for the seniors we served here.
4	for over 15 years and also was a student	4	And at that point in time, we came before
5	intern, was involved with it years ago. So I'm	5	the Council and asked if we could allocate some
6	a huge fan of this program and what it does for	6	of the Health Department funding to this
7	the county.	7	program to make up the deficit. And the
8	So just briefly, I'd just like to give a	8	Council did allow us to do that.
9	brief history of the program and the purpose,	9	So the Department of Aging increased the
10	what we do uniquely in Talbot County with this	10	grant from 100,000 to 115 in 2019 and then the
11	grant money. And then some statistics about	11	county has helped up supplement with \$50,000
12	who we serve and what we do here in Talbot and	12	every year since. So that's our total grant
13	then just some examples.	13	funding.
14	So again, this is a grant actually offered	14	A little bit about the program. The
15	through Maryland Department of Aging. It's	15	intent of this program is to provide
16	offered in every jurisdiction. And the beauty	16	coordinated community-based, in-home services
17	of it really is that each, they allow each	17	to help those seniors at risk of nursing home
18	jurisdiction the opportunity to sort of design	18	placement. The hope is to improve quality of
19	the program to meet the needs of the particular	19	life and to defer the need to go into a nursing
20	county.	20	home and to go on Medicaid and to stay
21	We are one of two counties in the state	21	successfully in the community.
	Page 23		Page 25
1	that directly get, where the Health Department	1	Those eligible for this program are 65,
2	directly gets the funds from this particular	2	seniors that are 65 and older. They have some
3	grant. So we are designed a little unique here	3	functional disability, which means they need
4	than it is in some other counties. In most	4	assistance with their activities of daily
5	areas, either the area agency on aging, so for	5	living, ranging from could be from just
6	us, that would be Upper Shore Aging or the	6	managing their home and doing chores, up to
7	Department of Social Services, would be the	7	needing assistance with ambulation, day-to-day
8	lead agency to accept the grant money and	8	hygiene.
9	administer the program. So Talbot and	9	And there is income criteria, which is
10	Allegheny are two that directly get the money.	10	roughly about 300 percent of poverty level to
1	rinognonj uro vivo unat univerij got tilo monoj.		
11	As a history, we were, Talbot was a pilot	11	be eligible for this program. So it's pretty
11 12		11 12	be eligible for this program. So it's pretty generous. For example, a senior can make up to
	As a history, we were, Talbot was a pilot		
12	As a history, we were, Talbot was a pilot center for this project back in 1982. At that	12	generous. For example, a senior can make up to
12 13	As a history, we were, Talbot was a pilot center for this project back in 1982. At that point in time, the grant award was \$243,000 a	12 13	generous. For example, a senior can make up to a little over \$3,000 a month in income and have
12 13 14	As a history, we were, Talbot was a pilot center for this project back in 1982. At that point in time, the grant award was \$243,000 a year, which was phenomenal. And we	12 13 14	generous. For example, a senior can make up to a little over \$3,000 a month in income and have up to \$11,000 in assets, still be eligible for
12 13 14 15	As a history, we were, Talbot was a pilot center for this project back in 1982. At that point in time, the grant award was \$243,000 a year, which was phenomenal. And we successfully administered that through 2014	12 13 14 15	generous. For example, a senior can make up to a little over \$3,000 a month in income and have up to \$11,000 in assets, still be eligible for assistance through this program.
12 13 14 15 16	As a history, we were, Talbot was a pilot center for this project back in 1982. At that point in time, the grant award was \$243,000 a year, which was phenomenal. And we successfully administered that through 2014 serving seniors in the county. Again, being	12 13 14 15 16	generous. For example, a senior can make up to a little over \$3,000 a month in income and have up to \$11,000 in assets, still be eligible for assistance through this program. But it's really meant for those that are
12 13 14 15 16 17	As a history, we were, Talbot was a pilot center for this project back in 1982. At that point in time, the grant award was \$243,000 a year, which was phenomenal. And we successfully administered that through 2014 serving seniors in the county. Again, being the lead agency as a Health Department.	12 13 14 15 16	generous. For example, a senior can make up to a little over \$3,000 a month in income and have up to \$11,000 in assets, still be eligible for assistance through this program. But it's really meant for those that are not able to it's a program of last resort.
12 13 14 15 16 17 18	As a history, we were, Talbot was a pilot center for this project back in 1982. At that point in time, the grant award was \$243,000 a year, which was phenomenal. And we successfully administered that through 2014 serving seniors in the county. Again, being the lead agency as a Health Department. And then there was some funding	12 13 14 15 16 17 18	generous. For example, a senior can make up to a little over \$3,000 a month in income and have up to \$11,000 in assets, still be eligible for assistance through this program. But it's really meant for those that are not able to it's a program of last resort. So if people aren't able to get their needs met

	y		· · · · · · · · · · · · · · · · · · ·
	Page 26		Page 28
1	It does provide assistance, monetary	1	Again, why is this important? I think
2	assistance with providing personal care chores,	2	this program is important because it does help
3	potentially adult day care, financial	3	people stay home longer, which hopefully I
4	assistance for medications, nutritional	4	would think most of us want to do as we age, we
5	support, emergency response systems. And in my	5	want to age in place.
6	book, the case management care coordination.	6	And the other thing is the cost, average
7	So we are able to guide some of our seniors	7	cost of nursing home per day right now for
8	that enroll in the program to basically get	8	someone on Medicaid is about \$225 a day. Those
9	their needs met.	9	folks are not doing well at home and they spend
10	They're the drivers. It's a volunteer	10	down their resources and end up going into a
11	program. If they decide they need assistance,	11	nursing home. That's costing the system in
12	we come out. We provide all services in the	12	Medicaid a lot of dollars.
13	home. We meet with them in the home. Our	13	So whatever we can do to improve quality
14	staff do hundreds and hundreds and hundreds of	14	of life, help people stay in the community, and
15	home visits a year providing ongoing support to	15	maybe defer or some cases prevent going into a
16	folks in this program.	16	nursing home, this is one of the programs that
17	Again, it fills in. They call the funds	17	can help do that.
18	gap filling because it fills in the gaps,	18	So what we do different here in Talbot is
19	providing services that can't be gotten	19	we merged this program into an existing program
20	anywhere else.	20	at the Health Department called AERS. And it's
21	And in fiscal 21, our participants ranged	21	a team of nurses, Adult Evaluation Review
	Page 27		Page 29
1	anywhere from an average of \$15 a month up to	1	Services, that's in every health department in
2	about \$300 a month in support. So there's a	2	the state.
3	wide range. A lot of the folks we come into	3	This is a team that already goes out and
4	contact with might not know they're eligible	4	does evaluations and assessments and works with
5	for services. So our team will work with them,	5	people in the community to help steer them into
6	help them enroll in programs.	6	services and programs that can help them. So
7	A classic example would be somebody on	7	we merged the Senior Care Program into the AERS
8	Medicare that's low income. They may not be	8	Program in Talbot County. And what that does
9	aware that there's some low income Medicare	9	for us is it just reduces duplication of
10	plans that will pay for the cost of their	10	effort. We already have a team of people going
11	Medicare B, get them in subsidiaries for their	11	out and visiting with folks and doing
12	Medicare (inaudible) medicine. We can help	12	evaluations. So now we've teamed up with
13	them enroll, saving money in their pockets and	13	Senior Care. So now they actually have funds
14	hopefully help them manage issues at home.	14	to help people to also access services.
15	Some of our seniors are alone, have no	15	They're not doing an evaluation and saying
16	family support. Some have a lot of family	16	this is what we think you need but we really
17	support and just need some extra assistance.	17	don't have any way of helping you, we will have
18	And some have family that live remotely and	18	to refer you. But they can actually stick with
19	aren't able to come and help them with some of	19	them, they can start services, they can enroll
20	the day-to-day. So those are all folks that we	20	them in the program on the first day they go
21	serve here in Talbot County.	21	out and visit.
	·	1	

	Page 30		Page 32
1	So it's really, it's really a way we sort	1	on Aging. We sponsor the senior supply drive.
2	of incorporated the programs which helps saves	2	We're still getting donated incontinence
3	money for the program. The staff costs are	3	supplies that's helping. Since they're
4	shared because the staff positions already	4	donated, that's an expensive item we don't have
5	exists. And what that means is more of the	5	to use grant money to purchase if we're able to
6	grant money can go directly into our seniors	6	assist some of our seniors with incontinence
7	and the services that they need.	7	supplies.
8	So that is fairly unique in Talbot, and I	8	We have strong partnerships with Upper
9	think there's some indications that show how	9	Shore Aging. We have an agreement with Upper
10	successful we are statewide.	10	Shore Aging to administer this program. So we
11	One thing is most counties with Senior	11	get a lot of support from them in-kind. We
12	Care Program with the limited funds carry wait	12	work with the Senior Center, Department of
13	lists. They get a lot of referrals and they're	13	Social Services. The adult services group and
14	unable to go out and see them and start	14	our group work closely together merging funds.
15	services. In Talbot County, we don't carry a	15	Neighborhood Service Center, Society of
16	wait list. Even if the funds are limited,	16	St. Vincent de Paul, Union (inaudible),
17	we're still able to go out, provide case	17	St. Marks. I could go on and on.
18	management, be a life line, work with folks,	18	Community for Life, we do scholarships for
19	and get them connected as best we can.	19	Talbot For Life and get volunteer help.
20	The other thing is there was an audit done	20	Bay Hundred Community Volunteers is
21	by the State for the Senior Care Program in	21	another one that's doing some home
	Page 31		Page 33
1	2019. And to me, this has always been a big	1	modifications, putting ramps in for folks.
2	indicator of our success. Is out of the eight	2	So there's a long list of people I
3	and a half million dollar roughly budget for	3	probably haven't mentioned that we work
4	this program statewide through Department of	4	together with on a daily basis to provide
5	Aging, we receive 1.3 percent of the funds but	5	support and prop up our low income seniors that
6	we served five percent of the participants. So	6	are having difficulty managing in the
7	we're able to do that because of the way the	7	community.
8	program is designed and incorporated into other	8	And then just to kind of move on to who we
9	programs. We just have more staff already	9	serve, and I think there was some documentation
10	going out in the community that can help us	10	I forwarded that has this in it. To me, it's
11	pull this program off.	11	pretty telltale of what we do. We served 221
12	Again, participation is voluntary. Most	12	seniors in fiscal 21. And we're growing at
13	of our referrals come from the clients'	13	about a rate of five percent a year. So we're
14	families and community.	14	increasing our number of seniors that we see
15	The other thing to stress with this	15	and support.
16	program is that we know that no one program or	16	And with the \$165,000, we spend it every
17	one group can pull all this off, to help people	17	year. And as far as the funds, right now
18	stay healthier at home. We have strong	18	eight percent of the total funding is going to
19	partnerships with everybody in the community	19	administrative costs, 25 percent to staff. And
1		1	
20	that we know of that serve this population.	20	we do it does pay for two part-time social

