

* * * * *

Meeting of the
BOARD OF HARBOR COMMISSIONERS
April 23, 2026 -- Port Milwaukee

* * * * *

The above-entitled cause, taken under
and pursuant to all applicable rules, before KAREN
RENEE, Court Reporter and Notary Public in and for the
State of Wisconsin, at Port Milwaukee, 2323 South
Lincoln Memorial Drive, Milwaukee, Wisconsin, on
February 12, 2026, commencing at 8:30 a.m.

1	2
2	APPEARANCES
3	President Tim Hoelter
4	Vice President Diane Diel (via videoconference)
5	Commissioner Claude Krawczyk (via videoconference)
6	Commissioner Craig Mastantuono (via videoconference)
7	Commissioner Sally Peltz
8	Commissioner Kathleen Smith
9	Alderwoman Andrea Pratt
10	
11	Port Milwaukee Representatives:
12	Benjamin Timm
13	Selena Cole
14	Maria Cartier
15	Korey Garceau
16	Madison Goldbeck
17	Eric Polzin
18	Brian Kasprzyk
19	
20	
21	
22	
23	
24	
25	

1	3
2	TRANSCRIPT OF PROCEEDINGS
3	TIMOTHY HOELTER: Good morning,
4	everyone. I'm going to call our Board of Harbor
5	Commissioners meeting to order. It looks like we
6	don't have a quorum, but we actually do. We have
7	-- well, at least two of our commissioners who are
8	appearing virtually, Craig and Claude.
9	KATHLEEN SMITH: Sally is on now.
10	TIMOTHY HOELTER: Is Sally on now?
11	Good.
12	So, Sally is on as well. And, of
13	course, the only person missing but probably will
14	be here shortly is Alder Pratt.
15	KATHLEEN SMITH: And our attorney.
16	TIMOTHY HOELTER: So, let's start with
17	the first order of business, which is to approve
18	our extensive meeting minutes.
19	KATHLEEN SMITH: I'll make a motion that
20	we accept those minutes.
21	DIANE DIEL: I'll second.
22	TIMOTHY HOELTER: All in favor.
23	ALL COMMISSIONERS: Aye.
24	TIMOTHY HOELTER: Okay. Approved.
25	Thank you.
	The next item we have is our annual

1	4
2	visitation by Milwaukee World Festival.
3	SARAH PANCHERI: Perfect. Okay. Thank
4	you.
5	TIMOTHY HOELTER: Good morning.
6	SARAH PANCHERI: So, you get three of
7	us.
8	TIMOTHY HOELTER: Okay. That's okay.
9	We can handle that.
10	SARAH PANCHERI: So, thank you everyone.
11	Hello to those attending virtually. My name is
12	Sarah Pancheri. I think I know everyone here. I
13	serve as President and CEO of Milwaukee World
14	Festival, Inc., the organization that manages
15	Henry Meier Festival Park. And so, it's -- we're
16	-- we're thrilled to be back to present the annual
17	report to you all throughout 2025.
18	And can I advance here the -- am I able
19	to click my own here, I think? Perfect.
20	So, our -- our -- our plan this morning
21	is to review the season summary for 2025 as well
22	as seek approval for the 2026 calendar, including
23	the access calendar. And I believe everyone
24	received the materials in advance.
25	I just want to make sure, it's a really
	good clicker, if that's --

1	5
2	So, you know as -- as hopefully everyone
3	attended many events at the park, it was an
4	exceptionally busy season. We're very proud to
5	have hosted 63 events, and in particular excited
6	to add several new events, including two new
7	cultural festivals, one being Incredible India.
8	The Indian community reached out, and we were
9	thrilled to -- to produce an event surrounding and
10	celebrating Indian culture, as well as Puerto
11	Rican Fest.
12	So, those were two cultural events, and
13	then we also added the Skylight came to us and
14	they were looking for an event to do for a
15	fundraiser for them. We added in part of it
16	through that event, as well as Oktoberfest, which
17	is -- is a cultural event -- excuse me -- as well
18	as the Milwaukee Fire Department was celebrating
19	their 150th anniversary.
20	So, that was a free community event that
21	we added last year, and really doing everything we
22	can to maximize the use of the park and expand the
23	calendar.
24	You know, listed, as you can see, 11
25	cultural -- excuse me -- charitable events. So,
	everything from the MS Walk, which will kick off

6

1 our event season next week, they kicked us off
 2 last year, and then ending with the American
 3 Cancer Society walk, too.