Page 34 1 on the ground getting things done in the 2 community. And then 67 percent of the funds go 3 to gap filling, which is providing direct 4 services for our clients. 5 So out of the 221 we served in '21, who we 6 served, we served 68 percent are female, 7 43 percent black or African American, 8 65 percent are perty much in the Easton area, 9 and the rest in the extended areas of 10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of floss we serve are living 20 on a fixed income of \$1,500 or less, which is poverty 21 level. 22 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community help outreach workers that 6 runners that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 21 And just right now, the greatest need 22 how how the constance is that they are 23 do that to support them. 24 the funds percent to tust by our clients. And then they need them to be 25 available to them. Incontinence supplies is available to them. Inconti				
community. And then 67 percent of the funds go to gap filling, which is providing direct services for our clients. So utof the 221 we served in '21, who we served, we served 68 percent are female, 43 percent black or African American, 55 percent are pretty much in the Easton area, and the rest in the extended areas of 55 percent are pretty much in the Easton area, and the rest in the extended areas of 56 percent are pretty much in the Easton area, and the rest in the extended areas of 57 st. Michael's, Trappe, Cordova, Tilghman. 58 to they're 80 and older. 59 st. Michael's, Trappe, Cordova, Tilghman. 50 tolder older. So they're 80 and older. 50 So they're 80 and older. 51 Sixty-four percent of the seniors we serve live 52 almost 60 percent of the clients. And then 53 that chore assistance and personal care. 54 Somebody to come in and help run errands, do 55 grocert are pretty much in the Easton area, and the rest in the extended areas of 51 st. Michael's, Trappe, Cordova, Tilghman. 52 tolder older. So they're 80 and older. 53 Sixty-four percent of the seniors we serve live 54 alone, and 42 percent have Medicare only with 55 no supplemental insurance. So that kind of 66 tells that there might be some financial 67 tells that there might be some financial 68 to the same turses that work with our mobile 69 integrated health project. They're the same 60 nurses that door thome vaccinations for COVID. 61 They're nurses that are out in the community 62 integrated health project. They're the same 63 nurses that do our home vaccinations for COVID. 64 They're nurses that are out in the community 65 program here at Talbot County Health Departmen 66 tells that there might be some financial 67 they're nurses that are out in the community 68 program does help a lot of folks stay in the 69 community longer. 60 All have some limitations in their ability 71 to perform their daily functioning, which is 72 program here at Talbot County Health Departmen 73 has worked really well for us. 74 And then I Just see the needs in the 75 pr		Page 34		Page 36
to gap filling, which is providing direct services for our clients. So out of the 221 we served in '21, who we served served, we served 68 percent are female, 4 sapercent black or African American, 6 65 percent are pretty much in the Easton area, 8 65 percent are pretty much in the Easton area, 9 and the rest in the extended areas of 10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. And again, probably to start out with 18 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 lincome of 1,100 or less, which is poverty 22 level. 23 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 34 percent black or African American, 4 program does help a lot of folks stay in the 5 community longer. 45 percent of the extended areas, 46 procent of the extended area, 47 Somebody to come in and help run errands, do 48 grocery shopping, maybe run a vacuum, do 49 laundry. That's a huge need for a lot of our folks trying to live independently. 41 And then just lastly, I think for the 42 challenges, again, the beauty is we have the 43 nurses and the staff out there. And these are 44 the same nurses that about when wave with our mobile 45 integrated health project. They're nurses that a out in the community, 46 connected to the community with folks getting 47 to perform their daily functioning, which is 48 why they carroll in the program. 49 program does help a lot of folks stay in the 50 community longer. 50 the fact that we merged this into this 51 program here at Talbot County Health Departmen 52 had then to green have decided issues, and then 53 united the time to the cimunity, 53 connected to the cimunity, 54	1	on the ground getting things done in the	1	that's been reported to us by our clients is
4 services for our clients. 5 So out of the 221 we served in '21, who we 6 served, we served 68 percent are female, 7 43 percent black or African American, 8 65 percent are pretty much in the Easton area, 9 and the rest in the extended areas of 10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 income of 1,100 or less, which is poverty 2 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax. 4 available to them. Incontinence supplies is almost 60 percent of the clients. And then 10 that chore assistance and personal care. 2 Sombody to come in and help run errands, do 2 grovery shopping, maybe run a vacuum, do 16 land whell put near head, and surjourned, and then that chore assistance and personal care. 2 dandurdry. 10 Individually 1 think for the 2 challenges, again, the beauty is we have the 11 nurses and the staff out there. And then just lastly, I think for the 12 nurses and the staff out there. And then just lastly, I think for the 13 murses and the staff out there. And then just lastly, I think for	2	community. And then 67 percent of the funds go	2	having that case manager and care coordinator
So out of the 221 we served in '21, who we served, we served 68 percent are female, 43 percent black or African American, 865 percent are pretty much in the Easton area, 97 and the rest in the extended areas of 98 and the rest in the extended areas of 99 and property shade and the rest in the Easton area, 100 and 100 area, 100 and	3	to gap filling, which is providing direct	3	come to their home when they need them to be
6 served, we served 68 percent are female, 7 43 percent black or African American, 8 65 percent are pretty much in the Easton area, 9 and the rest in the extended areas of 10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 level. 23 So there's a lot of challenges, and this 24 program does help a lot of folks stay in the 25 community longer. 26 All have some limitations in their ability 27 to perform their daily functioning, which is 28 why they enroll in the program. 29 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community hop outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them.	4	services for our clients.	4	available to them. Incontinence supplies is
43 percent black or African American, 65 percent are pretty much in the Easton area, and the rest in the extended areas of 9 laundry. That's a huge need for a lot of our 10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 income of 1,100 or less, which is poverty 22 level. 23 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 4 All have some limitations in their ability 5 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 11 managers, community help outreach workers that 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits. 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them.	5	So out of the 221 we served in '21, who we	5	almost 60 percent of the clients. And then
8 65 percent are pretty much in the Easton area, 9 and the rest in the extended areas of 10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 19 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them.	6	served, we served 68 percent are female,	6	that chore assistance and personal care.
9 and the rest in the extended areas of 10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed Page 35 1 income of 1,100 or less, which is poverty 2 level. 2 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 4 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 murses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 they're ourses that a medical project. They're the same 18 that will help them connect with social determinants 19 this, 68 percent of those we serve are living 10 to a fixed income of \$1,500 or less a month. 21 And then 1 just lastly, I think for the 22 thallenges, again, the beauty is we have the 23 nurses and the staff out there. And these are 24 the same nurses that oo ur home vaccinations for COVID. 25 They're nurses that are out in the community, 26 connected to the community with folks getting 27 they're nurses that are out in the community, 28 connected to the community with folks getting 29 they enurses that are out in the community. 20 the connected to the community with folks getting 21 they're nurses that are out in the community. 21 They're nurses that are out in the community. 2	7	43 percent black or African American,	7	Somebody to come in and help run errands, do
10 St. Michael's, Trappe, Cordova, Tilghman. 11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 level. 23 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 4 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 21 dande, and 43 percent are what we consider only with the the same nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our mobile challenges, again, the beauty is we have the nurses that work with our the same nurses	8	65 percent are pretty much in the Easton area,	8	grocery shopping, maybe run a vacuum, do
11 Fifty-one percent are what we consider 12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 16 tells that there might be some financial 17 challenges. 17 They're nurses that do our home vaccinations for COVID. 18 And again, probably to start out with 18 connected to the community with folks getting 19 this, 68 percent of those we serve are living 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 tincome of 1,100 or less, which is poverty 21 level. 22 level. 23 So there's a lot of challenges, and this 24 program does help a lot of folks stay in the 25 community longer. 26 All have some limitations in their ability 4 program does help a lot of folks stay in the 26 community longer. 27 they all get a case manager. We have the 10 nurses that handle the medical issues, and then 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 17 the for years, what that means is that they are 20 do that to support them. 20 do that to support them.	9	and the rest in the extended areas of	9	laundry. That's a huge need for a lot of our
12 older older. So they're 80 and older. 13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 19 income of 1,100 or less, which is poverty 20 level. 21 So there's a lot of challenges, and this 22 program does help a lot of folks stay in the 23 So othere's a lot of challenges, and this 24 program does help a lot of folks stay in the 25 community longer. 26 All have some limitations in their ability 27 to perform their daily functioning, which is 28 why they enroll in the program. 29 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 and issues they need help with. It could be 14 gettings IDs, enrolling in programs, applying 15 for homeowners and property tax credits, 16 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 21 challenges, again, the beauty is we have the sunce and the staff out there. And these are the the same nurses that work with our mobile integrated health project. They're thour sheal the same nurses that do our home vaccinations for COVID. 21 They're nurses that are out in the community. 22 connected to the community with folks getting and the star are out in the community. 24 connected to the community with folks getting and nurses that are out in the community. 25 connected to the community with folks getting and they're known to the community. 26 So the fact that we merged this into this program here at Talbot County Health Departmen has worked really well for us. 27 So the fact that we merged this into this pro	10	St. Michael's, Trappe, Cordova, Tilghman.	10	folks trying to live independently.
13 Sixty-four percent of the seniors we serve live 14 alone, and 43 percent have Medicare only with 15 no supplemental insurance. So that kind of 16 tells that there might be some financial 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 19 this, 68 percent of those we serve are living 10 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 22 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 murses and the staff out there. And these are 14 the same nurses that work with our mobile 15 integrated health project. They're the same 16 nurses that do our home vaccinations for COVID. 17 They're unses that are out in the community, 20 connected to the community with folks getting 21 home and community-based services. So they 22 know the needs, they know the clients, and 23 they're known to the community. 24 Page 37 25 So the fact that we merged this into this 25 program here at Talbot County Health Departmen 26 all have some limitations in their ability 27 amount that we spent per client fiscal 21 was 28 only like \$56. We do some clients may get 29 anywhere from 15 to \$300 a month, depending on 30 what their needs are. But overall, a lot of 31 our clients, our seniors, we're able to connect 32 and just stay with. 33 We've had clients and seniors on our 34 cascload for a number of years because most of 35 them, their income stays low, their health 36 conditions aren't getting better, and they need 37 the fact that we merged this into this 38 program here at Talbot County Health Departmen 39 has worked real	11	Fifty-one percent are what we consider	11	And then just lastly, I think for the
alone, and 43 percent have Medicare only with no supplemental insurance. So that kind of tells that there might be some financial tells that there might be some financial tells that there might be some financial to the lown home vaccinations for COVID. They're nurses that do our home vaccinations for COVID. They're nurses that do our home vaccinations for COVID. They're nurses that do our home vaccinations for COVID. They're nurses that do our home vaccinations for COVID. They're nurses that do our home vaccinations for COVID. They're nurses that do our home vaccinations for COVID. They're nurses that do our home vaccinations for COVID. They're nurses that are out in the community, connected to the community-based services. So they know the needs, they know the clients, and they're known to the community-based services. So they know the needs, they know the clients, and they're known to the community. Page 37 So the fact that we merged this into this program here at Talbot County Health Departmen has worked really well for us. And then I just see the needs i	12	older older. So they're 80 and older.	12	challenges, again, the beauty is we have the
15 no supplemental insurance. So that kind of 16 tells that there might be some financial 17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed Page 35 1 income of 1,100 or less, which is poverty 2 level. 2 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 15 integrated health project. They're unses that are out in the community, 20 connected to the community with folks getting 17 They're nurses that are out in the community, 20 connected to the community with folks getting 18 home and community-based services. So they 20 know the needs, they know the clients, and 21 they're known to the community. Page 37 So the fact that we merged this into this 21 program here at Talbot County Health Departmen 22 has worked really well for us. And then 1 just see the needs in the 4 future. It's a growing population. We're 21 amount that we spent per client fiscal 21 was 22 only like \$56. We do some clients may get 23 amount that we spent per client fiscal 21 was 24 only like \$56. We do some clients may get 25 and just stay with. 26 what the needs are. But overall, a lot of 27 our clients, our seniors, we're able to connect 28 and just stay wit	13	Sixty-four percent of the seniors we serve live	13	nurses and the staff out there. And these are
tells that there might be some financial challenges. And again, probably to start out with 18 connected to the community, with folks getting 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 21 know the needs, they know the clients, and 21 they're known to the community. Page 35	14	alone, and 43 percent have Medicare only with	14	the same nurses that work with our mobile
17 challenges. 18 And again, probably to start out with 19 this, 68 percent of those we serve are living 20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed 22 level. 23 So there's a lot of challenges, and this 24 program does help a lot of folks stay in the 25 community longer. 26 All have some limitations in their ability 27 to perform their daily functioning, which is 28 why they enroll in the program. 29 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 21 They're nurses that are out in the community, connected to the community with folks getting 19 home and community-based services. So they 20 know the needs, they know the clients, and 4 they're known to the community. 21 So the fact that we merged this into this program here at Talbot County Health Departmen has worked really well for us. 4 And then I just see the needs in the future. It's a growing population. We're 2 growing. We served — I think the average amount that we spent per client fiscal 21 was only like \$56. We do — some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. 3 We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that they need ot stay	15	no supplemental insurance. So that kind of	15	integrated health project. They're the same
And again, probably to start out with this, 68 percent of those we serve are living on a fixed income of \$1,500 or less a month. And then 40 percent are living on a fixed Page 35 income of 1,100 or less, which is poverty level. So there's a lot of challenges, and this program does help a lot of folks stay in the community longer. All have some limitations in their ability to perform their daily functioning, which is why they enroll in the program. They all get a case manager. We have the nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants and issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund issues. Whatever the needs are, we help them on a fixed income of \$1,500 or less, a month. Page 37 So the fact that we merged this into this program here at Talbot County Health Departmen has worked really well for us. And then I just see the needs in the future. It's a growing population. We're growing. We served I think the average amount that we spent per client fiscal 21 was only like \$56. We do some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	16	tells that there might be some financial	16	nurses that do our home vaccinations for COVID.
this, 68 percent of those we serve are living on a fixed income of \$1,500 or less a month. And then 40 percent are living on a fixed Page 35 income of 1,100 or less, which is poverty level. So there's a lot of challenges, and this program does help a lot of folks stay in the community longer. All have some limitations in their ability to perform their daily functioning, which is why they enroll in the program. They all get a case manager. We have the nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants and issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund issues. Whatever the needs are, we help them on a fixed income of \$1,500 or less a month. 20 know the needs, they know the clients, and they're known to the community. Page 37 So the fact that we merged this into this program here at Talbot County Health Departmen has worked really well for us. And then I just see the needs in the future. It's a growing population. We're growing. We served I think the average amount that we spent per client fiscal 21 was only like \$56. We do some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	17	challenges.	17	They're nurses that are out in the community,
20 on a fixed income of \$1,500 or less a month. 21 And then 40 percent are living on a fixed Page 35 I income of 1,100 or less, which is poverty 2 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. Page 37 know the needs, they know the clients, and they're known to the community. Page 37 they're known to the community. Page 37 know the needs, they know the clients, and they're known to the community. Page 37 So the fact that we merged this into this And then I just see the needs in the growing. We served I think the average amount that we spent per client fiscal 21 was only like \$56. We do some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	18	And again, probably to start out with	18	connected to the community with folks getting
And then 40 percent are living on a fixed Page 35 income of 1,100 or less, which is poverty level. So there's a lot of challenges, and this program does help a lot of folks stay in the community longer. All have some limitations in their ability to perform their daily functioning, which is why they enroll in the program. They all get a case manager. We have the nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants and issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund given they're known to the community. Page 37 So the fact that we merged this into this program here at Talbot County Health Departmen has worked really well for us. And then I just see the needs in the future. It's a growing population. We're amount that we spent per client fiscal 21 was only like \$56. We do some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	19	this, 68 percent of those we serve are living	19	home and community-based services. So they
Page 35 1 income of 1,100 or less, which is poverty 2 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. Page 37 So the fact that we merged this into this 2 program here at Talbot County Health Departmen 3 has worked really well for us. 4 And then I just see the needs in the 5 future. It's a growing population. We're 6 growing. We served I think the average amount that we spent per client fiscal 21 was only like \$56. We do some clients may get 9 anywhere from 15 to \$300 a month, depending on 10 what their needs are. But overall, a lot of 11 our clients, our seniors, we're able to connect 12 and just stay with. 13 We've had clients and seniors on our 14 caseload for a number of years because most of 15 them, their income stays low, their health 16 conditions aren't getting better, and they need 17 that connection. And we connect with them. 18 MR. LESHER: If they're on your program 19 for years, what that means is that they are 20 getting assistance that they need to stay	20	on a fixed income of \$1,500 or less a month.	20	know the needs, they know the clients, and
1 income of 1,100 or less, which is poverty 2 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 1 So the fact that we merged this into this 2 program here at Talbot County Health Departmen 3 has worked really well for us. 4 And then I just see the needs in the 5 future. It's a growing population. We're 6 growing. We served I think the average amount that we spent per client fiscal 21 was only like \$56. We do some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. 13 We've had clients and seniors on our 14 caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	21	And then 40 percent are living on a fixed	21	they're known to the community.
2 level. 3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 2 program here at Talbot County Health Departmen has worked really well for us. And then I just see the needs in the future. It's a growing population. We're amount that we spent per client fiscal 21 was only like \$56. We do some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. 13 We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay		Page 35		Page 37
3 So there's a lot of challenges, and this 4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 3 has worked really well for us. 4 And then I just see the needs in the 5 future. It's a growing population. We're 6 growing. We served I think the average 7 amount that we spent per client fiscal 21 was 8 only like \$56. We do some clients may get 9 anywhere from 15 to \$300 a month, depending on 10 what their needs are. But overall, a lot of 10 our clients, our seniors, we're able to connect 12 and just stay with. 13 We've had clients and seniors on our 14 caseload for a number of years because most of 15 them, their income stays low, their health 16 conditions aren't getting better, and they need 17 that connection. And we connect with them. 18 MR. LESHER: If they're on your program 19 for years, what that means is that they are 20 getting assistance that they need to stay	1	income of 1,100 or less, which is poverty	1	So the fact that we merged this into this
4 program does help a lot of folks stay in the 5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 4 And then I just see the needs in the 5 future. It's a growing population. We're 6 growing. We served I think the average 7 amount that we spent per client fiscal 21 was 8 only like \$56. We do some clients may get 9 anywhere from 15 to \$300 a month, depending on 10 what their needs are. But overall, a lot of 11 our clients, our seniors, we're able to connect 12 and just stay with. 13 We've had clients and seniors on our 14 caseload for a number of years because most of 15 them, their income stays low, their health 16 conditions aren't getting better, and they need 17 that connection. And we connect with them. 18 MR. LESHER: If they're on your program 19 for years, what that means is that they are 20 getting assistance that they need to stay	2	level.	2	program here at Talbot County Health Departmen
5 community longer. 6 All have some limitations in their ability 7 to perform their daily functioning, which is 8 why they enroll in the program. 9 They all get a case manager. We have the 10 nurses that handle the medical issues, and then 11 we have a team of social workers, case 12 managers, community help outreach workers that 13 will help them connect with social determinants 14 and issues they need help with. It could be 15 gettings IDs, enrolling in programs, applying 16 for homeowners and property tax credits, 17 renters tax credits. We had a team help people 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 5 future. It's a growing population. We're 20 gettinge. It is a growing population. We're 21 growing. We served I think the average 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 22 only like \$56. We do some clients may get 23 amount that we spent per client fiscal 21 was 24 only like \$56. We do some clients may get 25 and until tax we spent per client fiscal 21 was 26 only like \$56. We do some clients may get 26 anywhere from 15 to \$300 a month, depending on 27 our clients, our seniors, we're able to connect 28 and just stay with. 29 anywhere from 15 to \$300 a month, depending on 29 our clients, our seniors, we're able to connect 20 and just stay with. 20 do until tax we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client fiscal 21 was 21 amount that we spent per client f	3	So there's a lot of challenges, and this	3	has worked really well for us.
All have some limitations in their ability to perform their daily functioning, which is why they enroll in the program. They all get a case manager. We have the nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants dissues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund sissues. Whatever the needs are, we help them do that to support them. Me served I think the average amount that we spent per client fiscal 21 was only like \$56. We do some clients may get anywhere from 15 to \$300 a month, depending on what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	4	program does help a lot of folks stay in the	4	And then I just see the needs in the
to perform their daily functioning, which is why they enroll in the program. They all get a case manager. We have the nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants and issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund sisues. Whatever the needs are, we help them do that to support them. manount that we spent per client fiscal 21 was amount that we spent per client fiscal 21 was amount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per client fiscal 21 was anount that we spent per clients and seniors on our the term for plants are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they need to stay	5	community longer.	5	future. It's a growing population. We're
why they enroll in the program. They all get a case manager. We have the nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants will help them connect with social determinants determinants managers, community help outreach workers that managers, community help outreach workers that will help them connect with social determinants will help them connect with social determinants determinants managers, community help outreach workers that will help them connect with social determinants determinants managers, community help outreach workers that will help them connect with social determinants determinants managers, community help outreach workers that determinants managers, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	6	All have some limitations in their ability	6	growing. We served I think the average
They all get a case manager. We have the nurses that handle the medical issues, and then nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants will help them connect with social determinants determinants will help them connect with social determinants determinants determinants determinants letterminants determinants letterminants letterminants determinants letterminants determinants letterminants letterminants letterminants determinants letterminants letterm	7	to perform their daily functioning, which is	7	amount that we spent per client fiscal 21 was
nurses that handle the medical issues, and then we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants mand issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people renters tax credits. We had a team help people stoget some of their, you know, tax refund substitute of the what their needs are. But overall, a lot of our clients, our seniors, we're able to connect and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	8	why they enroll in the program.	8	only like \$56. We do some clients may get
we have a team of social workers, case managers, community help outreach workers that will help them connect with social determinants we've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	9	They all get a case manager. We have the	9	anywhere from 15 to \$300 a month, depending on
managers, community help outreach workers that will help them connect with social determinants and issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund sisues. Whatever the needs are, we help them do that to support them. 12 and just stay with. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	10	nurses that handle the medical issues, and then	10	what their needs are. But overall, a lot of
will help them connect with social determinants and issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund sissues. Whatever the needs are, we help them do that to support them. We've had clients and seniors on our caseload for a number of years because most of them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	11	we have a team of social workers, case	11	our clients, our seniors, we're able to connect
and issues they need help with. It could be gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund sissues. Whatever the needs are, we help them do that to support them. 14	12	managers, community help outreach workers that	12	and just stay with.
gettings IDs, enrolling in programs, applying for homeowners and property tax credits, renters tax credits. We had a team help people to get some of their, you know, tax refund sissues. Whatever the needs are, we help them do that to support them. 15 them, their income stays low, their health conditions aren't getting better, and they need that connection. And we connect with them. 18 MR. LESHER: If they're on your program for years, what that means is that they are getting assistance that they need to stay	13	will help them connect with social determinants	13	We've had clients and seniors on our
for homeowners and property tax credits, 16 conditions aren't getting better, and they need 17 that connection. And we connect with them. 18 to get some of their, you know, tax refund 19 issues. Whatever the needs are, we help them 20 do that to support them. 16 conditions aren't getting better, and they need 17 that connection. And we connect with them. 18 MR. LESHER: If they're on your program 19 for years, what that means is that they are 20 getting assistance that they need to stay	14	and issues they need help with. It could be	14	caseload for a number of years because most of
renters tax credits. We had a team help people to get some of their, you know, tax refund to get some of their, you know, tax refund to get some. Whatever the needs are, we help them do that to support them.	15	gettings IDs, enrolling in programs, applying	15	them, their income stays low, their health
to get some of their, you know, tax refund 18 MR. LESHER: If they're on your program 19 issues. Whatever the needs are, we help them 20 do that to support them. 18 MR. LESHER: If they're on your program 19 for years, what that means is that they are 20 getting assistance that they need to stay	16	for homeowners and property tax credits,	16	
19 issues. Whatever the needs are, we help them 20 do that to support them. 19 for years, what that means is that they are 20 getting assistance that they need to stay	17	renters tax credits. We had a team help people	17	that connection. And we connect with them.
20 do that to support them. 20 getting assistance that they need to stay	18	to get some of their, you know, tax refund	18	MR. LESHER: If they're on your program
	19	issues. Whatever the needs are, we help them	19	for years, what that means is that they are
21 And just right now, the greatest need 21 living at home, to stay living in the	20	do that to support them.	20	getting assistance that they need to stay
	1		21	Haring of house to story living in the

	<u> </u>		
1	Page 38 MS. STINTON: Absolutely.	1	Page 40 coordinate that type of thing, it's probably
2	MR. LESHER: So that's actually quite	2	not just 56
3	powerful evidence.	3	MS. STINTON: Oh, absolutely.
4	MS. STINTON: It is. And I agree. The	4	MS. PRICE: other programs that are
	· ·	5	1 0
5	fact that we're here and that they're not		available in the community?
6	immediately going into a nursing home or	6	MS. STINTON: Oh, absolutely.
7	hopefully in and out of the hospital is another	7	And that's the first thing we do. And I
8	issue that we're able to provide enough support	8	guess I should have stressed that more in the
9	to keep them home and keep them from	9	beginning, is this grant in particular, the
10	transitioning into an institutional setting.	10	criteria is we have to connect the senior with
11	MR. PACK: Kate, can you give me that	11	everything possible before we're allowed to use
12	number again? You said 2021 you served 221	12	the grant funds.
13	individuals.	13	And part of our care plan is listing what
14	MS. STINTON: Yes.	14	we've done. Have they applied for energy
15	MR. PACK: What was the cost per	15	assistance? Is home health coming out if they
16	individual?	16	need home health? Did they enroll in a
17	MS. STINTON: The cost per individual I	17	Medicare D plan? Have they seen the Ship
18	believe was \$56 per month per individual. That	18	coordinator to make sure they're in the best
19	was the average. So if you compare that to the	19	Medicare D plan for their medicine?
20	225 per day for nursing home care.	20	So we list all that. What are they
21	MR. PACK: Per month?	21	enrolled in?
	Page 39		Page 41
1	MS. STINTON: Yeah. That's pretty the	1	MS. PRICE: So do you have like a Corey
2	226?	2	was asking the average from you guys.
3	The 56 was per person for the fiscal year	3	But if you were to look at the umbrella of
4	average.	4	services that are out there and if you were to
5	MR. PACK: Per person per month.	5	kind of add them together, what the average
6	MS. STINTON: Yes.	6	assistance per month might be.
7	And we have seniors on our caseload that	7	MS. STINTON: We could. And that's a good
8	we don't provide any direct funds to, but we	8	question.
9	support by being there, helping them connect.	9	And one of the things we actually
10	And then we have others where we pay for maybe	10	developed is what we call cost sharing. So
11	their emergency response system, medicine	11	when we sit down with the senior and their
12	copays. It's really client by client based	12	family, we say what do you think you need or
13	based off the evaluation of the nurse and the	13	what do you need. And then we actually have a
14	team of what we can help them with.	14	cost sharing sheet where we put in like medical
15	MS. PRICE: And would that clientele	15	costs, rent, utilities, everything possible we
16	possibly be seeking assistance from we have	16	can think of. And they put down okay, yeah,
17	a lot of other resources in the county.	17	I'm already getting food stamps. So we list
18	So \$56 is	18	that. Or I'm already getting energy
19		19	assistance. We list that. Then there's a
	MR. PACK: Strikingly low.		
20	MS. PRICE: very low. If they're using	20	column for what they're getting, what they
21	other assistance, and you guys are helping	21	need, and then what Senior Care does.

	-		
	Page 42		Page 44
1	So technically we could go back with every	1	MR. CALLAHAN: Right.
2	client and figure out	2	MS. STINTON: Rather than do an assessment
3	MS. PRICE: That might be interesting	3	and say you need this and this, sorry, I can't
4	going forward. You don't want to go backwards.	4	help you. But we can offer something.
5	But it would I think be interesting to see	5	MR. CALLAHAN: Okay.
6	that. And might help you all, too, to see what	6	DR. MAGUIRE: And it's really a good
7	specific programs. It's like	7	example of kind of a one-stop shop where we
8	MS. STINTON: Right.	8	always try to use that there should be one door
9	MS. PRICE: rent is rent, that's how	9	that someone has to knock on to get services.
10	much money it is. Where are they getting that	10	And you know, you had mentioned Talbot,
11	from.	11	the name Talbot County is particular. And part
12	MS. STINTON: Right.	12	of that is because our demographics are
13	MS. PRICE: The food, are they getting it	13	30 percent of our population is over the age of
14	from food stamps or are they getting it from	14	65, which is significantly higher than every
15	someplace else.	15	other county in Maryland and it's expected to
16	And then if there are programs that are	16	grow.
17	available in the county that maybe people	17	But it's really a very key program of the
18	aren't utilizing, it might show use the holes,	18	Health Department, something the county should
19	too, where you can plug that in.	19	be very proud of. And we're really grateful
20	MS. STINTON: Absolutely, absolutely.	20	for your support because it's really helping.
21	MS. PRICE: Sounds like a budget to me.	21	MS. STINTON: Oh, absolutely.
	Page 43		Page 45
1	MS. STINTON: It really is. And what	1	DR. MAGUIRE: These individuals stay out
2	we're doing is we're using like an electronic	2	of the ER, the hospital, the nursing homes, and
3	medical record because we're health, but we're	3	remain active in the community, engaged in the
4	managing these other things. And it's very	4	community, and staying well and healthy.
5	challenging for us, especially when you get up	5	So thank you very much.
6	to 200-plus enrollees, seniors.	6	MS. STINTON: Yes, absolutely.
7	Fifty or 60 it's kind of easier. But it	7	I guess part of why we come is because we
8	would be great to have some software, plus to	8	do ask for the County Council and the chief
9	manage the inventory of incontinence supplies,	9	executive officer of the County Council to sign
10	the medical supplies, and all the stuff we	10	off on our plan.
11	purchase to support these folks.	11	It's been approved and reviewed by
12	It really is an administrative challenge	12	Dr. Maguire, Linda Webb, and Gary Gunther from
13	to run this program. But we've got a lot of	13	Upper Shore. And once we get that approval,
14	spreadsheets. So but it's so worthwhile I	14	we're able to process and invoice the
15	think.	15	Department of Aging for our grant funds.
16	And as the AERS nurses would say, and	16	MR. CALLAHAN: Okay.
17	again, those nurses are in every county, they	17	MS. STINTON: So we appreciate your
18	like working here, and some of them have worked	18	support and approval of us moving forward with
19	in other counties, because they have something	19	what we're doing.
20	to offer these folks that sometimes have no	20	MR. CALLAHAN: Okay. Council? Pete?
21	other place to turn.	21	MR. LESHER: I do serve as the Council's
	-		

	<u> </u>		
	Page 46		Page 48
1	liaison to Upper Shore Aging. So I'm aware of	1	few extra dollars here and there. And it just,
2	some of these programs that you've been	2	every little bit counts. And we try to push as
3	describing for us tonight and aware of how	3	much as we can direct to client services.
4	much of what an impact these programs have.	4	MR. PACK: I'm going to ask a question.
5	So thank you.	5	We had a quick briefing in the back regarding
6	And I don't have further questions.	6	the opioid settlement from our county attorney.
7	Although I will say that despite my engagement	7	Do you have any data regarding how the
8	with Upper Shore Aging, this gave me actually a	8	opioid epidemic impacted the senior population
9	better overview than I've garnered so far of	9	here in Talbot County?
10	how this program works and how they mesh with	10	DR. MAGUIRE: I think I'd have to go back
11	the Department of Health. Yes, the Department	11	and look. I think we do have some
12	of Health. I hadn't put all those pieces	12	age-delineated data on that. Yeah. But I have
13	together.	13	to go back and look at it.
14	So thank you.	14	MR. CALLAHAN: Ms. Price, you good?
15	MR. CALLAHAN: Thank you, Mr. Lesher.	15	MS. PRICE: I'm good. Thank you.
16	Any more questions, Mr. Pack?	16	MR. CALLAHAN: Okay. Council, is there a
17	MR. PACK: I don't have any questions.	17	motion and a second to approve the FY22 Senior
18	I marvel every year that you all come	18	Care Plan as presented?
19	before us to sign this document at how much	19	MS. PRICE: So moved.
20	you're doing with so little.	20	MR. LESHER: Second.
21	Even with the \$50,000 that the county	21	MR. CALLAHAN: We have a motion and a
	Page 47		Page 49
1	gives you. I just did the math. You're	1	second. Madam Secretary, could you call the
2	\$16,000 I guess underneath your spending budget	2	roll, please.
3	of 165.	3	SECRETARY: Mr. Callahan.
4	And that's \$56 a month per individual. I	4	MR. CALLAHAN: Aye.
5	mean you're really stretching that out	5	SECRETARY: Mr. Lesher.
6	tremendously, tremendously to get the services	6	MR. LESHER: Aye.
7	to these individuals that they need.	7	SECRETARY: Ms. Price.
8	So I just commend you. And I'm reading	8	MS. PRICE: Aye.
9	this. I just kind of wonder how you're doing	9	SECRETARY: Mr. Pack.
10	all this with just a shoestring type of a	10	MR. PACK: Aye.
11	budget here. But I wish I guess we had, dare I	11	MR. CALLAHAN: Okay, guys. Good job.
12	say, more to give you.	12	MS. STINTON: Thank you so much.
13	MS. STINTON: Absolutely.	13	DR. MAGUIRE: Thank you very much.
14	MS. PRICE: (Inaudible) other programs.	14	MS. STINTON: We really appreciate it.
15	MS. STINTON: But yeah. Just I have to	15	MR. CALLAHAN: We appreciate it, too.
16	give credit to the staff at the Health	16	SECRETARY: I'll have that tomorrow.
17	Department. This is a team, experienced team	17	MR. CALLAHAN: Let's move on to
18	that's been in place a long time. And they	18	introduction of legislation. Madam Secretary,
19	really live for developing resources, finding	19	would you read the bill into the record,
20	resources, new ideas to support new funding.	20	please, when you get a chance.
21	We've developed some partnerships, got a	21	SECRETARY: A bill to amend section
	r r r r r		

	•		
	Page 50		Page 52
1	190-63.1A of the Talbot County Code in order to	1	They are an advisory board, but they're
2	modify the composition of the Talbot County	2	also a board that makes recommendations to the
3	Short-Term Rental Review Board.	3	Council from time to time.
4	MR. CALLAHAN: Okay. Mr. Thomas, help us	4	MR. THOMAS: I don't believe there's a
5	a little bit with that and explain that,	5	requirement.
6	please.	6	MR. PACK: No, it's not a requirement.
7	MR. THOMAS: Yes. So this bill is	7	MS. PRICE: They can certainly make
8	proposing to amend the composition of the	8	public come to the public hearing.
9	Short-Term Rental Review Board to eliminate the	9	I think the genesis of it is we've had a
10	requirement that there by an attorney with	10	hard time. When we first put the board
11	experience in real estate on the board.	11	together three years ago, it was new. We
12	MR. CALLAHAN: Okay.	12	wanted to try to get a cross section makeup and
13	MR. THOMAS: So it doesn't change the	13	thought that we needed someone as an attorney.
14	number of people serving on the board. It just	14	But we have you or we have other people to
15	takes out that one of them has to be an	15	advise them.
16	attorney with that experience.	16	And it has honestly been a struggle to
17	And as this is a zoning text amendment	17	find somebody with an attorney in real estate
18	because it's amending Chapter 190 of the Code,	18	who is going to serve.
19	this will need to go to the Planning Commission	19	And I think now that it's been a few years
20	for recommendation and a public hearing before	20	and we've been through first the formation of
21	it comes back to the Council for action.	21	everything and what we did in 2018 and then we
	Page 51		Page 53
1	MR. CALLAHAN: Okay. Council, could you	1	went through extensive changes I guess last
2	please raise your hand if you'd like to	2	year, at this point, as long as you have people
3	introduce this legislation?	3	who are knowledgeable and care about the
4	MR. PACK: Mr. Thomas, will it go back to	4	industry and also my screen just went blank.
5	the Short-Term Rental Review Board as a whole?	5	That that should serve.
6	I mean that board is also a board that	6	And it's not like they don't have equal
7	offers recommendations back to the Council.	7	representation because we have the county
8	Do you know whether or not they will	8	attorney. So we didn't feel like that's why
9	render an opinion back to us on the change?	9	we're proposing this.
10	MR. THOMAS: I don't know offhand. I	10	We want to hear from people if they think
11	don't know if in the past, bills regarding the	11	that we absolutely need to keep an attorney on
12	Short-Term Rental Review Board have also gone	12	there. But I will tell you it has definitely
13	to them for their review and recommendations.	13	been a challenge to find an attorney with real
14	If they have	14	estate experience who's willing to serve on
15	MR. PACK: Not bills.	15	this board because they do sometimes meet,
16	I know we had a long, drawn out work	16	well, a guess it depends on the time of year.
17	session with them regarding changes. And since	17	But it is something that's not like
18	this is technically a substantive change to	18	they're just meeting once or twice a year.
19	that board, I didn't know whether or not it	19	They're meeting at least on a monthly basis and
20	would be something that we care to hear back	20	sometimes more than that.
21	from them on.	21	MR. THOMAS: And during working hours.

	Tulloot County C		
1	Page 54	,	Page 56
$\begin{vmatrix} 1 \\ 2 \end{vmatrix}$	MS. PRICE: Yes, yeah, during working	1	MR. CALLAHAN: Okay.
$\begin{vmatrix} 2 \\ 2 \end{vmatrix}$	hours. That's key.	2	MS. NAGLE: What we need to do.
3	So it is definitely a challenge. So we	3	MR. CALLAHAN: All right. Thank you,
4	want people who are really interested in	4	guys.
5	serving. We can accomplish that we think	5	Now I'm going to open it to the public
6	otherwise, or at least some of us think that.	6	hearing on 1492.
7	MR. CALLAHAN: Thank you, Ms. Price.	7	MR. PACK: Ninety-four.
8	Madam Secretary, could you please announce	8	MR. CALLAHAN: Yeah. Sorry. 1494.
9	the bill number and a public hearing date and	9	MR. PACK: Ninety-two is (inaudible.)
10	time, please.	10	MR. CALLAHAN: (Inaudible.)
11	SECRETARY: Yes. This will be known as	11	MR. PACK: Ninety-two is (inaudible).
12	Bill Number 1495, and the public hearing will	12	MR. CALLAHAN: You're right.
13	be on Tuesday, December 14th, at 6:30 p.m.	13	MS. PRICE: I'm just going to remind
14	MR. CALLAHAN: Okay. All right. We're	14	Council you have to be right on top of that
15	close, but public hearing. Public hearing	15	microphone or people at home can't hear us.
16	here. Madam Secretary, would you please read	16	MR. CALLAHAN: Okay.
17	the title of the bill of 1494 into the record,	17	MS. PRICE: Literally right on top of it.
18	please.	18	MR. CALLAHAN: Okay. We're going to have
19	SECRETARY: Bill Number 1494, a bill to	19	a public hearing on 1494. If you wish to
20	authorize a capital project for the acquisition	20	provide comment, please provide your name and
21	of certain equipment and an office trailer for	21	address. I will give you three minutes if you
	Page 55		Page 57
1	the Repurposing Center located at 28128	1	want to speak. Five minutes if you're talking
2	St. Michael's Road, Easton, Maryland.	2	with an organization, five minutes. So that's
3	MR. CALLAHAN: Okay. Mr. Edwards, would	3	what we're going to do.
4	you like to come up, you and Ms. Nagle. Okay,	4	So on this side over here, does anybody
5	guys.	5	want to speak on 1494 on this side? You okay,
6	MR. EDWARDS: So as everybody is aware, we	6	Ray, over there?
7	had this program and had two pilot programs for	7	MR. CLARKE: I'm fine, I'm good.
8	the Repurposing Center. And everything has	8	MR. PACK: Would you like to speak on it?
9	exceeded our expectations, and it's going	9	MR. CLARKE: Nope.
10	really well. It's just been a slow process	10	MR. CALLAHAN: All right. So we don't
11	with all the legal stuff that we needed to do,	11	have anybody that wants to speak on it. So
12	but I think we're getting there.	12	that must be good. I'm thinking that's good.
13	And we need this legislation so that we	13	All right.
14	can get this up and running as an enterprise	14	So I guess now I will close the public
15	fund. So we're looking for your support to do	15	hearing on 1494. And the legislation will be
16	that.	16	eligible for the vote or November the 9th.
17	MR. CALLAHAN: Okay. Thank you,	17	Go ahead.
18	Mr. Edwards.	18	MR. LESHER: Mr. Callahan, if we could
19	Ms. Nagle, you have anything?	19	have Mr. Edwards back up here just for the
20	MS. NAGLE: No. I think Warren has	20	public's benefit.
21	described well.	21	MR. CALLAHAN: Yeah.
1			

	Page 58		Page 60
1	MR. LESHER: Just a clarifying question.	1	MR. CALLAHAN: Right.
2	MR. CALLAHAN: Okay. No problem.	2	MS. MORRIS: And we're awaiting that
3	MR. LESHER: The office trailer that this	3	result.
4	will fund for the Repurposing Center, this is	4	MR. EDWARDS: They were actually there
5	what you need for the functioning of the	5	this week. So you know, I think it's going to
6	Repurposing Center.	6	take about a year to do an evaluation, wet,
7	This is what would this office trailer	7	dry.
8	would ultimately contain whatever rest room	8	MR. PACK: A wet season?
9	facilities would be or would they? Would	9	MR. EDWARDS: Correct.
10	this be containing the rest room facilities for	10	MS. MORRIS: Correct.
11	the use of the center, but we this does not	11	MR. EDWARDS: That's determined by the
12	create a sewer plant or a septic plant or	12	Health Department based on the amount of rain.
13	anything else for that? Or can you explain	13	So it could vary monthly.
14	just the functionality of that?	14	MS. PRICE: It was wet last night.
15	MR. EDWARDS: So even when the trailer is	15	MR. EDWARDS: It's wet right now.
16	open when we get that all approved, the trailer	16	MR. PACK: So Mr. Edwards, with this
17	will only serve the administrative person	17	equipment, and I know some of it has been there
18	working in the trailer for the rest room. And	18	on I guess rental purposes or leased purposes,
19	currently everybody will use a porta pot, which	19	or is there any emergent reason or any urgency
20	is designated areas and clean, fenced in, and	20	to move this matter forward today or would
21	safe.	21	the
	Page 59		Page 61
1	But we'll never have anybody coming in and	1	MR. EDWARDS: Well, it helps because we
2	out of site who will leave that office to use	2	still have to get electric there. And we're
3	the bathroom because of monies and that kind of	3	waiting on all this to pass to get that
4	stuff.	4	approved.
5	There will be a lab to do testing	5	We have quotes because it's a single
6	materials and basically an office to handle	6	source for utilities, which would be Choptank
7	incoming, outgoing, and billing.	7	Electric. It's a single source for the
8	MR. LESHER: I simply ask because there's	8	Internet, which we need to operate the computer
9	been public concern about the possibility of	9	to do the billing and that kind of stuff. And
10	sewer being extended to the site. We've	10	we need the electricity for the well to keep
11	learned that that now is not possible.	11	the fire suppression.
12	And what I understand from this is that	12	So yeah. The sooner, the better for us to
13	this is not creating a pathway for that to	13	operate in a safe manner and productive manner.
14	happen.	14	MS. MORRIS: Mr. Pack, and Mr. Stamp is
15	MR. EDWARDS: No.	15	not with us this evening, he is aware of that.
16	MR. CALLAHAN: No.	16	He would like to wait until November 9th for a
17	MR. LESHER: I just wanted that out there	17	Council vote on this matter.
18	for the public. Thank you.	18	Under county manager report tonight, we
1.	MD EDWADDS, Absolutely	19	will be requesting Council review of the rental
19	MR. EDWARDS: Absolutely.	* /	win se requesting sounding to the work at the remain
19 20	MS. MORRIS: Mr. Lesher, we have retained	20	of the pieces of equipment that Mr. Edwards

1	Page 62 MR. CALLAHAN: Okay.	1	Page 64 out exactly what it's going to take to build up
2	MR. EDWARDS: Which would be a lease,	2	that surface out on the air field.
3	temporary rental agreement for five months.	3	And the other portion of that grant was
4	MS. MORRIS: Correct.	4	reimbursements for easements, forest
5	MR. CALLAHAN: Okay then. All right. Any		conservation mitigations, and wetland
6	anything else, Council?	6	mitigations. So that money has been received
7	Thank you, Warren. Appreciate it.	7	or that grant has been received this year. We
8	MR. EDWARDS: Thank you.	8	haven't drawn down on those funds yet. We have
9	MR. CALLAHAN: Okay. So let's go. Next	9	four years to do that.
10	up is Micah from the airport. And I think Jack	10	And obstruction removal phase two. That
11	is up here on the committee. You guys are	11	is a grant that we have open with the Maryland
12	can you give us a rundown on how you guys are	12	Aviation Administration to remove obstructions
13	making out?	13	around the airport, namely trees is what we're
14	MR. RISHER: All right.	14	talking about here.
15	MR. CALLAHAN: We'll give you three	15	Just last week we did resolve a fee issue
16	minutes.	16	with the Town of Easton. I was here about a
17	MR. RISHER: Good deal.	17	month ago asking for a letter of support. We
18	MR. CALLAHAN: Mr. Pack told me that.	18	were asking them to amend their code for a
19	MR. RISHER: I can do it. Good evening,	19	long-term solution. We did not they did not
20	welcome.	20	go down that path. But we did have a
21	Let's see here, once I get this cleared	21	short-term solution.
	Page 63		Page 65
1	out of the way.	1	Remember, I said part of the issue was
2	MS. MORRIS: If you go to slide show.	2	they had stopped collecting fees, fee in lieu.
3	MR. RISHER: Yeah, slide show. And from	3	But they made a decision that night that they
4	the beginning. There we go. All right.	4	would collect fee in lieu for us this year as
5	Good evening, Council. Jack and I are	5	we continue the conversation for a longer
6	here to tell you this evening that your airport	6	mitigation.
7	is doing just fine. We continue to recover	7	So with that being resolved, we'll be able
8	through the COVID pandemic.	8	to start our project before the end of this
9	Page one there, our capital improvements.	9	year.
10	This year in September, we just received two	10	And as I stated there, a long-term
11	grants totaling just over \$500,000 to advance	11	solution will be discussed with the Town of
12	our runway safety improvements. Primarily, the	12	Easton regarding removing trees when we're
13	large portion of that is going to begin our	13	being mandated by the federal government.
14	runway 422 geotechnical evaluation and	14	Any questions about capital?
15	topographic survey.	15	Okay. Business update. Airport revenue
16	I was here last winter requesting	16	remains strong. Our robust business model,
17	permission to go for that grant. It's been	17	we're weathering the pandemic. We're looking
18	received. So we're getting our contract.	18	at all revenue opportunities, advertising,
19	They're issuing notice to proceed so they can	19	looking at changing up on some vending at the
20		20	terminal. We're updating our contracts and
	start that project. Core samples to determine	40	terminar. We're updatting our contracts and
21	start that project. Core samples to determine the soil makeup so we can start to do figure	21	bringing them up to fair market value as

	Tulou county		
	Page 66		Page 68
1	appropriate.	1	I wanted to just look at the business user, our
2	All of our business segments, the charter	2	charter, the people that we can really put our
3	operation, which I'll talk about in depth here	3	hands on, we can really find that data, because
4	in a minute with our stats, is really growing.	4	it is hard to find.
5	General aviation has bounced back nicely. Our	5	But we count those ops differently. We
6	flight schools are flying, and maintenance	6	call them air taxis. We count them separately
7	facilities are as busy as they've ever been.	7	from everything else. And in 2015, throughout
8	These are your fuel statistics for the end	8	the entire 12 months, we did 2,074 charters.
9	of last fiscal year. So as you can see, we	9	About five a day on average. This year already
10	recovered. We rebounded nicely from the COVID	10	through the first nine months, we've already
11	slowdown. When you look at the jet fuel total	11	done 2,500. So nine a day. And that's going
12	there, we are up 42 percent last fiscal year	12	to continue.
13	versus the fiscal year prior that was COVID	13	So we've almost doubled our charter user
14	impacted.	14	this year compared to our best year we've ever
15	When you look at the total fuel, that's	15	had. So charters, and that's what we're seeing
16	gallonage at the bottom. 820,000 gallons. The	16	across the industry. Folks who can charter,
17	airport has never sold that many gallons in its	17	they're chartering. And that's what we're
18	history. So we are definitely selling more	18	seeing at Easton. Nearly double the charter
19	fuel than we ever have combined. We are up	19	operation from what was our best year ever.
20	38 percent.	20	So that's good for us. People want to be
21	And even the avgas, which is your	21	here in Talbot County, and it shows in our
	Page 67		Page 69
1	recreational flyers, single engines, they	1	statistics.
2	rebounded nicely at 17 percent.	2	MR. CALLAHAN: So Micah, just a quick
3	So we're moving a lot of fuel through the	3	question. When you're and that's phenomenal
4	airport.	4	news.
5	Every once in a while when I come in front	5	So what does that do to your staff when
6	of you, I like to take one statistic and kind	6	something like that doubles?
7	of drill down so you can kind of really	7	MR. RISHER: So we have capacity built in.
8	understand your operation. So here is 2020 and	8	Most of this is really luckily we have
9	2021 sitting beside each other through	9	four fixed base operators that sell fuel. So
10	September. You can see the COVID impacting	10	there's capacity there. The ramp space that we
11	year of 2020. We were only 45,000 operations	11	expanded our ramp ten years ago to accept this
12	this year, through September. This year, we're	12	growth. And now it's here.
13	at 60,000. So we're up 30 percent year to	13	MR. CALLAHAN: Right.
14			
1 '	date. Last year, we finished with just over	14	MR. RISHER: We're actually starting to
15	date. Last year, we finished with just over 61,000.	14 15	MR. RISHER: We're actually starting to get a little tight on some of the ramp.
15	61,000.	15	get a little tight on some of the ramp.
15 16	61,000. Our best year ever on record was 2015 with	15 16	get a little tight on some of the ramp. The air traffic controllers, we bumped
15 16 17	61,000. Our best year ever on record was 2015 with 74,581 operations. So we are definitely	15 16 17	get a little tight on some of the ramp. The air traffic controllers, we bumped them up to seven controllers about two years
15 16 17 18	61,000. Our best year ever on record was 2015 with 74,581 operations. So we are definitely flirting with this being our best year ever.	15 16 17 18	get a little tight on some of the ramp. The air traffic controllers, we bumped them up to seven controllers about two years ago. And so now they're adequately staffed.