4 Also want to make sure we highlight the.
 5 North -- Northwestern Mutual Community Park. It
 6 is a fabulous addition. We talked a lot about
 7 this in the past at previous meetings, offering
 8 public access to this acre of play space has
 9 really been a game changer for us. We opened the
 10 park as many days as possible where there's not an
 11 event conflict where people can set up. Of
 12 course, safety has to be paramount. And so, we
 13 opened 154 days last year and -- and hosted over
 14 25,000 individuals who came and enjoyed the park.
 15 We're open from 10:00 a.m. to approximately dusk.
 16 And that just enhances our public access, which
 17 we're really excited about.

18 MWF does assume the -- the cost of
 19 security and keeping the restrooms functioning and
 20 well stocked. And also, we offer free parking.
 21 So, please tell everyone that -- that there's
 22 parking available, to come down.

23 So, in addition to opening the park, we
 24 also -- we also enhance what happens on specific
 25 days in partnership with Northwestern Mutual

7

1 Community with Northwestern Mutual Foundation.
 2 They host family fun days at the park, which --
 3 there's a couple of things, it creates a festival
 4 atmosphere for families to come down and enjoy for
 5 free. And what it also does is it allows us to
 6 invite and to see the organizations that are
 7 included. All of these organizations, primarily
 8 from the community, really locally to the
 9 Milwaukee area, come and are -- are able to share
 10 their message as well as provide activities for
 11 our families to enjoy.

12 So, for us, you know, everything from
 13 the ability center to Discovery World and -- and
 14 really, you know, it's a very general invitation
 15 to all those that would like to participate. We
 16 really feel like this has enhanced not only the
 17 experience for -- on those days, but also raised
 18 awareness about art as well as these great
 19 organizations. So, we're -- we're very -- we're
 20 very happy with those, and I'm -- I don't think
 21 I'm telling secrets, those are going to be back
 22 for this year again.

23 And one other point about this is that
 24 we do theme them. So, there's a STEM theme,
 25 there's a performing arts theme. And that really

8

1 allows us to offer activities to kids and have a
 2 bigger experience.

3 JASON STUEWE: Hi everyone, Jason
 4 Stuewe. Nice to see you this morning.

5 I'm happy to announce that this year we
 6 hired -- last year we hired 2,453 seasonal workers
 7 on part-time basis. That workforce, 82.5 percent
 8 of them were located within Milwaukee County and
 9 approximately 31 percent of them resided in the
 10 City of Milwaukee special impact zip codes.

11 Another key statistic in some of the --
 12 the demographics of -- of this workforce is that
 13 despite the fact that 50 -- over 50 percent of
 14 them are under the age 30, we saw significant
 15 growth in our 61 and older workforce as well. So,
 16 it truly is in employment opportunity for
 17 demographics in the City of Milwaukee.

18 We also saw over 40 percent of our
 19 workforce return, which speaks to some of the
 20 longevity and opportunities that we're able to
 21 provide for people returning to the workforce.

22 You can see that there's a large list of
 23 partners that we've worked with through different
 24 employment offerings and partnerships that we work
 25 with to keep up with different organizations.

9

1 But on the next slide, I -- I'd like to
 2 call attention to our renewed partnership with the
 3 Milwaukee County Community Reintegration Center.
 4 Our organization has a longstanding relationship
 5 with the Community Integration Center that
 6 unfortunately ended in 2019, and it took a little
 7 bit of extra effort for us to renew that
 8 relationship post-pandemic. But as a part of our
 9 renewed relationship, we were able to work with
 10 the CRC and Employ Milwaukee to hire eight
 11 residents. And after one of the residents was
 12 released, we were able to retain that resident so
 13 that that individual is an employee for the rest
 14 of the festival season.

15 We've already been in contact with the
 16 CRC and Employ Milwaukee and have a date set up
 17 where we're going to be visiting some residents on
 18 May 21st for some additional interviews and look
 19 to grow the program as we enter 2026 with a solid
 20 foundation from that program reintegrated from
 21 2025.