quickly, but we had the capacity and we've been able to absorb it. MR. CALLAHAN: Can you tell the public the air traffic controller people, there's seven of them, is that State driven? MR. RISHER: So they are part of a program that's called the Federal Contract Tower Program. It's a federal program where we partner with the federal government and they parfor the staffing cost. Basically we pay for the tower, the physical structure and the equipment, and they pick up the staffing cost. MR. RISHER: 'Ya a really good program. It's been around since 1982. MR. CALLAHAN: Great. That's great. I MR. RISHER: Yup. MR. RISHER: Yup. Airport facilities and improvements. Just boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main bloby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve a our signage and accessibility. We have a plan to update and improve the curbing outside and up tin new handicap ramps. MR. We're about ready to repaint the main bloby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve a our signage and accessibility we have a plan to update and improve the curbing outside and up tin new handicap ramps. So we're doing small projects that make a puri new handicap ramps. So we're doing small		Page 70		Dags 72
mR. CALLAHAN: Can you tell the public the air traffic controller people, there's seven of them, is that State driven? mR. RISHER: So they are part of a program that's called the Federal Contract Tower partner with the federal government and they partner with the federal government and the	1	Page 70 quickly but we had the capacity and we've been	1	Page 72 that maintenance
MR. CALLAHAN: Can you tell the public the air traffic controller people, there's seven of them, is that State driven? MR. RISHER: So they are part of a program that's called the Federal Contract Tower Program. It's a federal program where we partner with the federal government and they pay for the staffing cost. Basically we pay to ret the tower, the physical structure and the equipment, and they pick up the staffing cost. MR. RISHER: It's a really good program. It's been around since 1982. MR. CALLAHAN: That's great. MR. RISHER: It's a really good program. It's been around since 1982. MR. CALLAHAN: Great. That's great. I appreciate that. MR. RISHER: Yup. Airport facilities and improvements. Just to let you know, lots going on out there in our terminal. We've updated some information to let you know, lots going on out there in our terminal. We've updated some information Page 71 We're about ready to repaint the main bloby. Talking to the contractor, he's coming in next week. And they're started to get a plan to update and improve the curbing outside and put in new handicap ramps. So we're doing small projects that make a big different out there. MR. CALLAHAN: That's great. I boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. Trying to get our access gates under video. Whe have nuisance issues that go on out there just like any other property. So we're trying to improve our searning beach to the something does happen, we can gob back to the tape and we can help law enforcement and we can kind of keep a better eye on things. So we have a project to update that. And we're also looking at updating the actual gate controller software because we're starting to have a lot of failures over our gates. The system is 20 years old, the radio software that actually opens the gate and closes the gate, the proximity card. So we were getting quotes on putting new software in under gate and closes the gate, the proximity card. So we we're adding care				
air traffic controller people, there's seven of them, is that State driven? MR. RISHER: So they are part of a program that's called the Federal Contract Tower Program. It's a federal program where we partner with the federal government and they				
them, is that State driven? MR. RISHER: So they are part of a program that's called the Federal Contract Tower Program. It's a federal program where we partner with the federal government and they partner with the gust part so office amount of area that we have unider video. Trying to get our access gates under video. We have a part gatility to improve our security so when the pust there just like any other property. So we're trying to fimprove our security so wh				·
that's called the Federal Contract Tower Program. It's a federal program where we pay partner with the federal government and they pay partner with the federal government and they pay for the staffing cost. Basically we pay to the tower, the physical structure and the gaupment, and they pick up the staffing cost. MR. CALLAHAN: That's great. MR. RISHER: It's a really good program. MR. CALLAHAN: That's great. I gates. The system is 20 years old, the radio software that actually opens the gate and closes the gate, the proximity card. So we compare the gate and solowing at each gate failing or something wore getting quotes on putting new softwa		• •		•
that's called the Federal Contract Tower Program. It's a federal program where we partner with the federal government and they pay for the staffing cost. Basically we pay 10 trying to improve our security so when 11 for the tower, the physical structure and the 12 equipment, and they pick up the staffing cost. 12 tape and we can help law enforcement and we can 13 MR. CALLAHAN: That's great. 13 kind of keep a better eye on things. So we 14 have a project to update that. 15 It's been around since 1982. 15 And we're also looking at updating the actual gate controller software because we're 17 appreciate that. 17 starting to have a lot of failures over our 18 gates. The system is 20 years old, the radio 19 software that actually opens the gate and 20 closes the gate, the proximity card. So we 21 were getting quotes on putting new software in 20 put in new handicap ramps. 20 to update and improve the curbing outside and 10 put in new handicap ramps. 21 big different out there. 22 whose a plan to update and improve the curbing outside and 23 to update and improve the curbing outside and 24 owned by Talbot County, we're making some 11 supplemental HVAC system in there in their 16 owned by Talbot County, we're making some 16 supplemental HVAC system in there in their 16 to the county employees. We brought ten county tend to augment our staff that day to 18 be get everybody parked safely. And it 18 berought ten county 18 break room and their bunk room upstairs, and 18 we're looking at doing some office renovations. 18 belp us get everybody parked safely. And it 18 belp us get everybody parked safely. And it				•
8 Program. It's a federal program where we 9 partner with the federal government and they 10 pay for the staffing cost. Basically we pay 11 for the tower, the physical structure and the 12 equipment, and they pick up the staffing cost. 12 tape and we can help law enforcement and we can late appearance with the federal government and they 11 something does happen, we can go back to the 12 equipment, and they pick up the staffing cost. 12 tape and we can help law enforcement and we can late appreciate that. 13 lif sheen around since 1982. 15 And we're also looking at updating the actual gate controller software because we're starting to have a lot of failures over our 14 gates. The system is 20 years old, the radio software that actually opens the gate and 15 closes the gate, the proximity card. So we 16 let you know, lots going on out there in our 17 lookards. Of course, last year during COVID, we 18 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, last year during COVID, we 19 lookards. Of course, lookards in we're looking at olioped promation. 19 lookards of the proximity card. So we 20 lookards of the proximity card. So we 21 lookards of the proximity card. So we 22 lookards of the proximity card. So we 23 lookards of the proximity card. So we 24 lookards of the proximity card. So we 25 lookards of the proximity card. So we're of the pr				
partner with the federal government and they pay for the staffing cost. Basically we pay 10 pay for the staffing cost. Basically we pay 11 for the tower, the physical structure and the 22 equipment, and they pick up the staffing cost. 12 table to equipment, and they pick up the staffing cost. 13 MR. CALLAHAN: That's great. 14 MR. RISHER: It's a really good program. 15 It's been around since 1982. 15 And we're also looking at updating the actual gate controller software because we're starting to have a lot of failures over our 21 gates. The system is 20 years old, the radio 22 software that actually opens the gate and 25 closes the gate, the proximity card. So we 26 repainted a hallway, redid our bathrooms, 27 borought them up to ADA compliance. 28 for plan together for that. We're going to improve our security so when 26 sweep trying to improve our security so when 27 something does happen, we can go back to the tape and we can help law enforcement and we can shelp law ean a pace and we can shelp law enforcement and we can shelp law ean a pace to update that. 15 It's been around since 1982. 17 have a plot of keep a better eye on things. So we have a plot of failures over our gates. The system is 20 years old, the radio software that actually opens the gate and closes the gate, the proximity card. So we were getting quotes on putting new software in Page 73 because realistically it's a weekly issue where we have a gate failing or something worns with our system				
trying to improve our security so when the physical structure and the equipment, and they pick up the staffing cost. MR. CALLAHAN: That's great. MR. RISHER: It's a really good program. MR. RISHER: Yup. MR. RISHER: Yup. MR. RISHER: Yup. MR. RISHER: Yup. MR. Calladhan: That's great. Is a drive a lot of failures over our starting to have a lot of failures over our security so when we're also looking at updating the actual gate controller software because we're starting to have a lot of failures over our starting to have a lot of failures over our starting to have a lot of failures over our security so when the tape and we can help law enforcement and we can help law eaf eaget and actual gate controller software beause we're actually opens the actually opens the actually opens the act				· ·
11 for the tower, the physical structure and the 12 equipment, and they pick up the staffing cost. 13 MR. CALLAHAN: That's great. 14 MR. RISHER: It's a really good program. 15 It's been around since 1982. 16 MR. CALLAHAN: Great. That's great. I 17 appreciate that. 18 MR. RISHER: Yup. 19 Airport facilities and improvements. Just 20 to let you know, lots going on out there in our 21 terminal. We've updated some information 22 repainted a hallway, redid our bathrooms, 3 brought them up to ADA compliance. 4 We're about ready to repaint the main 5 lobby. Talking to the contractor, he's coming 6 in next week. And they're started to get a 7 plan together for that. We're going to improve 8 our signage and accessibility. We have a plan 10 put in new handicap ramps. 11 So we're doing small projects that make a 12 big different out there. 13 something does happen, we can go back to the 14 tape and we can help law enforcement and we can 15 that tape and we can help law enforcement and we can 16 kind of keep a better eye on things. So we have a plooking at updating the actual gate controller software because we're starting to have a lot of failures over our 18 gates. The system is 20 years eld, the radio software that actually opens the gate and closes the gate, the proximity card. So we were getting quotes on putting new software in 16 because realistically it's a weekly issue where we have a gate falling or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. 16 Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. 15 We put the attendees somewhere around 15 improvements there as well. We just put some 15 improvements there as well. We just put some 15 improvements there as well. We just put some 15 improvements there as well. We just put some 16 supplemental HVAC system in there in their 1				
12 equipment, and they pick up the staffing cost. 13 MR. CALLAHAN: That's great. 14 MR. RISHER: It's a really good program. 15 It's been around since 1982. 16 MR. CALLAHAN: Great. That's great. 1 17 appreciate that. 18 MR. RISHER: Yup. 19 Airport facilities and improvements. Just 20 to let you know, lots going on out there in our 21 terminal. We've updated some information 21 terminal. We've updated some information 22 repainted a hallway, redid our bathrooms, 3 brought them up to ADA compliance. 4 We're about ready to repaint the main 5 lobby. Talking to the contractor, he's coming 6 in next week. And they're started to get a 7 plan together for that. We're going to improve 8 our signage and accessibility. We have a plan 9 to update and improve the curbing outside and 10 put in new handicap ramps. 11 So we're doing small projects that make a 10 put in new handicap ramps. 11 So we're doing small projects that make a 12 big different out there. 13 tape and we can help law enforcement and have a blaviand of keep a better eye on things. So we have a polooking at updating the actual gate controller software that. 16 actual gate controller software bacuse we're starting to have a lot of failures over our starting to have a lot of failures over our starting to have a lot of failures over our starting to have a lot of failures over our starting to have a lot of failures over our starting to have a lot of failures of ware alouses we're starting to have a lot of failures over our starting to have a lot of failures over our starting to have a lot of failures over our starting to have a lot of failures over our s				• • •
MR. CALLAHAN: That's great. MR. RISHER: It's a really good program. It's been around since 1982. MR. CALLAHAN: Great. That's great. I mathematical transfer of the curbing of the plan together for that. We're going to improve our signage and accessibility. We have a plan plan together for that. We're going to improve owner downed by Talbot County, we're making some information to we're looking at doing some office renovations. MR. RISHER: It's a really good program. Is MR. CALLAHAN: Great. That's great. I It's been around since 1982. It's been around since 1982. Is have a project to update that. And we're also looking at updating the actual gate controller software because we're starting to have a lot of failures over our gates. The system is 20 years old, the radio software that actually opens the gate and closes the gate, the proximity card. So we were getting quotes on putting new software in Page 71 because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between the nand 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the country employees. We brought ten country employees in to augment our staff that day to help us get everybody parked safely. And it		* *		
MR. RISHER: It's a really good program. It's been around since 1982. MR. CALLAHAN: Great. That's great. I appreciate that. MR. RISHER: Yup. Mactual gate controller software because we're starting to have a lot of failures over our gates. The system is 20 years old, the radio software that actually opens the gate and closes the gate, the proximity card. So we were getting quotes on putting new software in because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around Me're about castering to we're making some				•
15 It's been around since 1982. 16 MR. CALLAHAN: Great. That's great. I 17 appreciate that. 18 MR. RISHER: Yup. 19 Airport facilities and improvements. Just 20 to let you know, lots going on out there in our 21 terminal. We've updated some information 22 repainted a hallway, redid our bathrooms, 3 brought them up to ADA compliance. 4 We're about ready to repaint the main 5 lobby. Talking to the contractor, he's coming 6 in next week. And they're started to get a 7 plan together for that. We're going to improve 8 our signage and accessibility. We have a plan 9 to update and improve the curbing outside and 10 put in new handicap ramps. 11 So we're doing small projects that make a 12 big different out there. 13 Trooper six hangars, the hangar that's 14 owned by Talbot County, we're making some 15 improvements there as well. We just put some 16 supplemental HVAC system in there in their 17 the satted to get a 18 actual gate controller software because we're 19 starting to have a lot of failures over our 20 actual gate controller software because we're 21 starting to have a lot of failures over our 22 starting to have a lot of failures over our 23 starting to have a lot of failures over our 24 starting to have a lot of failures over our 25 starting to have a lot of failures over our 26 starting to have a lot of failures over our 27 gates. The system is 20 years old, the radio 28 software that actually opens the gate and 29 closes the gate, the proximity card. So we 29 were getting quotes on putting new software in 20 closes the gate, the proximity card. So we 21 were getting quotes on putting new software in 21 because realistically it's a weekly issue where 22 we have a gate failing or something wrong with 23 our system. So it's just these things don't 24 run forever and it's been out there for 20 25 years. Community outreach, one of my favorite 26 things to talk about. Easton Airport Day 2021 28 was our biggest event ever. If you were out 29 there between ten and 12, you knew that it was 29 a lot of people out th		•		·
MR. CALLAHAN: Great. That's great. I appreciate that. MR. RISHER: Yup. MR. RISHER: Yup. Airport facilities and improvements. Just to let you know, lots going on out there in our terminal. We've updated some information Page 71 boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main bloby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve our signage and accessibility. We have a plan put in new handicap ramps. So we're doing small projects that make a big different out there. So we're doing small projects that make a lot of failures over our gates. The system is 20 years old, the radio software that actually opens the gate and closes the gate, the proximity card. So we were getting quotes on putting new software in Page 73 Page 74 Page 73 because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around Trooper six hangars, the hangar that's owned by Talbot County, we're making some improvements there as well. We just put some improvements thore as well. We just put some improvements there as w				
MR. RISHER: Yup. Airport facilities and improvements. Just to let you know, lots going on out there in our terminal. We've updated some information Page 71 boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main lobby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve our signage and accessibility. We have a plan put in new handicap ramps. So we're doing small projects that make a put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some improvements there as well. We just put some improvements there as well. We just put some improvements there as well. We just put some improvees in to augment our staff that day to help us get everybody parked safely. And it				
MR. RISHER: Yup. Airport facilities and improvements. Just to let you know, lots going on out there in our terminal. We've updated some information Page 71 boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, We're about ready to repaint the main bloby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve sour signage and accessibility. We have a plan put in new handicap ramps. So we're doing small projects that make a put in new handicap ramps. So we're doing small projects that make a big different out there. So we're looking at doing some office renovations. MR. RISHER: Yup. 19 software that actually opens the gate and closes the gate, the proximity card. So we eloses the gate, the proximity card. So we eloses the gate, the proximity card. So we eloses the gate, the proximity card. So we were getting quotes on putting new software in Page 73 because realistically it's a weekly issue where 2 we have a gate failing or something wrong with 3 our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it				
Airport facilities and improvements. Just to let you know, lots going on out there in our terminal. We've updated some information Page 71 boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main blobby. Talking to the contractor, he's coming in next week. And they're started to get a plan to update and improve the curbing outside and put in new handicap ramps. So we're doing small projects that make a big different out there. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some improvements there as well. We just put some supplemental HVAC system in there in their beavenum and their bunk room upstairs, and we're looking at doing some office renovations. Page 71 Page 73 boards. Of course, last year during coving out there in our vere getting quotes on putting new software in Page 73 because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it		**	18	
to let you know, lots going on out there in our terminal. We've updated some information Page 71 boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main lobby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve our signage and accessibility. We have a plan put in new handicap ramps. So we're doing small projects that make a log different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some improvements there as well. We just put some improves we're looking at doing some office renovations. Losses the gate, the proximity card. So we were getting quotes on putting new software in page to see the proximity card. So we were getting quotes on putting new software in page 73 Page 73 because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around Trooper six hangars, the hangar that's off course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it		_		
terminal. We've updated some information Page 71 boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main lobby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve our signage and accessibility. We have a plan put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some improvements there as well. We just put some supplemental HVAC system in there in their break room and their bunk room upstairs, and we're looking at doing some office renovations. Page 73 Page 73 because realistically it's a weekly issue where we have a gate failing or something woorshead is because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it		-		• • •
Page 71 boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main bloby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve our signage and accessibility. We have a plan put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some improvements there as well. We just put some supplemental HVAC system in there in their break room and their bunk room upstairs, and we're looking at doing some office renovations. Page 73 because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 35,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it				
boards. Of course, last year during COVID, we repainted a hallway, redid our bathrooms, brought them up to ADA compliance. We're about ready to repaint the main lobby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve to update and improve the curbing outside and put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some for each of the county and their bunk room upstairs, and strength out the east of the county and their bunk room upstairs, and we're looking at doing some office renovations. because realistically it's a weekly issue where we have a gate failing or something wrong with our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it				
brought them up to ADA compliance. We're about ready to repaint the main lobby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve our signage and accessibility. We have a plan to update and improve the curbing outside and put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's we're looking at doing some office renovations. our system. So it's just these things don't run forever and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 8 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it	1		1	
We're about ready to repaint the main bloby. Talking to the contractor, he's coming in next week. And they're started to get a plan together for that. We're going to improve to update and improve the curbing outside and put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's we're down and their bunk room upstairs, and we're looking at doing some office renovations. We re not there between and it's been out there for 20 years. Community outreach, one of my favorite things to talk about. Easton Airport Day 2021 was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great we put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county memployees in to augment our staff that day to help us get everybody parked safely. And it	2	repainted a hallway, redid our bathrooms,	2	we have a gate failing or something wrong with
5 lobby. Talking to the contractor, he's coming 6 in next week. And they're started to get a 7 plan together for that. We're going to improve 7 things to talk about. Easton Airport Day 2021 8 was our biggest event ever. If you were out 9 to update and improve the curbing outside and 9 there between ten and 12, you knew that it was 10 put in new handicap ramps. 10 a lot of people out there. So it was a great 11 So we're doing small projects that make a 12 big different out there. 12 We put the attendees somewhere around 13 Trooper six hangars, the hangar that's 13 5,000 from pictures that we have from overhead 14 and talking to people on the ground. 15 improvements there as well. We just put some 16 supplemental HVAC system in there in their 16 to the county employees. We brought ten county 17 break room and their bunk room upstairs, and 18 we're looking at doing some office renovations. 18 help us get everybody parked safely. And it	3	brought them up to ADA compliance.	3	our system. So it's just these things don't
6 in next week. And they're started to get a 7 plan together for that. We're going to improve 8 our signage and accessibility. We have a plan 9 to update and improve the curbing outside and 10 put in new handicap ramps. 11 So we're doing small projects that make a 12 big different out there. 13 Trooper six hangars, the hangar that's 14 owned by Talbot County, we're making some 15 improvements there as well. We just put some 16 supplemental HVAC system in there in their 17 break room and their bunk room upstairs, and 18 was our biggest event ever. If you were out 9 there between ten and 12, you knew that it was 10 a lot of people out there. So it was a great 11 event. 12 We put the attendees somewhere around 13 5,000 from pictures that we have from overhead 14 and talking to people on the ground. 15 Of course, I want to give a big thank you 16 to the county employees. We brought ten county 17 break room and their bunk room upstairs, and 18 we're looking at doing some office renovations. 18 help us get everybody parked safely. And it	4	We're about ready to repaint the main	4	run forever and it's been out there for 20
plan together for that. We're going to improve our signage and accessibility. We have a plan put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some owned by Talbot County, we're making some improvements there as well. We just put some supplemental HVAC system in there in their break room and their bunk room upstairs, and was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county break room and their bunk room upstairs, and we're looking at doing some office renovations.	5	lobby. Talking to the contractor, he's coming	5	years.
our signage and accessibility. We have a plan to update and improve the curbing outside and put in new handicap ramps. So we're doing small projects that make a big different out there. We put the attendees somewhere around Trooper six hangars, the hangar that's we're making some find and talking to people on the ground. Me put the attendees somewhere around controlled and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county break room and their bunk room upstairs, and was our biggest event ever. If you were out there between ten and 12, you knew that it was a lot of people out there. So it was a great event. We put the attendees somewhere around and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county break room and their bunk room upstairs, and employees in to augment our staff that day to help us get everybody parked safely. And it	6	in next week. And they're started to get a	6	Community outreach, one of my favorite
9 to update and improve the curbing outside and 10 put in new handicap ramps. 11 So we're doing small projects that make a 12 big different out there. 13 Trooper six hangars, the hangar that's 14 owned by Talbot County, we're making some 15 improvements there as well. We just put some 16 supplemental HVAC system in there in their 17 break room and their bunk room upstairs, and 18 we're looking at doing some office renovations. 19 there between ten and 12, you knew that it was 10 a lot of people out there. So it was a great 11 event. 12 We put the attendees somewhere around 13 5,000 from pictures that we have from overhead 14 and talking to people on the ground. 15 Of course, I want to give a big thank you 16 to the county employees. We brought ten county 17 employees in to augment our staff that day to 18 help us get everybody parked safely. And it	7	plan together for that. We're going to improve	7	things to talk about. Easton Airport Day 2021
put in new handicap ramps. So we're doing small projects that make a big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some miprovements there as well. We just put some supplemental HVAC system in there in their break room and their bunk room upstairs, and we're looking at doing some office renovations. 10 a lot of people out there. So it was a great event. We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it	8	our signage and accessibility. We have a plan	8	was our biggest event ever. If you were out
11 So we're doing small projects that make a 12 big different out there. 13 Trooper six hangars, the hangar that's 14 owned by Talbot County, we're making some 15 improvements there as well. We just put some 16 supplemental HVAC system in there in their 17 break room and their bunk room upstairs, and 18 we're looking at doing some office renovations. 18 we put the attendees somewhere around 19 So,000 from pictures that we have from overhead 10 and talking to people on the ground. 11 Of course, I want to give a big thank you 12 to the county employees. We brought ten county 13 break room and their bunk room upstairs, and 14 help us get everybody parked safely. And it	9	to update and improve the curbing outside and	9	there between ten and 12, you knew that it was
big different out there. Trooper six hangars, the hangar that's owned by Talbot County, we're making some improvements there as well. We just put some supplemental HVAC system in there in their break room and their bunk room upstairs, and we're looking at doing some office renovations. by We put the attendees somewhere around 5,000 from pictures that we have from overhead and talking to people on the ground. Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it	10	put in new handicap ramps.	10	a lot of people out there. So it was a great
Trooper six hangars, the hangar that's 13 5,000 from pictures that we have from overhead 14 owned by Talbot County, we're making some 15 improvements there as well. We just put some 16 supplemental HVAC system in there in their 17 break room and their bunk room upstairs, and 18 we're looking at doing some office renovations. 18 5,000 from pictures that we have from overhead 19 and talking to people on the ground. 10 Of course, I want to give a big thank you 11 to the county employees. We brought ten county 12 employees in to augment our staff that day to 13 help us get everybody parked safely. And it	11	So we're doing small projects that make a	11	event.
owned by Talbot County, we're making some improvements there as well. We just put some supplemental HVAC system in there in their break room and their bunk room upstairs, and we're looking at doing some office renovations.	12	big different out there.	12	We put the attendees somewhere around
improvements there as well. We just put some supplemental HVAC system in there in their break room and their bunk room upstairs, and we're looking at doing some office renovations. 15 Of course, I want to give a big thank you to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it	13	Trooper six hangars, the hangar that's	13	5,000 from pictures that we have from overhead
supplemental HVAC system in there in their break room and their bunk room upstairs, and we're looking at doing some office renovations. 16 to the county employees. We brought ten county employees in to augment our staff that day to help us get everybody parked safely. And it	14	owned by Talbot County, we're making some	14	and talking to people on the ground.
break room and their bunk room upstairs, and we're looking at doing some office renovations. 17 employees in to augment our staff that day to help us get everybody parked safely. And it	15	improvements there as well. We just put some	15	Of course, I want to give a big thank you
we're looking at doing some office renovations. 18 help us get everybody parked safely. And it	16	supplemental HVAC system in there in their	16	to the county employees. We brought ten county
	17	break room and their bunk room upstairs, and	17	employees in to augment our staff that day to
19 Of course, we're working with them to extend 19 was a wonderful event, a lot of positive	18	we're looking at doing some office renovations.	18	help us get everybody parked safely. And it
i l	19	Of course, we're working with them to extend	19	was a wonderful event, a lot of positive
20 their contract for another five years as well. 20 feedback. It was a great event. We look	20	their contract for another five years as well.	20	feedback. It was a great event. We look
21 So that's our building. So we take care of 21 forward to doing it again next year.	21	So that's our building. So we take care of	21	forward to doing it again next year.

			,
	Page 74		Page 76
1	We're just wrapping up our walk and talk	1	phenomenal getting that out.
2	series. It's our open air open house. It's	2	We're putting out more press releases than
3	something we did to bring people back out to	3	we ever have, and we've developed a bimonthly
4	the airport during this COVID time to where	4	community newsletter that's been going out. So
5	they come out. We walked them on the ramp,	5	we're doing everything we can to keep the
6	showed them the airport operation, and gives	6	public informed about what is going on at their
7	the community time to actually ask us questions	7	airport.
8	and get factual answers.	8	MR. CALLAHAN: Thank you, Micah.
9	We're going to do it again in the spring.	9	Jack, you want to say anything? You're
10	And we're looking at rolling out something	10	quiet over there.
11	indoors this winter as well where we can invite	11	MR. PETTIT: No. I just want to say that
12	the public out to the airport in a comfortable	12	one of the happy things that I've been able to
13	setting, have some coffee, talk about the	13	do is to visit or fly into many, many airports
14	airport. And just really what we're trying to	14	between Maine and North Carolina over the
15	do is just have a constant transparency and a	15	years.
16	constant way for the community to visit the	16	And this airport is right at the very top
17	airport, understand the airport, and see what's	17	of the general aviation airports on the east
18	going on.	18	coast. It is a real asset to the community and
19	Also on community outreach, our Ace	19	to Talbot County.
20	Program. Probably most of the most exciting	20	And a lot of the safety improvements that
21	things that we've come up with recently. We're	21	Micah just talked about grew out of a
	Page 75		Page 77
1	going to launch what we're calling the Ace	1	requirement by the FAA years ago, like 14, 15,
2	Passport that we're still developing.	2	16 years ago, that we move, relocate the runway
3	Basically it's going to be a self-study type of	3	threshold, runway 22, away from the
4	thing for students where they'll go to a	4	intersection of Airport Road and Route 50.
5	website, download some basically a list of	5	And so a lot of the things you see going
6	things to do, quite frankly. Visit the	6	on to improve the safety now flows from that
7	airport, the control tower, some of the	7	requirement from the FAA. And we're making
8	businesses, write us a report.	8	good progress on it.
9	And then once you turn that back in, we've	9	MR. CALLAHAN: Good. Thanks a lot, guys
10	raised about \$3,000 through Mid Shore Community	10	You're doing a great job.
11	Foundation to actually pay for these students	11	Mr. Pack, want to say anything?
12	to take their inaugural flight. So they learn	12	MR. PACK: Excellent report. Always good
13	about the airport, write a report, and then	13	to see Mr. Pettit here with us as well.
14	we're going to pay to send them flying. So	14	One of the things on the obstruction
15	there's going to be more coming out on that.	15	removal report, it's not there, is, of course,
16	Civil air patrol is really growing their	16	the Business Center and the timeline for that
17	numbers.	17	obstruction removal.
18	And we're also doing as much as we can to	18	So is there any updates on that from the
19	improve how we're keeping our community	19	FAA or MAA?
20	informed. We're using digital platforms. The	20	MR. RISHER: Mr. Pack, there's no updates.
21	website looks amazing. Jeff Langford has been	21	2024 is still the year that we have programmed.

	•		
	Page 78		Page 80
1	The FAA has tentatively programmed four and a	1	MR. CALLAHAN: Okay. Next up is Jess with
2	half million dollars for that fiscal year for	2	the county manager report.
3	us to begin demolition.	3	MS. MORRIS: Great. We'll stick board and
4	So I would say it's one of those things	4	committee appointments for right now and just
5	like every year as we get closer, it becomes	5	go right to the first item for Easton Airport,
6	clearer. You know exactly what's going to	6	which is to forward a letter to DNR in support
7	happen because it's all discretionary funds	7	of Easton Airport's deer cooperator permit
8	with the FAA. So the fact that it's programmed	8	application for removal of deer hazardous to
9	on our ACIP and the fact that we're doing the	9	airport operations.
10	soil samples, that survey and this year, I	10	MR. RISHER: Right. This is an annual
11	would say about a year from now we should have	11	requirement now. This is new just two years
12	a very good idea of exactly the time frame.	12	ago.
13	But with that being said, I know we have	13	I was here in January to request a letter
14	concerns with the Sheriff's Office. And so	14	of support. It's annual now.
15	that's we have plans to if we needed to	15	Although we just did our letter in
16	start demolition of the parking lots and the	16	January, I wanted to tee this request up soon.
17	warehouse building, we could do that first and	17	That way I can just get it in place by
18	we could delay the Sheriff's Office portion.	18	January 1st.
19	That's something that we've already baked into	19	This is for our deer cooperator plan to
20	the equation because we know it's important to	20	manage the herd of any deer inside of the fence
21	the county.	21	at the airport.
	Page 79		Page 81
1	So we're certainly standing by to do our	1	MR. CALLAHAN: Okay. All right. Council,
2	part to work together to make sure everybody	2	is there a motion and a second to approve the
3	has what they need.	3	request that's outlined?
4	MR. CALLAHAN: Good.	4	MR. PACK: So moved.
5	MR. PACK: I know Warren is back there	. 5	MS. PRICE: Second.
6	He's very interested in this project as well.	6	MR. CALLAHAN: We got a motion and a
7	MR. RISHER: He's ready for his asphalt.	7	second. Madam Secretary, could you please call
8	MR. PACK: His asphalt and his concrete	8	the roll.
9	for the Repurposing Center.	9	SECRETARY: Mr. Callahan.
10	Thank you very much, Micah.	10	MR. CALLAHAN: Aye.
11	MR. CALLAHAN: Ms. Price.	11	SECRETARY: Mr. Lesher.
12	MR. LESHER: I'm good. Thank you ver	y12	MR. LESHER: Aye.
13	much.	13	SECRETARY: Ms. Price.
14	MR. CALLAHAN: Mr. Lesher?	14	MS. PRICE: Aye.
15	Okay, guys. Appreciate the great report.	15	SECRETARY: Mr. Pack.
16	Thank you.	16	MR. PACK: Aye.
17	MR. RISHER: Thank you.	17	MR. CALLAHAN: Okay.
18	MR. PETTIT: Thank you.	18	MS. MORRIS: Great. The next item is
19	MS. MORRIS: Micah, if you want to just	19	request from Easton Airport to extend the
20	stay there.	20	contract for aviation fuel supply. We'll be
21	MR. RISHER: Stay, okay. Perfect.	21	requesting approval to renew the contract with
	~ -mj, onmj. 1 011000		1

	Turbot County C		
	Page 82		Page 84
1	Titan Aviation Fuels, formerly known as Eastern	1	SECRETARY: Ms. Price.
2	Aviation Fuels, for aviation fuel supply at	2	MS. PRICE: Aye.
3	Easton Airport for a five-year term beginning	3	SECRETARY: Mr. Pack.
4	January 2022.	4	MR. PACK: Aye.
5	MR. RISHER: Yes. So we've had Titan	5	MR. RISHER: Thank you, Council.
6	Eastern Aviation, they're re-branding now as	6	MR. CALLAHAN: Thank you, Micah.
7	Titan, we've had them for more than 20 years.	7	Appreciate it. Good job.
8	Going into this year, the board and I, we	8	MS. MORRIS: Thanks, Micah.
9	discussed it. There's not a lot of companies	9	Going back to board and committee
10	that provide this service, right, jet AA avgas.	10	appointments, requesting Council approval to
11	These are boutique fuels. So there's not a lot	11	appoint Anthony Kern to our Ethics Commission.
12	of competition.	12	MR. PACK: So moved.
13	So I contacted the FAA. We do not have a	13	MR. LESHER: Second.
14	requirement to rebid this.	14	MR. CALLAHAN: Okay. We got a motion and
15	So what we found it more beneficial to do	15	second. Madam Secretary, could you call the
16	was to negotiate directly with them for better	16	roll, please.
17	incentives and the same terms. So this	17	SECRETARY: Mr. Callahan.
18	contract, what they're offering us are the same	18	MR. CALLAHAN: Aye.
19	terms that we've had for the last two decades,	19	SECRETARY: Mr. Lesher.
20	which is advantageous to us because we only pay	20	MR. LESHER: Aye.
21	freight out of Baltimore regardless of which	21	SECRETARY: Ms. Price.
	Page 83		Page 85
1	terminal avgas is pulled from. So even if	1	MS. PRICE: Aye.
2	they're pulling out of Chesapeake or New York	2	SECRETARY: Mr. Pack.
3	and it's more mileage on them, we pay from	3	MR. PACK: Aye.
4	Baltimore to Easton.	4	MS. MORRIS: And for the Hog Neck Golf
5	And we have additionally negotiated	5	Board, requesting the appointment of Ron
6	several incentives with about \$6,000 worth of	6	Veneer.
7	marketing.	7	MR. PACK: So moved.
8	And we feel it's a very fair deal, and we	8	MR. LESHER: Second.
9	would like to extend the contract for another	9	MR. CALLAHAN: We got a motion and a
10	five years. The board and myself are unanimous	10	second. Madam Secretary, could you call the
11	about that.	11	roll, please.
12	MR. CALLAHAN: Okay.	12	SECRETARY: Mr. Callahan.
13	MR. PACK: So moved.	13	MR. CALLAHAN: Aye.
14	MS. PRICE: Second.	14	SECRETARY: Mr. Lesher.
15	MR. CALLAHAN: Okay. We've got a motion	115	MR. LESHER: Aye.
16	and a second. Madam Secretary, could you	16	SECRETARY: Ms. Price.
17	please call the roll.	17	MS. PRICE: Aye.
18	SECRETARY: Mr. Callahan.	18	SECRETARY: Mr. Pack.
19	MR. CALLAHAN: Aye.	19	MR. PACK: Aye.
20	SECRETARY: Mr. Lesher.	20	MS. MORRIS: Council, we're in receipt of
21	MR. LESHER: Aye.	21	a letter from the Town of Easton requesting to
1 2.1			a letter from the rown of Euston requesting to

	Page 86		Page 88
1	transfer a portion of Flood Avenue owned by	1	SECRETARY: Mr. Lesher.
2	Talbot County to the Town of Easton.	2	MR. LESHER: Aye.
3	This is a road that runs parallel to	3	SECRETARY: Ms. Price.
4	Easton Parkway, is located between Port Street	4	MS. PRICE: Aye.
5	and Glenwood Avenue.	5	SECRETARY: Mr. Pack.
6	If Council is supportive of the request,	6	MR. PACK: Aye.
7	legislation would be drafted by both the town	7	MS. MORRIS: Great. Warren, if you want
8	and the county in order to effect the transfer.	8	to come up.
9	And then part two of the request is to	9	We have a request from the Roads
10	allow the Town of Easton to begin repaving	10	Department to enter into a rental agreement for
11	Flood Avenue now as part of its annual paving	11	equipment to be used at the Repurposing Center.
12	contract. And the paving cost would be at the	12	The Roads Department is requesting Council
13	expense of the town.	13	approval to enter into a rental agreement with
14	Is that a motion?	14	GT Mid Atlantic for four pieces of equipment, a
15	MR. PACK: Yes.	15	grinder, a trommel, an excavator, and a
16	MR. LESHER: This is an easy one. I so	16	stacker, for a period of five months, which may
17	move.	17	or may not be converted to a purchase or lease
18	MR. PACK: So moved.	18	depending if Bill 1494 is adopted by Council
19	MR. LESHER: Second.	19	when it's brought forward on November 9th.
20	MR. PACK: I don't even know if actually	20	The lease agreements have been reviewed by
21	we own Flood Avenue. Have we even made that	21	the county attorney and finance director.
	Page 87		Page 89
1	determination who owns it?	1	The total for five months? rent will be
2	MR. CALLAHAN: It doesn't matter. They're	2	\$90,020. And there are adequate funds in the
3	going to.	3	Roads Department budget for the rentals.
4	MR. THOMAS: We haven't done a title	4	MR. CALLAHAN: Okay. Warren.
5	search. We can quitclaim the interest.	5	MR. PACK: So moved.
6	MR. PACK: You can quitclaim it. Okay.	6	MR. CALLAHAN: Warren.
7	Yeah. Let them take it.	7	MR. EDWARDS: All I have to say is it's
8	MS. PRICE: Let them pave it.	8	the equipment we need right now to take care of
9	MR. PACK: What do you need?	9	the immediate need with the forestry problem
10	MS. MORRIS: A motion and a vote to	10	with all the logs we've taken in.
11	transfer and to pave.	11	MR. CALLAHAN: Okay. What kind how
12	MR. PACK: I'll make the motion that we	12	much product do you think you can produce,
13	transfer	13	roughly?
14	MS. PRICE: You've been beaten to the	14	MR. EDWARDS: I'm afraid to guess. We
15	chase. We already moved and seconded that, but	15	probably have over five acres of just logs.
	you can vote aye.	16	MR. CALLAHAN: Okay.
16	you can vote aye.	1	•
16 17	MR. CALLAHAN: We got a motion and a	17	MR. EDWARDS: A lot.
		17 18	MR. EDWARDS: A lot. MR. CALLAHAN: Okay. So that 90,000 turn
17	MR. CALLAHAN: We got a motion and a		
17 18	MR. CALLAHAN: We got a motion and a second. Madam Secretary, could you call the	18	MR. CALLAHAN: Okay. So that 90,000 turn

	Page 90		Page 92
1	MR. EDWARDS: I can tell you it will	1	MR. CALLAHAN: Okay. Madam Secretary, we
2	exceed whatever you're thinking, as we have in	2	got a motion.
3	the past.	3	MR. LESHER: Second.
4	MR. CALLAHAN: That's what I'm liking.	4	MR. CALLAHAN: And we just got a second.
5	MS. PRICE: Will it turn into something	5	SECRETARY: Okay.
6	more than \$90,000?	6	MR. CALLAHAN: Okay.
7	MR. EDWARDS: Yes.	7	SECRETARY: Mr. Callahan.
8	MS. PRICE: Okay. That's fair.	8	MR. CALLAHAN: Aye.
9	MR. EDWARDS: Absolutely, yes. That's all	9	SECRETARY: Mr. Lesher.
10	you had to ask it, just like that.	10	MR. LESHER: Aye.
11	MR. CALLAHAN: Yes. I was going up, you	11	SECRETARY: Ms. Price.
12	know. Okay.	12	MS. PRICE: Aye.
13	MR. PACK: You don't want it to go higher.	13	SECRETARY: Mr. Pack.
14	You want it to go lower. This is	14	MR. PACK: Aye.
15	MS. PRICE: No. The revenue part.	15	MR. EDWARDS: Thank you.
16	MR. EDWARDS: The revenue.	16	MS. MORRIS: Thanks, Warren.
17	MR. CALLAHAN: The revenue.	17	MR. CALLAHAN: Thanks, Warren. Appreciate
18	MR. EDWARDS: The revenue created from the	18	it.
19	repurposing.	19	MS. MORRIS: And then lastly, tonight,
20	MR. CALLAHAN: We're renting something.	20	Council, is just a reminder to the public about
21	So we want to be over that.	21	the Household Hazardous Waste Day being held
	Page 91		Page 93
1	MS. PRICE: We want to sell enough product	1	this Saturday, October 30th, from eight a.m. to
2	to pay for the rental.	2	two p.m. rain or shine. It's open to residents
3	MR. EDWARDS: We will be over that.	3	of Talbot County. It's being located at the
4	MR. CALLAHAN: You okay? You straight?	4	former Hobbs Road Landfill located in Denton,
5	MR. PACK: I'm not looking at revenue	5	Maryland. More information is found on our
6	numbers on my sheet. I don't know what you	6	website.
7	guys are looking at, but these aren't revenue	7	MR. PACK: Ms. Morris, was Mr. Rommel
8	numbers.	8	coordinating any transfer of those items over
9	MS. PRICE: No, no. I said are you going	9	to that location?
10	to make more than \$90,000 to cover the rental,	10	MS. MORRIS: I am not sure, but I can ask.
11	and the answer was yes.	11	MR. PACK: Ask Mr. Rommel if you could.
12	MR. PACK: Oh, okay.	12	MR. CLARKE: He is.
13	MR. CALLAHAN: We got yes.	13	MR. PACK: He is taking some?
14	MS. PRICE: Follow along.	14	MR. CLARKE: He is. Mr. Rommel was
15	MR. CALLAHAN: Okay.	15	actually taking some materials over to the site
16	MS. MORRIS: Is there a motion?	16	today. If you need to, we can have some
17	SECRETARY: I have a motion, but I don't	17	materials taken.
18	have a second.	18	MR. PACK: Should I call him? Could you
19	MR. CALLAHAN: Do I have a motion and a	19	have him give me a call?
20	second?	20	MR. CLARKE: Yeah, I'll have him call you.
21	MS. PRICE: So moved.	21	MR. PACK: Thank you.
			→

			, , , , , , , , , , , , , , , , , , ,
1	Page 94	1	Page 96
$\begin{vmatrix} 1 \\ 2 \end{vmatrix}$	MS. MORRIS: Do you have anything to add, Ray?	2	son has got COVID. And he was exposed to it, too. So we wish the family well and hope
3	MR. CLARKE: No. Other than that it's	3	everybody is okay. And hopefully everybody
		4	will be in good shape next week. So I want to
4	from eight to two.		
5	MS. MORRIS: Thank you. That's it.	5	wish the family well.
6	MR. CALLAHAN: Okay. Good job, Jess.	6	Thank you.
7	Appreciate that.	7	MR. LESHER: Take us out?
8	Next up on the agenda is public comments.	8	MR. CALLAHAN: Yup.
9	MS. MORRIS: I don't know if anybody	9	MR. LESHER: The County Council's next
10	signed up.	10	meeting will be held to Tuesday, November 9th,
11	MR. CALLAHAN: You want to check that.	11	beginning at six o'clock p.m. The Council will
12	This could be a first.	12	be convening in open session at 4:30 p.m. and
13	MS. PRICE: It's close to Halloween. It	13	immediately adjourning into closed session to
14	might be ghosts.	14	discuss real estate, legal, and personnel
15	MR. CALLAHAN: Yeah. It's not April 1st.	15	matters as listed on the statement for closing
16	MS. MORRIS: Nobody.	16	that meeting.
17	MR. CALLAHAN: That's good. Maybe we are	17	On Thursday, October 28th, Maryland
18	making headway.	18	Department of the Environment will be holding a
19	Thank you, Nancy.	19	public hearing on the Trappe East or Lakeside
20	MS. ANDREW: Thank you.	20	water treatment plant discharge permit,
21	MR. CALLAHAN: Good night. Okay.	21	19DP3460, beginning at five o'clock p.m. in the
	Page 95		Page 97
1	We'll end with Council comments. How	1	curling rink located at the Talbot County
2	about Mr. Vice President over here?	2	Community Center, 100028 (sic.) Ocean Gateway,
3	MR. LESHER: I have nothing further this	3	Easton. The meeting is open to the public.
4	evening.	4	On Tuesday, November 2nd, the Maryland
5	MR. CALLAHAN: Okay. Ms. Price.	5	Department of Transportation will be hosting
6	MS. PRICE: Nothing further, either.	6	the annual consolidated transportation plan
7	MR. CALLAHAN: Mr. Pack.	7	meeting with Talbot County beginning at
8	MR. PACK: I'm good. Thank you very much.	8	three o'clock p.m. The meeting will be held in
9	MR. CALLAHAN: You're good.	9	the Wye Oak Room located at the Talbot County
10	MR. PACK: No comment.	10	Community Center, 10028 Ocean Gateway, Easton.
11	MR. CALLAHAN: The only thing I would say	711	That meeting is open to the public.
12	is, once again, I was really sorry to hear	12	If there's nothing else to come before us,
13	about Jeff Parks because he's got a little bit	13	a motion to adjourn would be in order.
13			
14	in my heart. I really, really just learned	14	MS. PRICE: So moved.
		14 15	MS. PRICE: So moved. MR. CALLAHAN: We got a motion and a
14	in my heart. I really, really just learned		
14 15	in my heart. I really, really just learned about that this afternoon.	15	MR. CALLAHAN: We got a motion and a
14 15 16	in my heart. I really, really just learned about that this afternoon. And great colleague. We did a lot of fire fighting together and a lot of great memories.	15 16	MR. CALLAHAN: We got a motion and a second. Madam Secretary, could you call the roll.
14 15 16 17 18	in my heart. I really, really just learned about that this afternoon. And great colleague. We did a lot of fire fighting together and a lot of great memories. So I wish his family well. And his sons,	15 16 17	MR. CALLAHAN: We got a motion and a second. Madam Secretary, could you call the roll. SECRETARY: Mr. Callahan.
14 15 16 17	in my heart. I really, really just learned about that this afternoon. And great colleague. We did a lot of fire fighting together and a lot of great memories.	15 16 17 18	MR. CALLAHAN: We got a motion and a second. Madam Secretary, could you call the roll.