22 Additionally, we did host our first job
 23 fair on April 18th. We are actively hiring. And
 24 this is going to be a shameless plug, but we are
 25 looking for opportunities for people to come join

10 1 our team. So, as we're looking to grow that 2 workforce, you know, we're looking to hire over 3 2,000 employees. We are actively seeking people 4 that are interested in applying. And right now 5 we're looking for skilled forklift drivers, 6 landscapers, drivers, people with drivers license, 7 but additional security personnel, and grounds 8 cleanup crews are some areas of need right now. 9 And we're -- we're looking for some opportunities 10 for those individuals. So, if you have an 11 opportunity to share jobs.summerfest.com with any 12 of your groups or any of your contacts, we would 13 appreciate an opportunity to have those 14 individuals apply and offer them an opportunity to 15 work full duty. 16 TIMOTHY HOELTER: What are the ages that 17 you're looking for? I mean, I'm -- you know, at 18 the low end. 19 JASON STUEWE: 16. 20 TIMOTHY HOELTER: 16. Okay, thank you. 21 SARAH PANCHERI: And we're really proud 22 that that list of -- of employment partnerships 23 has grown. And that's where we're finding 24 success, is when we do get the word of mouth out 25 there so, truly. And, I know -- I think this	12 1 the volunteer staff that. So, again, this is all 2 a very important part of making a world-class 3 festival park as accessible as possible. 4 And then finally, we always want to 5 point out that with the attention that we put 6 forth towards the Northwestern Mutual Community 7 park to make it as accessible as it possibly can 8 be, unlimited place on the grounds and -- and 9 we -- again, these are just a message that we'll 10 continue repeating, because it helps drive more 11 interest and more use of the park. 12 So, you know, again, there is 13 partnerships. We -- we're thrilled to be able to 14 put up this list of partners from around 15 Milwaukee, some of which come back from Family Fun 16 Days to participate in Summerfest. And I'm sure 17 if we -- if we canvassed the cultural festivals, 18 this list would grow exponentially, but, you know, 19 thrilled that the festival, and Summerfest in 20 particular, provides an opportunity for other 21 organizations' message to get out to the community 22 and make sure that their services are being 23 promoted and that they're opportunities -- and a 24 lot of -- a lot of ways for kids, as you can see 25 here, for kids to be able to perform on the stages
11 1 meeting last year helped us reignite the CRC 2 relationship and really get that going again. So, 3 it really does matter. Thank you in advance for 4 your help there. 5 You know, you'll -- you'll see the word 6 "partnership" a lot through this presentation and 7 that's really because it does take so many of our 8 partners to make a successful season including on 9 the accessibility side. So, our -- our active ADA 10 task force, which includes a variety of different 11 organizations as you see here, we -- we bring that 12 group together in order to review any changes for 13 the season, make sure that we are doing everything 14 we can to make sure that the grounds are as 15 accessible as possible. So much so that we 16 continue to even elevate that message and seek 17 accessibility influencers to help spread the 18 message. So, really, we're -- we're really, 19 really proud of the work that the ADA task force 20 does. 21 And, again, I want to draw attention to 22 the fact that there is the respite center, which 23 is, if you know the grounds, located near the 24 Miller restrooms. And that is an opportunity for 25 those that may need a rest to -- to take it, and	13 1 is a very significant experience for those young 2 people. So, thrilled to -- to -- to present this 3 list. 4 So, as -- as everyone hopefully knows 5 that Summerfest is, we -- we sort of break the 6 industry standard in terms of how accessible the 7 festival is. If -- if you -- if you go around and 8 -- and study festivals, no one lets 20 percent of 9 their -- of their attendance in the gate through 10 partnering through a variety of different 11 community organizations. And our sponsors really 12 help us drive -- drive that activity. So, 20 13 percent of -- of the festival comes in via an 14 admission. 15 And then, as you can see, several of -- 16 of our days support, for example, Feeding America, 17 Northcott Neighborhood House is a great 18 partnership, with Northcott last year through our 19 efforts with celebrating on what they do on King 20 Drive, which is just a fabulous, fabulous 21 Juneteenth celebration as everyone knows, all the 22 way to, you know, Make a Child Smile Day, which is 23 partners with Next Door Foundation to collect 24 books. So, again, it was really, really proud of 25 this list and proud that our sponsors stand by to