		 0000001 20, 2021
	Page 98	
1 SECRETARY: Ms. Price.		
2 MS. PRICE: Aye.		
3 SECRETARY: Mr. Pack.		
4 MR. PACK: Aye.		
	1 1 1 .	
5 MR. CALLAHAN: Thank you. Good	d night,	
6 everybody.		
7 (Meeting concluded at: 7:28 p.m.)		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
21		
1 STATE OF MARYLAND	Page 99	
2 I, Diane Houlihan, a Notary Public in and		
for the State of Maryland, County of Baltimore City, 3 do hereby certify that the within named, Talbot		
County Council Audio, personally appeared before me		
4 at the time and place herein set according to law, was interrogated by counsel.		
was interrogated by counser.		
I further certify that the examination was		
6 recorded stenographically by me and then transcribed from my stenographic notes to the within printed		
7 matter by means of computer-assisted transcription		
in a true and accurate manner.		
I further certify that the stipulations		
9 contained herein were entered into by counsel in my presence.		
10		
I further certify that I am not of counsel 11 to any of the parties, not an employee of counsel,		
nor related to any of the parties, nor in any way		
12 interested in the outcome of this action.		
13 AS WITNESS my hand Notorial Seal this 1st day of November, 2021, at Easton, MD.		
14		
15 Dione Meulika		
16		
Diane Houlihan 17 Notary Public		
17 Notary Public		
19		
20 My commission expires September 16, 2025 21		

[1,100 - administration]

1	2014 23:15 24:1	43 34:7,14	31:7 32:5 37:11
1,100 35:1	2015 67:16,21	45,000 67:11	38:8 45:14 65:7
•	68:7	4:30 96:12	70:2 76:12
1,500 34:20 1.3 31:5	2018 52:21	5	absolutely 38:1
	2019 24:10 31:1		40:3,6 42:20,20
100,000 24:2,10	2020 67:8,11	5,000 73:13	44:21 45:6 47:13
100028 97:2	2021 1:7 4:3 6:3	50 77:4	53:11 59:19 90:9
10028 97:10	6:11 38:12 67:9	50,000 24:11	absorb 70:2
11,000 25:14	73:7 99:13	46:21	accept 23:8 69:11
115 24:10	2022 82:4	500,000 63:11	accepted 3:4,10
12 68:8 73:9	2024 77:21	56 37:8 38:18 39:3	3:16
12th 3:7	2025 99:20	39:18 40:2 47:4	access 29:14 72:7
1362 99:15	21 26:21 33:12	6	accessibility 71:8
14 77:1	34:5 37:7	6,000 83:6	accomplish 54:5
1492 56:6	22 77:3	60 36:5 43:7	accurate 99:7
1494 54:17,19	221 33:11 34:5	60,000 67:13	accurate 99.7 ace 74:19 75:1
56:8,19 57:5,15	38:12	61,000 67:15	
88:18	225 28:8 38:20	65 25:1,2 34:8	acip 78:9
1495 54:12		44:14	acquisition 54:20
14th 54:13	226 39:2	67 34:2	acres 89:15
15 11:3 22:4 27:1	22nd 4:2 8:15	68 13:6 34:6,19	action 50:21 99:12
37:9 77:1	24 15:20 16:21	6:00 1:7	activated 12:2
16 15:20 16:21	243,000 23:13	6:30 54:13	active 31:21 45:3
77:2 99:20	25 33:19		activities 6:6
16,000 47:2	26 1:7	7	13:13 20:8 25:4
165 47:3	26th 3:1,13 6:10	74,581 67:17	actual 72:16
165,000 33:16	28 4:3 6:2	7:28 98:7	ada 71:3
17 67:2	28128 55:1	8	add 41:5 94:1
19 4:20	28th 3:6 20:4	80 34:12	adding 72:3
190 50:18	96:17	820,000 66:16	additional 14:16
190-63.1a 50:1	2nd 97:4		additionally 83:5
1982 23:12 70:15	3	9	additions 3:2,7,13
1990s 9:6	3,000 25:13 75:10	90,000 89:18 90:6	address 15:7
1997 9:19	30 2:13 44:13	91:10	56:21
19dp3460 96:21	67:13	90,020 89:2	addressed 20:20
19th 3:12	300 25:10 27:2	9th 57:16 61:16	adequate 89:2
1st 80:18 94:15	37:9	88:19 96:10	adequately 69:18
99:13	30th 93:1	a	adjourn 97:13
2	38 66:20	a.m. 93:1	adjourning 96:13
2,074 68:8	4	aa 82:10	administer 23:9 32:10
2,500 68:11	40 34:21	ability 35:6	administered
20 72:18 73:4 82:7	42 66:12	able 8:19 16:13	23:15
200 43:6 89:19	422 63:14	20:12 25:17,18	
=00 13.0 07.17	TAN 03.17	26:7 27:19 30:17	administration 64:12
			04.12

[administrative - aye]

administrative	agreements 88:20	anthony 84:11	39:16,21 40:15
33:19 43:12 58:17	ahead 57:17	anybody 57:4,11	41:6,19
adopted 88:18	air 64:2 68:6	59:1 94:9	assisted 99:7
adult 4:14 26:3	69:16 70:4 74:2	appeared 99:3	atlantic 88:14
28:21 32:13	75:16	application 80:8	attempted 16:12
adults 4:17 5:3,21	airport 62:10 63:6	application 80.8	attempted 10.12 attendees 73:12
advance 63:11	64:13 65:15 66:17	applied 40:14	attention 14:1
advancing 4:18	67:4 70:19 72:4	applied 40.14 apply 15:4 16:8	attorney 48:6
advantageous	73:7 74:4,6,12,14	applying 35:15	50:10,16 52:13,17
82:20	74:17,17 75:7,13	appoint 84:11	53:8,11,13 88:21
advertising 65:18	76:7,16 77:4 80:5	appointment 85:5	audio 99:3
advise 52:15	80:9,21 81:19	appointments	audit 30:20
advisory 52:1	82:3	80:4 84:10	augment 73:17
advisory 52.1 advocates 5:17	airport's 80:7	appreciate 7:20	authorize 54:20
aers 28:20 29:7	airports 76:13,17	10:9 18:16 19:19	available 16:14
43:16	allegheny 23:10	45:17 49:14,15	36:4 40:5 42:17
afraid 89:14,20	allegiance 2:6,7	62:7 70:17 79:15	avenue 86:1,5,11
african 34:7	allocate 24:5	84:7 92:17 94:7	86:21
afternoon 95:15	allow 22:17 24:8	appropriate 66:1	average 27:1 28:6
afterschool 3:20	25:21 86:10	approval 12:4	37:6 38:19 39:4
4:2,3,6,21 5:1,12	allowed 40:11	45:13,18 81:21	41:2,5 68:9
5:13,14,19 6:3,6	amazing 75:21	84:10 88:13	avgas 66:21 82:10
12:18 20:15,20	ambulation 25:7	approve 6:13	83:1
21:7	amend 49:21 50:8	48:17 81:2	aviation 64:12
age 16:21 28:4,5	64:18	approved 45:11	66:5 76:17 81:20
44:13 48:12	amending 50:18	58:16 61:4	82:1,2,2,6
aged 15:19	amendment 50:17	april 94:15	awaiting 60:2
agencies 11:5	american 34:7	area 23:5 34:8	award 23:13
17:18,21	amount 8:19	72:6	awarded 14:19
agency 11:11 23:5	13:15 37:7 60:12	areas 10:15 15:15	16:18
23:8,17	72:6	16:5 23:5 34:9	aware 10:5 27:9
agenda 2:21 3:1,3	andrew 7:11,15	58:20	46:1,3 55:6 61:15
3:4,11,18 94:8	8:6,9,11,14 19:11	asked 24:5	aye 6:20 7:2,4,6,8
aging 22:15 23:5,6	20:7,12 21:8,11	asking 41:2 64:17	49:4,6,8,10 81:10
23:20 24:9 31:5	94:20	64:18	81:12,14,16 83:19
32:1,9,10 45:15	anniversary 8:16	asphalt 79:7,8	83:21 84:2,4,18
46:1,8	announce 54:8	assessment 44:2	84:20 85:1,3,13
ago 14:5 22:5	annual 4:2 5:12	assessments 29:4	85:15,17,19 87:16
52:11 64:17 69:11	80:10,14 86:11	asset 76:18	87:21 88:2,4,6
69:18 77:1,2	97:6	assets 25:14	92:8,10,12,14
80:12	answer 18:17 19:2	assist 25:20 32:6	97:19,21 98:2,4
agree 38:4	91:11	assistance 25:4,7	
agreement 32:9	answers 74:8	25:15 26:1,2,4,11	
62:3 88:10,13		27:17 36:6 37:20	

[b - certainly]

b	biggest 73:8	building 17:3	94:6,11,15,17,21
b 27:11	bill 49:19,21 50:7	71:21 72:4 78:17	95:5,7,9,11 96:8
back 18:11,13,18	54:9,12,17,19,19	built 69:7	97:15,18,19 98:5
20:9,16,18 23:12	88:18	bumped 69:16	called 14:3 28:20
42:1 48:5,10,13	billing 59:7 61:9	bunk 71:17	70:7
50:21 51:4,7,9,20	bills 51:11,15	business 4:13	calling 75:1
57:19 66:5 72:11	bimonthly 76:3	65:15,16 66:2	cameras 72:4
74:3 75:9 79:5	bit 24:14 48:2	68:1 77:16	candidates 12:3
84:9	50:5 95:13	businesses 75:8	capacity 69:7,10
backwards 42:4	black 34:7	busy 66:7	70:1
baked 78:19	blank 53:4	c	capital 54:20 63:9
balance 11:15	board 8:17 9:2,14	cabinet 9:16	65:14
baltimore 9:15	10:6,19 11:1,2,4,7	call 6:18 7:13	card 72:20
82:21 83:4 99:2	11:12,16,19 12:1	15:15 26:17 41:10	care 5:6 17:12,13
base 69:9	14:9 15:6,11,17	49:1 68:6 81:7	21:13 22:2 25:19
based 13:1,2	17:13 50:3,9,11	83:17 84:15 85:10	26:2,3,6 29:7,13
15:21 23:20 24:16	50:14 51:5,6,6,12	87:18 93:18,19,20	30:12,21 36:2,6
36:19 39:12,13	51:19 52:1,2,10	97:16	38:20 40:13 41:21
60:12	53:15 80:3 82:8	callahan 1:15 2:3	48:18 51:20 53:3
basically 26:8	83:10 84:9 85:5	2:8 6:12,17 7:1,2	71:21 89:8
59:6 70:10 75:3,5	boards 9:6,7,10	7:9,10,12 8:5,10	career 16:11
basis 9:13 10:11	10:18 71:1	19:3,7,18 21:3,10	caregiver 14:18
10:13 20:13 33:4	bold 15:16	21:12,17 44:1,5	caring 5:3
53:19	book 26:6	45:16,20 46:15	carolina 76:14
bathroom 59:3	boots 33:21	48:14,16,21 49:3	carry 30:12,15
bathrooms 71:2	born 8:17	49:4,11,15,17	case 26:6 30:17
bay 32:20	bottom 16:2 66:16	50:4,12 51:1 54:7	33:21 35:9,11
beaten 87:14	bounced 66:5	54:14 55:3,17	36:2
beauty 22:16	boutique 82:11	56:1,3,8,10,12,16	caseload 37:14
36:12	box 13:11	56:18 57:10,18,21	39:7
beginning 40:9	branding 82:6	58:2 59:16 60:1	cases 28:15
63:4 82:3 96:11	break 71:17	62:1,5,9,15,18	causing 20:17
96:21 97:7	brief 22:9	69:2,13 70:3,13	celebrated 8:15
believe 38:18 52:4	briefing 48:5	70:16 76:8 77:9	celebration 5:13
beneficial 82:15	briefly 22:8	79:4,11,14 80:1	census 23:21
benefit 57:20	bring 74:3	81:1,6,9,10,17	center 13:1,5
best 2:10 30:19	bringing 65:21	83:12,15,18,19	14:10 16:19 23:12
40:18 67:16,18,21	broken 9:13	84:6,14,17,18	32:12,15 55:1,8
68:14,19	brought 71:3	85:9,12,13 87:2	58:4,6,11 77:16
better 37:16 46:9	73:16 88:19	87:17,20,21 89:4	79:9 88:11 97:2
61:12 72:13 82:16	budget 31:3 42:21	89:6,11,16,18,21	97:10 certain 54:21
big 31:1 71:12	47:2,11 89:3 build 4:12 64:1	90:4,11,17,20	
73:15	vuliu 4:12 04:1	91:4,13,15,19	certainly 18:17
		92:1,4,6,7,8,17	19:1 52:7 79:1

[certify - coordinator]

	1 1 55.50	1 47 0	27.16
certify 99:3,5,8,10	clarke 57:7,9	commend 47:8	conditions 37:16
chair 3:4,9,15	93:12,14,20 94:3	comment 56:20	connect 5:3 35:13
challenge 12:13	classic 27:7	95:10	37:11,17 39:9
43:12 53:13 54:3	classrooms 4:12	comments 94:8	40:10
challenges 34:17	clean 58:20	95:1	connected 30:19
35:3 36:12	clear 16:4,7	commission 31:21	36:18
challenging 12:15	cleared 62:21	50:19 84:11 99:20	connection 13:18
43:5	clearer 78:6	committee 12:1	37:17
chambers 1:10	client 37:7 39:12	62:11 80:4 84:9	consent 3:5,10,16
chance 49:20	39:12 42:2 48:3	committees 2:14	conservation 64:5
change 16:15	clientele 39:15	communities 4:12	consider 34:11
50:13 51:9,18	clients 31:13 34:4	5:16 10:12	consolidated 97:6
changes 51:17	36:1,5,20 37:8,11	community 4:18	constant 74:15,16
53:1	37:13	5:17 8:19 9:4 10:4	contact 18:20 27:4
changing 5:11	close 2:12 54:15	10:20 11:17,18	contacted 82:13
65:19	57:14 94:13	12:7 14:6,9 15:12	contain 58:8
chapter 50:18	closed 96:13	15:18,21 18:11,12	contained 99:9
charter 66:2 68:2	closely 32:14	18:14,21 19:13	containing 58:10
68:13,16,18	closer 78:5	20:14,19 24:16,21	continue 5:10
chartering 68:17	closes 72:20	28:14 29:5 31:10	13:17,18 63:7
charters 68:8,15	closing 96:15	31:14,19 32:18,20	65:5 68:12
chase 87:15	coast 76:18	33:7 34:2 35:5,12	contract 63:18
check 5:8 94:11	code 50:1,18	36:17,18,19,21	70:7 71:20 81:20
chesapeake 12:21	64:18	40:5 45:3,4 73:6	81:21 82:18 83:9
13:4 83:2	coffee 74:13	74:7,16,19 75:10	86:12
chief 45:8	colleague 95:16	75:19 76:4,18	contractor 71:5
child 11:5 14:18	collect 14:7 65:4	97:2,10	contracts 65:20
17:20	collecting 65:2	companies 82:9	control 72:5 75:7
childhood 16:1	column 41:20	compare 38:19	controller 70:4
children 4:8,10,19	combined 66:19	compared 67:21	72:16
5:6,15,20 6:8 9:20	come 7:14 18:1,18	68:14	controllers 69:16
10:11 12:11 13:19	20:1 21:14 22:1	competition 82:12	69:17
14:12,15 17:16,17	25:20 26:12 27:3	compliance 71:3	convening 96:12
children's 9:16	27:19 31:13 36:3	composition 50:2	conversation 65:5
choptank 61:6	36:7 45:7 46:18	50:8	converted 88:17
chore 36:6	52:8 55:4 67:5	computer 61:8	cooperator 80:7
chores 25:6 26:2	74:5,21 88:8	99:7	80:19
chosen 15:17	97:12	concern 59:9	coordinate 40:1
chuck 1:15	comes 50:21	concerned 11:18	coordinated 24:16
citizens 4:4	comfortable 74:12	concerns 14:12	coordinating 93:8
city 9:15 99:2	coming 21:2,3	78:14	coordination 18:2
civil 75:16	40:15 59:1 69:21	concluded 98:7	26:6
clarifying 58:1	71:5 75:15	concrete 79:8	coordinator 17:6
			36:2 40:18

[copays - dnr]

	1	T	T
copays 39:12	48:9 50:1,2 53:7	de 32:16	despite 46:7
cordova 34:10	61:18 68:21 71:14	deal 62:17 83:8	detention 14:10
core 11:11 63:20	73:16,16 76:19	decade 69:20	determinants
corey 1:17 41:1	78:21 80:2 86:2,8	decades 82:19	35:13
correct 60:9,10	88:21 93:3 96:9	december 54:13	determination
62:4	97:1,7,9 99:2,3	decide 26:11	87:1
corrections 3:3,8	course 11:3 71:1	decision 10:8,16	determine 63:20
3:14	71:19 73:15 77:15	65:3	determined 60:11
cost 27:10 28:6,7	cover 91:10	decisions 10:10,20	developed 41:10
38:15,17 41:10,14	covid 4:20 12:7	deer 80:7,8,19,20	47:21 76:3
70:10,12 86:12	16:12 36:16 63:8	defer 24:19 28:15	developing 47:19
costing 28:11	66:10,13 67:10	deficit 24:7	75:2
costs 30:3 33:19	71:1 74:4 96:1	definitely 53:12	diane 1:21 99:2,16
41:15	create 58:12	54:3 66:18 67:17	different 15:11
council 1:1,4,10	created 90:18	delay 78:18	18:3 28:18 71:12
1:14 2:21 6:1 12:4	creating 59:13	deletions 3:2,8,14	differently 68:5
19:4 24:5,8 45:8,9	credit 47:16	delineated 48:12	difficulty 33:6
45:20 48:16 50:21	credits 35:16,17	deliver 12:14	digital 75:20
51:1,7 52:3 56:14	crime 9:21	demographics	dilly 11:12
61:17,19 62:6	criteria 25:9 40:10	44:12	direct 34:3 39:8
63:5 81:1 84:5,10	cross 52:12	demolition 78:3	48:3
85:20 86:6 88:12	curbing 71:9	78:16	direction 16:3,6
88:18 92:20 95:1	curling 97:1	denton 93:4	directly 23:1,2,10
96:11 99:3	current 11:19	department 2:13	30:6 82:16
council's 45:21	currently 11:12	21:21 22:15 23:1	director 7:16 8:16
96:9	17:1 58:19	23:7,17,19 24:6,9	11:9,9 88:21
counsel 99:4,9,10	cut 24:1,2	28:20 29:1 31:4	directors 10:19
99:11	d	32:12 37:2 44:18	11:1 15:17
count 68:5,6	d 40:17,19	45:15 46:11,11	directory 18:5,10
counties 10:14	daily 25:4 33:4	47:17 60:12 88:10	disability 25:3
22:21 23:4 30:11	35:7	88:12 89:3 96:18	disadvantaged
43:19	dare 47:11	97:5	15:19
counts 48:2	dark 20:2	departments 18:3	disbursements
county 1:1,1 2:17	data 10:19 14:8	depending 37:9	3:12,12,14,16
4:4 5:16 6:1,2,4	15:18 48:7,12	88:18	discharge 96:20
6:10 8:18 9:13,13	68:3	depends 53:16	disconnected
9:15,17 11:6 12:4	date 54:9 67:14	depth 66:3	16:21
17:6,12,21 18:9	day 6:3,10 20:6	described 55:21	discretionary 78:7
22:2,7,10,20	25:7,7 26:3 27:20	describing 46:3	discuss 96:14
23:16 24:11 27:21	27:20 28:7,8	design 22:18	discussed 65:11
29:8 30:15 31:21	29:20 38:20 68:9	designated 58:20	82:9
37:2 39:17 42:17	68:11 73:7,17	designed 23:3	divilio 95:21
43:17 44:11,15,18	92:21 99:13	31:8	dnr 80:6
45:8,9 46:21 48:6	74.41 77.13		
75.0,7 70.21 70.0			

[document - extended]

document 46:19	65:12 68:18 73:7	engagement 46:7	event 73:8,11,19
documentation	80:5,7 81:19 82:3	engaging 4:7 5:2	73:20
33:9	83:4 85:21 86:2,4	engines 67:1	events 18:12
doing 7:21 9:1,11	86:10 97:3,10	enroll 26:8 27:6	eventually 9:12
10:3 14:6 19:13	99:13	27:13 29:19 35:8	15:8
21:6 25:6 28:9	easy 86:16	40:16	everybody 2:3,4
29:11,15 32:21	education 5:18	enrolled 40:21	31:19 55:6 58:19
43:2 45:19 46:20	13:3 17:8	enrollees 43:6	73:18 79:2 96:3,3
47:9 63:7 67:20	educational 13:13	enrolling 35:15	98:6
71:11,18 73:21	edwards 55:3,6,18	ensure 6:6	evidence 13:2 38:3
75:18 76:5 77:10	57:19 58:15 59:15	ensuring 4:10	exactly 64:1 78:6
78:9	59:19 60:4,9,11	enter 88:10,13	78:12
dollar 31:3	60:15,16 61:1,20	entered 99:9	examination 99:5
dollars 25:21	62:2,8 89:7,14,17	enterprise 55:14	example 25:12
28:12 48:1 78:2	89:20 90:1,7,9,16	enthusiastically	27:7 44:7
donated 32:2,4	90:18 91:3 92:15	4:5 6:5	examples 22:13
door 44:8	effect 86:8	entire 68:8	excavator 88:15
doors 6:7	effort 29:10	environment	exceed 90:2
double 68:18	eight 31:2 33:18	96:18	exceeded 55:9
doubled 68:13	93:1 94:4	epidemic 48:8	excellent 77:12
doubles 69:6	either 15:7 23:5	equal 53:6	excited 18:13
dovetails 17:5	95:6	equation 78:20	exciting 74:20
download 75:5	electric 61:2,7	equipment 54:21	excuse 13:2
dr 11:7 21:14 44:6	electricity 61:10	60:17 61:20 70:12	executive 7:16
45:1,12 48:10	electronic 43:2	88:11,14 89:8	45:9
49:13	elementary 13:5,9	er 45:2	existing 28:19
drafted 86:7	eligible 25:1,11,14	errands 36:7	exists 30:5
draw 14:1	27:4 57:16	especially 43:5	expanded 69:11
drawn 51:16 64:8	eliminate 50:9	essential 5:7	expectations 55:9
drill 67:7	emergency 26:5	essentially 9:16	expected 44:15
drive 10:15 32:1	39:11	established 9:7,18	expense 86:13
driven 70:5	emergent 60:19	establishment	expensive 32:4
drivers 26:10	emphasis 10:7	10:17	experience 50:11 50:16 53:14
dropped 17:7	employee 99:11	estate 50:11 52:17 53:14 96:14	
dry 60:7 duplication 29:9	employees 73:16 73:17	ethics 84:11	experienced 47:17 experiences 4:8
-	energy 40:14	evaluation 28:21	expires 99:20
e	41:18	29:15 39:13 59:21	explain 50:5 58:13
e 1:18	enforcement	60:6 63:14	exposed 96:1
easements 64:4	11:15 72:12	evaluations 29:4	exposed 90.1 extend 71:19
easier 43:7	engage 4:17 10:19	29:12	81:19 83:9
east 76:17 96:19	13:12	evening 2:3 61:15	extended 34:9
eastern 82:1,6	engaged 45:3	62:19 63:5,6 95:4	59:10
easton 1:10 13:5,9	CIIGUGCU TJ.J	02.17 03.3,0 73.4	37.10
34:8 55:2 64:16			

[extensive - glenwood]

extensive 53:1	filling 26:18 34:3	forest 64:4	31:5 32:14 33:17
extra 27:17 48:1	fills 26:17,18	forestry 89:9	34:2 39:8 40:12
eye 72:13	finance 88:21	forever 73:4	45:15 64:8 78:7
f	financial 26:3	formation 52:20	89:2
_	34:16	former 93:4	further 6:4 46:6
f 1:15	find 14:11 52:17	formerly 82:1	95:3,6 99:5,8,10
faa 77:1,7,19 78:1 78:8 82:13	53:13 68:3,4	fortunate 16:14	future 37:5
	finding 47:19	forward 12:3 42:4	fy20 16:12
facilities 58:9,10	fine 19:5 57:7 63:7	45:18 60:20 73:21	fy21 12:5
66:7 70:19	finished 67:14	80:6 88:19	fy22 16:7,9 21:13
fact 37:1 38:5 78:8	fire 2:13,15 61:11	forwarded 33:10	48:17
78:9	95:16	found 14:13 82:15	g
factual 74:8	firm 59:21	93:5	
failing 73:2	first 29:20 40:7	foundation 15:11	gallonage 66:16
failures 72:17	52:10,20 68:10	75:11	gallons 66:16,17
fair 65:21 83:8	78:17 80:5 94:12	four 34:13 56:7	gap 26:18 34:3
90:8	fiscal 26:21 33:12	64:9 69:9 78:1	gaps 26:18
fairly 30:8	37:7 39:3 66:9,12	88:14	garnered 46:9
families 4:9,16,17	66:13 78:2	frame 78:12	gary 45:12
5:1,9,15 10:12	five 13:6 31:6	frankly 75:6	gate 72:16,19,20
12:12 13:12,19	33:13 57:1,2 62:3	freight 82:21	73:2
14:4 16:1 17:14	68:9 71:20 82:3	friday 20:4	gates 72:7,18
17:16 31:14	83:10 88:16 89:1	front 9:4 18:17	gateway 97:2,10
family 2:10,19	89:15 96:21	67:5	general 66:5 76:17
7:17 9:18 11:20	fixed 34:20,21	fuel 66:8,11,15,19	generous 25:12
14:2,6,20 17:14	69:9	67:3 69:9 81:20	genesis 52:9
27:16,16,18 41:12	flag 2:6	82:2	gentlemen 7:16
95:18 96:2,5	flight 66:6 75:12	fuels 82:1,2,11	geotechnical
fan 22:6	flirting 67:18	full 4:9 20:13	63:14
far 33:17,21 46:9	flood 86:1,11,21	functional 25:3	getting 7:12 32:2
favorite 73:6	flows 77:6	functionality	34:1 36:18 37:16
federal 65:13 70:7	fly 76:13	58:14	37:20 41:17,18,20
70:8,9	flyers 67:1	functioning 35:7	42:10,13,14 55:12 63:18 72:21 76:1
fee 64:15 65:2,4	flying 66:6 75:14	58:5	
feedback 73:20 feel 53:8 83:8	focus 15:17 16:5	fund 12:9,10 16:6	gettings 35:15
fees 65:2	focused 20:18	55:15 58:4	ghosts 94:14
female 34:6	folks 26:16 27:3	funded 14:1,3	give 7:21 8:2 19:21 22:8 38:11
fence 80:20	27:20 28:9 29:11	16:10	47:12,16 56:21
fenced 58:20	30:18 33:1 35:4	funding 18:9	· ·
field 64:2	36:10,18 43:11,20	23:18 24:6,13	62:12,15 73:15 93:19
fifty 34:11 43:7	68:16	33:18 47:20	given 6:9
fighting 95:17	follow 2:5 91:14	funds 10:21 14:19	given 6.9 gives 47:1 74:6
figure 42:2 63:21	food 13:11 41:17	16:14 23:2 26:17	glenwood 86:5
nguit 42.2 03.21	42:13,14	29:13 30:12,16	grenwoon ou.J

go 8:13 14:7 19:7	64:7,11	hangar 71:13	helps 18:10 30:2
21:5 24:19,20	grants 63:11	hangars 71:13	61:1
29:20 30:6,14,17	grateful 44:19	happen 59:14	herd 80:20
32:17 34:2 42:1,4	great 6:9 19:18	72:11 78:7	higher 44:14
48:10,13 50:19	21:4,15,16 43:8	happy 18:17 19:1	90:13
51:4 57:17 62:9	70:13,16,16 73:10	20:9 76:12	history 22:9 23:11
63:2,4,17 64:20	73:20 77:10 79:15	hard 7:20 52:10	66:18
72:8,11 75:4 80:5	80:3 81:18 88:7	68:4	hit 12:8 16:12
90:13,14	95:16,17	hazardous 80:8	hobbs 93:4
goes 29:3	greatest 35:21	92:21	hog 85:4
going 8:1,6 13:7	grew 76:21	headway 94:18	hogan 15:14
15:3,4 19:16	grinder 88:15	health 11:8 21:21	holding 96:18
28:10,15 29:10	grocery 36:8	23:1,17 24:6	holes 42:18
31:10 33:18 38:6	ground 16:13 34:1	28:20 29:1 36:15	home 24:16,17,20
42:4 48:4 52:18	73:14	37:2,15 40:15,16	25:6 26:13,13,15
55:9 56:5,13,18	grounded 5:18	43:3 44:18 46:11	27:14 28:3,7,9,11
57:3 60:5 63:13	group 11:3 31:17	46:12 47:16 60:12	28:16 31:18 32:21
64:1 68:11 70:20	32:13,14	healthier 31:18	36:3,16,19 37:21
71:7 74:9,18 75:1	grow 44:16	healthy 11:20	38:6,9,20 40:15
75:3,14,15 76:4,6	growing 33:12	12:20 18:4 45:4	40:16 56:15
77:5 78:6 82:8	37:5,6 66:4 75:16	hear 7:10 51:20	homeowners
84:9 87:3 90:11	growth 69:12,20	53:10 56:15 95:12	35:16
91:9	gt 88:14	hearing 3:3,9,15	homes 45:2
golf 85:4	guess 40:8 45:7	20:16 50:20 52:8	honestly 52:16
good 2:3 19:9,12	47:2,11 53:1,16	54:9,12,15,15	hope 24:18 96:2
19:16 41:7 44:6	57:14 60:18 89:14	56:6,19 57:15	hopefully 27:14
48:14,15 49:11	89:20	96:19	28:3 38:7 96:3
57:7,12,12 62:17	guide 26:7	heart 95:14	hospital 38:7 45:2
62:19 63:5 68:20	gunther 45:12	held 92:21 96:10	hosting 97:5
70:14 77:8,9,12	guys 21:15,18	97:8	houlihan 1:21
78:12 79:4,12	39:21 41:2 49:11	help 4:8 15:6 17:1	99:2,16
84:7 94:6,17,21	55:5 56:4 62:11	17:3,8 24:17 27:6	hours 53:21 54:2
95:8,9 96:4 98:5	62:12 77:9 79:15	27:12,14,19 28:2	house 74:2
gotten 26:19	91:7	28:14,17 29:5,6	household 92:21
government 65:13	h	29:14 31:10,17	households 12:11
70:9	habits 12:20	32:19 33:21 35:4	huge 22:6 36:9
governor 15:14	half 31:3 78:2	35:12,13,14,17,19	hundred 32:20
governor's 9:20	halloween 94:13	36:7 39:14 42:6	hundreds 26:14
9:21 15:13	hallway 71:2	44:4 50:4 72:12	26:14,14
grant 22:11,14	hand 51:2 99:13	73:18	hunger 16:1
23:3,8,13 24:1,10	handicap 71:10	helped 15:2 24:11	hvac 71:16
24:12 25:21 30:6	handle 35:10 59:6	helping 5:20 29:17	hygiene 25:8
32:5 40:9,12	hands 5:2 6:9	32:3 39:9,21	
45:15 63:17 64:3	18:14 68:3	44:20	

[idea - lease]

i	increasing 15:20	involved 17:18	61:9 67:6,7 72:13
idea 13:10 78:12	33:14	22:3,5	89:11
ideas 47:20	independently	involvement 5:17	knew 69:20 73:9
ids 35:15	36:10	involving 4:13	knock 44:9
immediate 89:9	indications 30:9	issue 38:8 64:15	know 2:20 8:4,17
immediately 38:6	indicator 31:2	65:1 73:1	10:2 12:5 17:15
96:13	individual 38:16	issues 27:14 35:10	27:4 31:16,20
impact 46:4	38:17,18 47:4	35:14,19 72:8	35:18 36:20,20
impacted 14:4	individuals 38:13	issuing 63:19	44:10 51:8,10,11
48:8 66:14	45:1 47:7	item 32:4 80:5	51:16,19 60:5,17
impacting 10:11	indoors 74:11	81:18	70:20 78:6,13,20
12:10 67:10	industry 53:4	items 16:2 93:8	79:5 86:20 90:12
importance 5:14	68:16	j	91:6 94:9
20:14,19	information 18:20	jack 62:10 63:5	knowledgeable
important 13:17	70:21 93:5	76:9	53:3
19:15 28:1,2	informed 75:20	january 80:13,16	known 36:21
78:20	76:6	80:18 82:4	54:11 82:1
improve 24:18	initiative 20:3	jeff 2:11,12 75:21	knows 18:21
28:13 71:7,9 72:2	innovate 5:11	95:13	1
72:5,10 75:19	innovated 5:5	jess 80:1 94:6	lab 59:5
77:6	12:6	jessica's 21:9	ladies 7:15
improvements	innovative 6:5	jet 66:11 82:10	lady 7:17
63:9,12 70:19	ins 5:8	job 17:3 49:11	lakeside 96:19
71:15 76:20	inside 80:20	77:10 84:7 94:6	landfill 93:4
improving 15:19	institutional 38:10	jump 8:6	langford 75:21
inaudible 18:7	insurance 34:15	jurisdiction 22:16	large 63:13
27:12 32:16 47:14	integrated 36:15	22:18	largely 12:10
56:9,10,11	intent 24:15	juvenile 11:10	larger 10:14
inaugural 75:12	interest 87:5	k	lastly 36:11 92:19
incarceration	interested 14:14		launch 16:12 75:1
14:5	14:16 54:4 79:6	k 13:6	laundry 36:9
incentives 82:17	99:12	kate 21:13,20	laura 1:18
83:6	interesting 42:3,5	38:11	law 11:14 72:12
includes 11:7	intern 22:5	katie 11:12	99:4
income 25:9,13	internet 61:8	keep 13:7 15:3	lct 17:15,18
27:8,9 33:5 34:20	interrogated 99:4	38:9,9 53:11	lead 23:8,17
35:1 37:15	intersection 77:4	61:10 72:13 76:5	leaders 4:13
incoming 59:7	introduce 51:3	keeping 4:1 75:19	learn 75:12
incontinence 32:2	introduction	kern 84:11	learned 59:11
32:6 36:4 43:9	49:18	key 44:17 54:2	95:14
incorporated 30:2	inventory 43:9	kids 13:12	learning 4:8 5:2,5
31:8	invite 74:11	kind 32:11 33:8	lease 62:2 88:17
increased 24:9	invoice 45:14	34:15 41:5 43:7	88:20
		44:7 47:9 59:3	

[leased - mentoring]

leased 60:18	literally 56:17	lots 70:20 78:16	market 65:21
leave 59:2	little 23:3 24:14	love 12:5	marketing 83:7
legal 55:11 96:14	25:13 46:20 48:2	low 27:8,9 33:5	marks 32:17
legislation 49:18	50:5 69:15 95:13	37:15 39:19,20	marvel 46:18
51:3 55:13 57:15	live 27:18 34:13	lower 90:14	maryland 1:1,10
86:7	36:10 47:19	luckily 69:8	4:5 5:16 9:8,12,15
legislature 9:8	lives 4:14 5:15	m	22:15 44:15 55:2
lens 16:8	living 25:5 34:19		64:11 93:5 96:17
lesher 1:16 2:4,8	34:21 37:21,21	maa 77:19	97:4 99:1,2
7:3,4 19:12 37:18	lobby 71:5	madam 3:20 6:12	materials 59:6
38:2 45:21 46:15	local 8:16 9:1,5,6	6:17 49:1,18 54:8	93:15,17
48:20 49:5,6	9:10,14 10:6,7,17	54:16 81:7 83:16	math 47:1
57:18 58:1,3 59:8	10:18,19 11:6	84:15 85:10 87:18	matter 60:20
59:17,20 79:12,14	15:5,10 17:11,13	92:1 97:16	61:17 87:2 99:7
81:11,12 83:20,21	17:13	maguire 11:7	matters 96:15
84:13,19,20 85:8	located 55:1 86:4	21:14 44:6 45:1	md 99:13
85:14,15 86:16,19	93:3,4 97:1,9	45:12 48:10 49:13	meal 5:7
88:1,2 92:3,9,10	location 93:9	main 71:4	mean 47:5 51:6
95:3 96:7,9 97:20	logs 89:10,15	maine 76:14	means 8:18 25:3
97:21	long 19:6 25:20	maintenance 66:6	30:5 37:19 99:7
letter 64:17 80:6	33:2 47:18 51:16	72:1	meant 25:16
80:13,15 85:21	53:2 64:19 65:10	major 17:20	medicaid 24:20
level 23:21 25:10	longer 28:3 35:5	makeup 52:12	28:8,12
35:2	65:5	63:21	medical 35:10
liaison 46:1	look 10:18 41:3	making 10:8,16,20	41:14 43:3,10
lieu 65:2,4	48:11,13 66:11,15	19:15 62:13 71:14	medicare 27:8,9
life 24:19 28:14	67:19,19 68:1	77:7 94:18	27:11,12 34:14
30:18 32:18,19	73:20	manage 27:14	40:17,19
lights 3:19 4:2,2	looking 55:15	43:9 80:20	medications 26:4
5:12 6:3,7 20:2	65:17,19 71:18	management 8:16	medicine 27:12
liking 90:4	72:15 74:10 91:5	9:1,5,7,10,14 10:6	39:11 40:19
limitations 35:6	91:7	10:17 11:6 15:6	meet 5:11 19:1
limited 30:12,16	looks 75:21	15:10 17:13 26:6	22:19 26:13 53:15
linda 45:12	lord 6:11	30:18	meeting 1:4 53:18
line 30:18	lot 2:16,16 7:18,18	manager 35:9	53:19 96:10,16
list 11:19 12:20	20:18 27:3,16	36:2 61:18 80:2	97:3,7,8,11 98:7
13:21 30:16 33:2	28:12 30:13 32:11	managers 33:21	members 1:14
40:20 41:17,19	35:3,4 36:9 37:10	35:12	10:20 11:2,18
75:5	39:17 43:13 67:3	managing 25:6	14:9 18:14
listed 15:14 16:10	69:21 72:17 73:10	33:6 43:4	memories 95:17
96:15	73:19 76:20 77:5	mandated 11:2	mentioned 33:3
listing 40:13	77:9 82:9,11	65:13	44:10
lists 30:13	89:17 95:16,17	manner 61:13,13	mentoring 14:3,14
	,	99:7	,

[mentors - oh]

		1	
mentors 14:3	months 62:3 68:8	26:11 27:17 29:16	november 57:16
16:16	68:10 88:16 89:1	30:7 35:14,21	61:16 88:19 96:10
merged 28:19	moran 8:9	36:3,9 37:16,20	97:4 99:13
29:7 37:1	morris 59:20 60:2	40:16 41:12,13,21	nuisance 72:8
merging 32:14	60:10 61:14 62:4	44:3 47:7 50:19	number 33:14
mesh 46:10	63:2 79:19 80:3	53:11 55:13 56:2	37:14 38:12 50:14
met 25:18 26:9	81:18 84:8 85:4	58:5 61:8,10 79:3	54:9,12,19
micah 62:10 69:2	85:20 87:10 88:7	87:9 89:8,9 93:16	numbers 23:21,21
76:8,21 79:10,19	91:16 92:16,19	needed 52:13	24:1 67:20 75:17
84:6,8	93:7,10 94:1,5,9	55:11 78:15	91:6,8
michael's 34:10	94:16	needing 25:7	nurse 21:20 39:13
55:2	motion 6:13 48:17	needs 2:19 5:11	nurses 28:21
microphone 56:15	48:21 81:2,6	22:19 25:18 26:9	35:10 36:13,14,16
mid 75:10 88:14	83:15 84:14 85:9	35:19 36:20 37:4	36:17 43:16,17
mileage 83:3	86:14 87:10,12,17	37:10 61:21	nursing 24:17,19
million 31:3 78:2	91:16,17,19 92:2	negotiate 82:16	28:7,11,16 38:6
mind 21:2,3	97:13,15	negotiated 83:5	38:20 45:2
mini 9:16	mouse 8:12	neighborhood	nutrition 13:14
minute 66:4	move 33:8 49:17	16:19 32:15	nutritional 26:4
minutes 3:6,8,9	60:20 77:2 86:17	network 7:17 9:18	0
7:21 56:21 57:1,2	moved 6:15 48:19	11:20 14:2,6,21	o'clock 96:11,21
62:16	81:4 83:13 84:12	never 17:15 59:1	97:8
missed 2:15,17,18	85:7 86:18 87:15	66:17	oak 97:9
mitigation 65:6	89:5 91:21 97:14	new 47:20,20	obstruction 64:10
mitigations 64:5,6	moves 3:4,9,15	52:11 71:10 72:21	77:14,17
mobile 36:14	moving 3:6 45:18	80:11 83:2	obstructions
model 65:16	67:3	news 69:4	64:12
modifications	multicultural	newsletter 76:4	ocean 97:2,10
33:1	12:21 13:4	nice 9:3 17:4,9	october 1:7 3:7,12
modify 50:2	multiple 17:18	nicely 66:5,10	4:3 6:2,10 8:15
moment 4:21	n	67:2	93:1 96:17
monetary 26:1	nagle 55:4,19,20	night 60:14 65:3	offer 8:21 43:20
money 22:11 23:8	56:2	94:21 98:5	44:4
23:10 27:13 30:3	name 44:11 56:20	nine 68:10,11	offered 22:14,16
30:6 32:5 42:10	named 99:3	ninety 56:7,9,11	offering 82:18
64:6	nancy 7:14,15,20	nominating 12:1	offers 51:7
monies 59:3	8:14 19:3,5 21:4,5	nonprofits 11:17	offhand 51:10
month 8:15 25:13	21:10 94:19	nope 57:9	office 9:20,21
27:1,2 34:20 37:9	national 5:13	north 76:14	54:21 58:3,7 59:2
38:18,21 39:5	navigate 5:10	notary 99:2,17	59:6 71:18 72:5
41:6 47:4 64:17	nearly 68:18	notes 99:6	78:14,18
monthly 53:19	neck 85:4	notice 63:19	officer 11:8 45:9
60:13	need 15:7 17:15	notorial 99:13	oh 40:3,6 44:21
	18:7 24:19 25:3		91:12

[okay - place]

	T		
okay 2:20 3:5,8,10	opportunities 4:7	86:15,18,20 87:6	75:11,14 82:20
3:17 6:17 7:9 8:5	5:3 15:20 65:18	87:9,12 88:5,6	83:3 91:2
8:10,13 20:11	opportunity 8:20	89:5 90:13 91:5	peers 5:4
21:1,10,12 41:16	9:4 16:21 18:16	91:12 92:13,14	people 2:16,17
44:5 45:16,20	22:1,18	93:7,11,13,18,21	4:15 5:9 7:18
48:16 49:11 50:4	ops 68:5	95:7,8,10 98:3,4	25:18 28:3,14
50:12 51:1 54:14	order 50:1 86:8	page 63:9	29:5,10,14 31:17
55:3,4,17 56:1,16	97:13	pandemic 4:20 5:4	33:2 35:17 42:17
56:18 57:5 58:2	organization 15:8	63:8 65:17	50:14 52:14 53:2
62:1,5,9 65:15	57:2	parallel 86:3	53:10 54:4 56:15
79:15,21 80:1	organizations	parent 14:17	68:2,20 70:4
81:1,17 83:12,15	10:4 19:14	parents 4:13	73:10,14 74:3
84:14 87:6 89:4	originally 9:10	14:11,14	percent 25:10
89:11,16,18,21	outcome 99:12	parked 73:18	31:5,6 33:13,18
90:8,12 91:4,12	outcomes 15:19	parking 78:16	33:19 34:2,6,7,8
91:15 92:1,5,6	outgoing 59:7	parks 2:10 95:13	34:11,13,14,19,21
94:6,21 95:5 96:3	outlined 81:3	parkway 86:4	36:5 44:13 66:12
old 72:18	outreach 35:12	part 13:16 33:20	66:20 67:2,13
older 25:2 34:12	73:6 74:19	40:13 44:11 45:7	perfect 79:21
34:12,12	outside 14:17 71:9	65:1 70:6 79:2	perform 35:7
once 45:13 53:18	overall 37:10	86:9,11 90:15	period 88:16
62:21 67:5 75:9	overdue 19:6	participants 26:21	permission 63:17
95:12	overhead 73:13	31:6	permit 80:7 96:20
ones 15:16	overview 46:9	participation	person 39:3,5
ongoing 26:15	owned 71:14 86:1	31:12	58:17
online 18:5	owns 87:1	particular 22:19	personal 26:2 36:6
open 6:7 20:18	p	23:2 40:9 44:11	personally 99:3
56:5 58:16 64:11	p.m. 1:7 54:13	parties 99:11,11	personnel 96:14
74:2,2 93:2 96:12	93:2 96:11,12,21	partner 70:9	pete 1:16 45:20
97:3,11	97:8 98:7	partnered 14:10	pettit 76:11 77:13
opened 18:11	pack 1:17 6:16,19	partners 4:18 18:1	79:18
openings 12:1	6:20 7:7,8,10 8:2	partnerships	phase 64:10
opens 72:19	8:4,8 11:3 19:5,20	31:19 32:8 47:21	phenomenal 23:14
operate 9:21	20:1,11 21:1,5	pass 61:3	69:3 76:1
20:12 61:8,13	38:11,15,21 39:5	passport 75:2	phone 21:9
operating 9:8,19	39:19 46:16,17	path 64:20	physical 70:11
operation 66:3	48:4 49:9,10 51:4	pathway 59:13	pick 70:12
67:8 68:19 74:6	51:15 52:6 56:7,9	pathways 16:11	pictures 73:13
operations 67:11	56:11 57:8 60:8	patrol 75:16	pieces 46:12 61:20
67:17 80:9	60:16 61:14 62:18	paul 32:16	88:14
operators 69:9	77:11,12,20 79:5	pave 87:8,11	pilot 23:11 55:7
opinion 51:9	79:8 81:4,15,16	paving 86:11,12	pivoting 12:13
opioid 48:6,8	83:13 84:3,4,12	pay 27:10 33:20	place 28:5 43:21
	85:2,3,7,18,19	39:10 70:10,10	47:18 80:17 99:4
	85:2.3.7.18.19	39.10 70.10,10	17.10 00.17 33.1