14 1 help us make Summerfest affordable and accessible. 2 But we also, as we -- as we put these 3 presentations together and we reflect on the year, 4 we also are really proud that our partners stand 5 with us and allow us to generate and -- and donate 6 funds back to the community, including Let the 7 Music Play, which we'll talk about in a second, 8 but also the BMO small business spotlight. So, 9 that's an example of small businesses in this 10 case, although the legacy is continuing to grow, 11 they're growing very quickly. But that's an 12 example of an organization where BMO will -- will 13 help them access the festival with an opportunity 14 to vend and to -- to elevate their presence there 15 for it to do -- to drive their own business. So, 16 everything from small business to the ToolBank 17 Disaster Services, with -- with Generac First 18 Renaissance Theater Works. I'm -- I'm a 19 particular fan of -- of Girls Day at City Hall, 20 which we're proud to be a part of. 21 And so, we're really -- this speaks to 22 the amount of -- of resources we're able to 23 generate and put back into the community in 24 different ways. 25 Summerfest Tech. So, Summerfest Tech	15 1 celebrated its 9th year -- or, no, 8th year last 2 year, 9th year this year. Summerfest Tech 3 continues to be a free event which attracts 4 individuals from all over, really all over the 5 country, and -- and now 10 countries. Summerfest 6 Tech if you -- if you consider the way Summerfest 7 started as a means to elevate all the great things 8 that were taking place in Southeastern Wisconsin, 9 we fast forward that message 50 years and, you 10 know, as a community, as a business community, 11 tech is so prevalent. And so, as we continue to 12 find people throughout Milwaukee and Southeastern 13 Wisconsin that want to elevate what they're doing 14 around tech, Summerfest Tech would become a place 15 where they're able to do that. So, everything 16 from students all the way to investors and 17 everything in between. And we're really, really 18 pleased with the continued growth and interest in 19 Summerfest Tech. 20 I -- I may have told you this last year, 21 but I had my first experience two years ago where 22 -- where someone at Summerfest Tech said to me, 23 "Oh, there's a music festival, too?" Right? So, 24 I thought Summerfest Tech really made it when -- 25 when someone wasn't aware of Summerfest events but
--	---

16 1 they're aware of Summerfest Tech. So, we were 2 just -- we -- we continue -- and I think that the 3 opportunity is to really continue to engage all of 4 those that are working on tech across the 5 community, which we know is -- is significant. 6 Let the Music Play. This is our 7 signature grant program we support. And we see 8 great interest in supporting the -- the different, 9 you know, Milwaukee-based -- and it's -- it's 10 Milwaukee based, not -- not outside of 11 Milwaukee -- schools, sometimes also dance 12 companies. As you can see both of these in there 13 as well as any sort of arts program to support. 14 These are smaller grants that support everything 15 from sheet music to a specific kind of cultural 16 instrument. There's a high level of interest and 17 we continue to see great, great success with this. 18 In this case, we also invite some of the 19 groups to come and perform as part of -- of their 20 experience as a -- as a recipient of the grant. 21 Okay. Moving on outside of Summerfest 22 to some of the free events that we held last year, 23 Pulse, which is a health and wellness day, free at 24 the festival park where you can as -- as someone 25 interested in wherever your health journey takes	17 1 you, there's 50-plus activities that you can 2 experience as part of a free day at the festival 3 park, everything from -- you know, this is where 4 I'm going to demonstrate my lack of understanding 5 of all the different classes that there were, but 6 -- but hits to yoga to we also do some cooking 7 demonstrations. Really, it is similar to 8 Summerfest time because what we recognized was 9 when we put a call out -- and this is all done in 10 partnership with Aurora -- and we put a call out 11 to those interested in -- in health and wellness 12 and allowed the community to really help us curate 13 this, we found that there's a wide variety of 14 different people that want to do different things. 15 And so, this is continuing to be -- I think we 16 doubled -- it doubled the number of -- of 17 everything last year. And really -- and Dominique 18 Johnson, who had the -- the first Lady of 19 Wisconsin also does a class. And so, she's a -- 20 she's a great addition. We had an American Ninja 21 Warrior as well. So, it's really every -- every 22 type of fitness industry. We'll continue with 23 Pulse again this year. 24 And then as I mentioned earlier, the -- 25 the 150th anniversary of the Milwaukee Fire
---	---

18

1 Department celebrated that, had a great day, and
 2 actually the same day as Pulse on September 15th
 3 demonstrating that you are able to use the park to
 4 do different things at once.

5 So, in this case, it was a free really
 6 fun day for the community to watch the -- the fire
 7 folks compete against one another to do a tractor
 8 pull all the way to -- to fitness and health. So,
 9 really great celebration.