[placement - putting]

placement 24:18	poverty 23:21	proceed 63:19	progress 77:8
plan 21:13 22:2	25:10 35:1	proceedings 2:1	project 23:12
40:13,17,19 45:10	powerful 38:3	process 18:6 45:14	36:15 54:20 63:20
48:18 71:7,8	prayer 2:5,7,9	55:10	65:8 72:14 79:6
80:19 97:6	prepare 69:20	processes 14:7	projects 71:11
planned 20:3,6,7	presence 99:9	proclaim 6:2	promotes 5:14
planning 50:19	presentation 3:18	proclamation 3:19	promoting 4:15
plans 27:10 78:15	19:5 21:13	3:21 4:1 6:14 8:3	prop 33:5
plant 58:12,12	presented 48:18	12:6,18	property 35:16
96:20	president 11:13	produce 89:12	72:9
platforms 75:20	95:2	product 89:12	proposing 50:8
please 2:4,19 3:20	press 76:2	91:1	53:9
3:21 6:18 49:2,20	pretty 25:11 33:11	productive 4:11	proud 44:19
50:6 51:2 54:8,10	34:8 39:1	61:13	provide 4:7 5:2,5
54:16,18 56:20	prevent 28:15	program 12:20	17:1 18:9 24:15
81:7 83:17 84:16	prevention 10:1	13:1,2,7,17,20	26:1,12 30:17
85:11 87:19	price 1:18 6:15	14:2,19 15:2,7,8	33:4 38:8 39:8
pleased 12:16	7:5,6 19:8,9 39:15	16:5,8,11,20 17:4	56:20,20 82:10
pledge 2:6,7	39:20 40:4 41:1	21:7 22:3,6,9,19	providing 26:2,15
plug 42:19	42:3,9,13,21	23:9 24:3,7,14,15	26:19 34:3
plus 9:15 17:21	47:14 48:14,15,19	25:1,11,15,17,19	proximity 72:20
43:6,8	49:7,8 52:7 54:1,7	26:8,11,16 28:2	public 17:6 50:20
pockets 27:13	56:13,17 60:14	28:19,19 29:7,8	52:8,8 54:9,12,15
point 9:19 10:2	79:11 81:5,13,14	29:20 30:3,12,21	54:15 56:5,19
12:19 16:11 17:11	83:14 84:1,2,21	31:4,8,11,16,16	57:14 59:9,18
23:13 24:4 53:2	85:1,16,17 87:8	32:10 35:4,8 37:2	70:3 74:12 76:6
population 31:20	87:14 88:3,4 90:5	37:18 43:13 44:17	92:20 94:8 96:19
37:5 44:13 48:8	90:8,15 91:1,9,14	46:10 55:7 70:6,8	97:3,11 99:2,17
port 86:4	91:21 92:11,12	70:8,14 74:20	public's 57:20
porta 58:19	94:13 95:5,6	programmed	pull 31:11,17
portion 63:13 64:3	97:14 98:1,2	77:21 78:1,8	pulled 83:1
78:18 86:1	primarily 63:12	programming 5:6	pulling 83:2
positions 30:4	principle 5:19	20:15	purchase 32:5
positive 4:15	print 18:5,7,8	programs 4:6,21	43:11 88:17
73:19	printed 99:6	5:2,4,8,13,15,20	purpose 22:9
possibility 59:9	prior 66:13	6:6 10:11 12:6,8,9	purposes 60:18,18
possible 10:18	priorities 15:13,13	12:16,19 13:21	push 48:2
16:16,17 19:15	proactive 69:19	15:21 16:9 17:9	put 13:10 16:16
40:11 41:15 59:11	probably 17:15	20:9 25:19 27:6	41:14,16 46:12
possibly 39:16	33:3 34:18 40:1	28:16 29:6 30:2	52:10 68:2 71:10
pot 58:19	74:20 89:15	31:9 35:15 40:4	71:15 73:12
potential 4:9	problem 17:19	42:7,16 46:2,4	putting 33:1 72:21
potentially 26:3	58:2 89:9	47:14 55:7	76:2

[quality - reviewed]

q	really 10:7 15:5	reimbursements	representatives
quality 4:5 5:14	17:5 19:15 20:13	64:4	11:4,16
5:19 24:18 28:13	22:17 25:16 29:16	related 99:11	repurposing 55:1
	30:1,1 37:3 39:12	relationships 4:16	55:8 58:4,6 79:9
question 41:8 48:4 58:1 69:3	43:1,12 44:6,17	12:9	88:11 90:19
	44:19,20 47:5,19	releases 76:2	request 80:13,16
questions 18:18	49:14 54:4 55:10	relocate 77:2	81:3,19 86:6,9
19:1 46:6,16,17 65:14 74:7	66:4 67:7,19 68:2	remain 45:3	88:9
	68:3 69:8 70:14	remains 65:16	requesting 61:19
quick 18:15 48:5 69:2	74:14 75:16 95:12	remember 65:1	63:16 81:21 84:10
	95:14,14,19	remind 9:5 10:5	85:5,21 88:12
quickly 70:1 quiet 76:10	reason 60:19	20:14 56:13	required 15:12
-	rebid 82:14	reminder 11:21	requirement
quitclaim 87:5,6 quite 38:2 75:6	rebounded 66:10	92:20	50:10 52:5,6 77:1
quotes 61:5 72:21	67:2	reminding 20:19	77:7 80:11 82:14
	receipt 85:20	remote 5:5	research 13:1
r	receive 31:5	remotely 27:18	residents 93:2
radio 72:18	received 16:17	removal 64:10	resolve 64:15
rain 60:12 93:2	63:10,18 64:6,7	77:15,17 80:8	resolved 6:4 65:7
raise 51:2	recommendation	remove 64:12	resort 25:17
raised 8:18 75:10	50:20	removing 65:12	resource 12:21
raising 14:17	recommendations	render 51:9	13:4,11 17:19
ramp 69:10,11,15	12:2 51:7,13 52:2	renew 81:21	18:4,10,13
74:5	record 3:21 43:3	renovations 71:18	resourced 12:11
ramps 33:1 71:10	49:19 54:17 67:16	rent 41:15 42:9,9	resources 28:10
range 27:3	recorded 99:6	89:1	39:17 47:19,20
ranged 26:21	recover 63:7	rental 50:3,9 51:5	respond 15:12
ranging 25:5	recovered 66:10	51:12 60:18 61:19	response 26:5
rate 33:13	recreational 67:1	62:3 88:10,13	39:11
ray 57:6 94:2	redid 71:2	91:2,10	rest 34:9 58:8,10
read 3:21 49:19	reduces 29:9	rentals 89:3	58:18
54:16	reducing 16:1	renters 35:17	result 15:15 60:3
reading 47:8 readjustment	reengage 17:8	renting 90:20	resume 17:2
20:17	reengagement	repaint 71:4	retained 59:20
ready 7:12 15:3	17:5	repainted 71:2	return 5:10
71:4 79:7	refer 29:18	repaving 86:10	revenue 65:15,18
real 50:11 52:17	referrals 30:13	report 61:18 75:8	90:15,16,17,18
53:13 76:18 96:14	31:13	75:13 77:12,15	91:5,7
realistically 73:1	refund 35:18	79:15 80:2	review 28:21 50:3
realize 4:8	regarding 48:5,7	reported 1:20	50:9 51:5,12,13
reallocation 23:20	51:11,17 65:12	36:1	61:19
reallocations	regardless 82:21	representation	reviewed 45:11
23:19	regional 9:11	11:11,14 17:20	88:20
23.17		53:7	

[rfp - shows]

rfp 16:16	_	97:16,18,20 98:1	serves 11:1,3
right 8:7,7 18:6	S	98:3	service 11:11
21:1 28:7 33:17	safe 4:7,10 58:21	section 49:21	14:16 16:19 32:15
	61:13		
35:21 42:8,12	safely 73:18	52:12	82:10
44:1 54:14 56:3	safety 63:12 76:20	sectors 14:8	services 10:1,3
56:12,14,17 57:10	77:6	security 72:3,10	11:9,10 12:14
57:13 60:1,15	samples 63:20	see 8:12 15:7	14:15 15:21 18:2
62:5,14 63:4	78:10	18:11 30:14 33:14	23:7 24:16 26:12
69:13 76:16 80:4	saturday 93:1	37:4 42:5,6 62:21	26:19 27:5 29:1,6
80:5,10 81:1	saves 30:2	66:9 67:10,20	29:14,19 30:7,15
82:10 89:8	saving 27:13	74:17 77:5,13	32:13,13 34:4
rink 97:1	saying 2:5 29:15	seeing 68:15,18	36:19 41:4 44:9
risen 4:21	says 12:6	seeking 39:16	47:6 48:3
risher 62:14,17,19	says 12.0 scholarships	seen 40:17	serving 11:5 17:21
63:3 69:7,14 70:6	32:18	segments 66:2	23:16 50:14 54:5
70:14,18 77:20	school 5:10 6:8	self 75:3	session 51:17
79:7,17,21 80:10	13:5,8,9 20:16	sell 69:9 91:1	96:12,13
82:5 84:5	schools 4:17 17:6	selling 66:18	set 8:9 15:14 99:4
risk 24:17		send 75:14	setting 38:10
road 55:2 77:4	20:10,18 66:6	senior 21:13 22:2	74:13
86:3 93:4	screen 15:15 16:3	25:12,19 29:7,13	settlement 48:6
roads 88:9,12 89:3	16:10 53:4	30:11,21 32:1,12	seven 69:17 70:4
robust 65:16	seal 6:9 99:13	40:10 41:11,21	sewer 58:12 59:10
roll 6:18 49:2 81:8	search 87:5	48:8,17	shape 96:4
83:17 84:16 85:11	season 60:8	seniors 23:16 24:1	shape 56.4 share 16:3
87:19 97:17	second 6:13,16	24:3,17 25:2 26:7	shared 30:4
rolling 74:10	48:17,20 49:1	27:15 30:6 32:6	sharing 41:10,14
rommel 93:7,11	81:2,5,7 83:14,16	33:5,12,14 34:13	sheet 41:14 91:6
93:14	84:13,15 85:8,10	37:11,13 39:7	sheriff's 78:14,18
ron 85:5	86:19 87:18 91:18	43:6	shine 93:2
room 58:8,10,18	91:20 92:3,4	sent 12:3	
71:17,17 97:9	97:16		ship 40:17
roughly 25:10	seconded 87:15	separately 68:6 september 3:6	shoestring 47:10 shop 44:7
31:3 89:13	secretary 3:20 4:1	_	_
	6:12,17,19,21 7:3	63:10 67:10,12	shopping 36:8
route 77:4	7:5,7 49:1,3,5,7,9	99:20	shore 23:6 32:9,10
run 12:21 36:7,8	49:16,18,21 54:8	septic 58:12	45:13 46:1,8
43:13 73:4	54:11,16,19 81:7	series 74:2	75:10
rundown 62:12	81:9,11,13,15	serve 22:12 27:21	short 50:3,9 51:5
running 55:14	83:16,18,20 84:1	31:20 33:9 34:13	51:12 64:21
61:21	84:3,15,17,19,21	34:19 45:21 52:18	show 30:9 42:18
runs 13:5 86:3	85:2,10,12,14,16	53:5,14 58:17	63:2,3
runway 63:12,14	85:18 87:18,20	served 24:3 31:6	showed 74:6
77:2,3	88:1,3,5 91:17	33:11 34:5,6,6	shows 68:21
	92:1,5,7,9,11,13	37:6 38:12	

[shut - surface]

			E
shut 12:8	sooner 61:12	stated 65:10	students 4:13 5:1
sic 97:2	sorrow 2:11	statement 96:15	13:6,12 17:7 75:4
side 57:4,5	sorry 6:21 44:3	statewide 10:10	75:11
sign 45:9 46:19	56:8 95:12	10:13 30:10 31:4	study 75:3
signage 71:8	sort 22:18 30:1	statistic 67:6	stuff 43:10 55:11
signature 99:15	sounds 42:21	statistics 22:11	59:4 61:9
signed 94:10	source 61:6,7	66:8 69:1	subsidiaries 27:11
significantly	sources 14:8	stats 66:4	substantial 24:2
44:14	space 12:15 69:10	stay 6:7,7 24:20	substantive 51:18
simply 59:8	speak 57:1,5,8,11	28:3,14 31:18	suburban 10:15
single 61:5,7 67:1	special 7:17 20:8	35:4 37:12,20,21	success 31:2
sit 8:8 41:11	specific 18:19 42:7	45:1 79:20,21	successful 5:21
site 59:2,10,21	spend 28:9 33:16	staying 45:4	12:17 30:10
93:15	spending 47:2	stays 37:15	successfully 23:15
sitting 67:9	spent 37:7	steer 29:5	24:21
six 71:13 96:11	sponsor 32:1	stenographic 99:6	suddenly 12:14
sixty 34:13	spreadsheets	stenographically	superintendent
skills 17:2	43:14	99:6	11:8
slide 63:2,3	spring 74:9	stick 29:18 80:3	supplement 24:11
slow 55:10	st 32:16,17 34:10	stinton 21:16,19	supplemental
slowdown 66:11	55:2	21:20 38:1,4,14	34:15 71:16
small 71:11	stacker 88:16	38:17 39:1,6 40:3	supplies 32:3,7
smiling 21:8	staff 13:9,16 26:14	40:6 41:7 42:8,12	36:4 43:9,10
snap 13:2	30:3,4 31:9 33:19	42:20 43:1 44:2	supply 32:1 81:20
social 11:9 21:20	36:13 47:16 69:5	44:21 45:6,17	82:2
23:7 32:13 33:20	73:17	47:13,15 49:12,14	support 3:19 4:5,9
35:11,13	staffed 69:18	stipulations 99:8	5:1,5,7 14:16
society 32:15	staffing 70:10,12	stop 44:7	18:10 26:5,15
soft 17:2	stamp 61:14	stopped 65:2	27:2,16,17 32:11
software 43:8	stamps 41:17	straight 91:4	33:5,15 35:20
72:16,19,21	42:14	street 86:4	38:8 39:9 43:11
soil 59:21 63:21	stand 2:4	stress 31:15	44:20 45:18 47:20
78:10	standing 79:1	stressed 40:8	55:15 64:17 80:6
sold 66:17	start 15:6 29:19	stretching 47:5	80:14
solution 64:19,21	30:14 34:18 63:20	strides 72:2	supporting 5:9 10:3 14:4
65:11	63:21 65:8 78:16 started 12:17 15:2	strikingly 39:19	
solving 17:19	71:6	strong 31:18 32:8 65:16	supportive 86:6
somebody 27:7 36:7 52:17	starting 2:21	stronger 4:12	supports 6:5 suppression 61:11
	69:14 72:17	structure 70:11	suppression 01.11 sure 2:18 8:11
someplace 42:15 son 96:1	state 16:4 22:21	structure 70.11 struggle 52:16	18:1,20 40:18
sons 95:18,19	23:19 29:2 30:21	struggling 17:17	79:2 93:10
soon 80:16	70:5 99:1,2	student 22:4	surface 64:2
500H 00.10	10.5 77.1,2	Student 22.4	Surface 04.2

[survey - two]

survey 14:7 63:15	tee 80:16	42:5 43:15 48:10	town 64:16 65:11
78:10	tell 8:1 20:5 53:12	48:11 52:9,19	85:21 86:2,7,10
system 28:11	63:6 70:3 90:1	53:10 54:5,6	86:13
39:11 71:16 72:18	tells 34:16	55:12,20 60:5	traffic 69:16 70:4
73:3	telltale 33:11	62:10 89:12	trailer 54:21 58:3
systems 26:5	temporary 62:3	thinking 57:12	58:7,15,16,18
t	ten 8:15 69:11	90:2	training 17:2
· ·	73:9,16	thomas 50:4,7,13	transcribed 99:6
take 13:11 15:8	tentatively 78:1	51:4,10 52:4	transcript 2:1
60:6 64:1 67:6,19	term 50:3,9 51:5	53:21 87:4	transcription 99:7
71:21 75:12 87:7	51:12 64:19,21	thought 52:13	transfer 86:1,8
89:8 96:7	65:10 82:3	three 15:16 16:2	87:11,13 93:8
taken 21:8 89:10	terminal 65:20	52:11 56:21 62:15	transitioning
93:17	70:21 72:4 83:1	97:8	38:10
takes 50:15	terms 82:17,19	threshold 77:3	transparency
talbot 1:1 2:17 4:4	testing 59:5	thursday 20:5,5	74:15
5:16 6:2,4,10 7:16	text 50:17	96:17	transportation
9:18 11:5,20,20	thank 2:8 6:12	tight 69:15	97:5,6
14:2,3,5,20 16:15	8:20 15:2 19:3,9	tilghman 34:10	trappe 34:10
17:6 18:4 21:21	19:11,17 21:5,10	time 8:12 18:19	96:19
22:2,10,12 23:9	21:11,19,21 45:5	20:13,16,20 23:13	treatment 96:20
23:11 27:21 28:18	46:5,14,15 48:15	24:4 33:20 47:18	trees 64:13 65:12
29:8 30:8,15	49:12,13 54:7	52:3,3,10 53:16	tremendous 8:18
31:21 32:19 37:2	55:17 56:3 59:18	54:10 74:4,7	13:15
44:10,11 48:9	62:7,8 73:15 76:8	78:12 99:4	tremendously
50:1,2 68:21	79:10,12,16,17,18	timeline 77:16	47:6,6
71:14 76:19 86:2	84:5,6 92:15	titan 82:1,5,7	trommel 88:15
93:3 97:1,7,9 99:3	93:21 94:5,19,20	title 54:17 87:4	trooper 71:13
talk 8:11 14:10	95:8 96:6 98:5	today 5:8 9:20	trucks 2:15
22:1 66:3 73:7	thanks 19:12 77:9	60:20 93:16	true 11:6 99:7
74:1,13	84:8 92:16,17	told 16:7 62:18	try 44:8 48:2
talked 76:21	thing 3:11 15:10	tomorrow 49:16	52:12
talking 57:1 64:14	17:4 28:6 30:11	tonight 2:21 8:21	trying 12:14 36:10
71:5 73:14	30:20 31:15 40:1	46:3 61:18 92:19	72:7,10 74:14
tape 72:12	40:7 75:4 95:11	95:21	tuesday 54:13
target 16:20	95:20	top 12:19 15:16	96:10 97:4
tax 35:16,17,18 taxis 68:6	things 34:1 41:9	56:14,17 76:16	turn 21:17 43:21
	43:4 72:13 73:3,7	topographic 63:15	75:9 89:18 90:5
team 17:12,13,19 17:19 27:5 28:21	74:21 75:6 76:12	total 24:12 33:18	twice 53:18
29:3,10 35:11,17	77:5,14 78:4	66:11,15 89:1	two 22:21 23:10
39:14 47:17,17	think 9:3 10:9	totaling 63:11	33:20 55:7 56:9
teamed 29:12	20:8 28:1,4 29:16	touched 2:16	56:11 63:10 64:10
technically 42:1	30:9 33:9 36:11	tower 70:7,11	69:17 80:11 82:19
51:18	37:6 41:12,16	72:5 75:7	86:9 93:2 94:4
31.10			

22:4,5 37:14,19

[two - years]

0 7 40			
95:19	version 18:7	warehouse 78:17	wonderful 73:19
type 40:1 47:10	versions 18:8	warren 55:20 62:7	work 7:18,20 8:19
75:3	versus 66:13	79:5 88:7 89:4,6	10:5 13:15 19:12
u	vice 95:2	92:16,17	19:14,16 27:5
ultimately 58:8	victims 10:1	waste 92:21	30:18 32:12,14
umbrella 41:3	video 72:6,7	water 96:20	33:3,21 36:14
unable 30:14	vincent 32:16	way 8:20 9:11	51:16 79:2
unanimous 3:5,10	virtual 5:6 12:15	29:17 30:1 31:7	worked 37:3
3:16 83:10	13:8	63:1 74:16 80:17	43:18
underneath 47:2	virtually 13:13	99:11	worker 21:20
understand 59:12	visit 29:21 74:16	we've 2:14 29:12	workers 5:7 35:11
67:8 74:17	75:6 76:13	37:13 40:14 43:13	35:12
union 32:16	visiting 29:11	47:21 52:9,20	working 4:9 17:1
unique 23:3 30:8	visits 26:15	59:10 68:10,13,14	17:9 43:18 53:21
uniquely 22:10	vital 5:20	69:19 70:1,21	54:1 58:18 71:19
update 8:21 18:15	voices 10:14	74:21 75:9 76:3	works 17:7 29:4
19:17 65:15 71:9	voluntary 31:12	78:19 82:5,7,19	46:10
72:14	volunteer 26:10	83:15 89:10	worth 83:6
updated 70:21	32:19	weathering 65:17	worthwhile 43:14
updates 77:18,20	volunteers 4:14	webb 45:12	wrapping 74:1
updating 18:6	32:20	website 11:20 75:5	write 75:8,13
65:20 72:15	vote 57:16 61:17	75:21 93:6	wrong 73:2
upper 23:6 32:8,9	87:10,16	week 13:10 60:5	wye 97:9
45:13 46:1,8	W	64:15 71:6 96:4	y
upstairs 71:17	w 1:17	weekly 73:1	yeah 7:12 39:1
urban 10:15	wait 30:12,16	welcome 7:20	41:16 47:15 48:12
urgency 60:19	61:16	62:20	54:1 56:8 57:21
use 8:12 32:5	waiting 61:3	welfare 4:18	61:12 63:3 87:7
40:11 42:18 44:8	walk 74:1	wellbeing 5:18	93:20 94:15
58:11,19 59:2	walked 74:5	wellness 5:7	year 6:11 13:6,7
user 68:1,13	want 8:2 10:5	went 14:9 53:1,4	14:1 15:1 16:15
utilities 41:15 61:6	12:19 14:1 16:10	wet 60:6,8,14,15	18:8 20:9 23:14
utilizing 42:18	17:11 28:4,5 42:4	wetland 64:5	24:12 26:15 33:13
V	53:10 54:4 57:1,5	wide 27:3	33:17 39:3 46:18
vaccinations	67:19 68:20 73:15	willing 53:14	53:2,16,18 60:6
36:16	76:9,11 77:11	win 15:5,5 17:9,9	63:10 64:7 65:4,9
vacuum 36:8	79:19 88:7 90:13	winter 63:16	66:9,12,13 67:11
vacuum 30.8 value 65:21	90:14,21 91:1	74:11	67:12,12,13,14,16
vary 60:13	94:11 95:20 96:4	wish 2:10 47:11	67:18,21,21 68:9
vary 60.13 vending 65:19	wanted 18:19	56:19 95:18,19	68:14,14,19 71:1
vending 05.19 vendors 16:18	20:13 52:12 59:17	96:2,5	73:21 77:21 78:2
venuors 10.18 veneer 85:6	68:1 80:16	witness 99:13	78:5,10,11 82:3,8
veneer 65.0	wants 57:11	wonder 47:9	years 2:13 14:5,20
			22 4 5 25 1 4 10

[years - zoom]

52:11,19 64:9 69:11,17 71:20 72:18 73:5 76:15 77:1,2 80:11 82:7 83:10 york 83:2 young 4:14 5:9 youth 4:16 5:18 10:1 14:4 15:19 15:21 16:21 yup 8:2,2 70:18 96:8

\mathbf{Z}

zoning 50:17 **zoom** 13:13