10 You know, we -- we -- the chief asked if
 11 we would be interested, and I said how, you know,
 12 how -- how can we help. And -- and this is where
 13 we ended up, it was a great day.

14 So, that concludes the community portion
 15 of -- of the presentation. Any questions I can
 16 answer? I know we went through that fairly
 17 quickly.

18 TIMOTHY HOELTER: I have a couple
 19 questions. You mentioned a number of free events,
 20 and I certainly have the impression that
 21 Summerfest is having more events, more free
 22 events, more public events than in prior years.
 23 Is there any -- can you compare, just off the top
 24 of your head maybe, with what, like, the number of
 25 free events this past year compares to prior

19

1 years?

2 SARAH PANCHERI: I think what happens is
 3 that we have -- it's a pretty even amount, but
 4 different opportunities come to us. So, I would
 5 say, you know, Summerfest Tech has been in place
 6 for eight years. We're continuing to grow that.
 7 There might be a couple free ancillary events.
 8 The -- the Pulse, Pulse started three years ago,
 9 we'll continue that. But events like the 150th
 10 anniversary of the fire department, that's where
 11 it comes and goes episodically. And we always
 12 seek to find a few of those that we can bring in.
 13 But, in general, yes, we are -- we are doing more
 14 free events, and in particular because of the
 15 children's park.

16 TIMOTHY HOELTER: Yeah, which is -- and
 17 relative to the children's park, you mentioned 154
 18 days open?

19 SARAH PANCHERI: Yes.

20 TIMOTHY HOELTER: That was for the
 21 Northwestern Mutual Childrens Park?

22 SARAH PANCHERI: Correct.

23 TIMOTHY HOELTER: Okay.

24 SARAH PANCHERI: Correct. I'm sorry,
 25 the park is open, the children's park. We --

20

1 given the safety of -- well, the safety of
 2 children, first and foremost, but also the surface
 3 of the playground, the slide, when it snows, it's
 4 -- it's really -- it's impossible -- Jason can
 5 share why -- but you can't access that area. So,
 6 when -- when the snow falls, we need to -- to
 7 close the park. And as well as the -- the water,
 8 you know, as -- you know, where the water is not
 9 available.

10 TIMOTHY HOELTER: All right. It's been
 11 pretty available recently.

12 Commissioners, any other questions or
 13 comments?

14 DIANE DIEL: Just one follow up to that.
 15 Is the 154 days inclusive of the days that various
 16 festivals are on?

17 SARAH PANCHERI: Outside.

18 DIANE DIEL: Completely outside of that.
 19 Great. Thank you.

20 SARAH PANCHERI: Yeah, and -- and the --
 21 it's -- again, the -- the weather will cause that
 22 to fluctuate. We -- I think we had a really warm
 23 March two years ago. And so, you know, we're
 24 pushing to open as soon as we can. There's
 25 nothing worse than families walking up and not

21

1 being able to access. There's like an
 2 unseasonably February day.

3 DIANE DIEL: Just had a lot of rain and
 4 -- yeah, record-breaking rain.

5 SARAH PANCHERI: Thank you.

6 TIMOTHY HOELTER: Thank you for that
 7 presentation.

8 WORLD FESTIVAL REP: So, each of you
 9 should have an audited financial statement program
 10 in front of you. I'm just going to highlight a
 11 couple of changes year over year.

12 So, turn to page 3, which is the
 13 Consolidated Statement of Financial Position.
 14 Cash and cash equivalents ended at 9.8 million and
 15 investments ended at 21.7. You'll see that jumped
 16 over the prior year, and that was primarily driven
 17 by content of sales for the 2026 season. That's
 18 primarily going to be some notable names such as
 19 Garth Brooks, Ed Sheeran, Post Malone. That's --
 20 also of note, like, that the funds will be taken
 21 during this time period should put into short-term
 22 fees up until the event happens, at which time we
 23 pay off.

24 Jumping down the page a little bit,
 25 property and equipment, we're showing a decrease,

22 1 which is primarily a full year of depreciation 2 expense. Operating lease right-of-use asset is 3 down a little over 1,000,000 primarily from 4 continued lease payments. Another jump year over 5 year was promises to give. That is primarily due 6 to renewed commitments for various sponsors and 7 donors. 8 Jumping to page 4 in the liability 9 section. Contract liability, you're going to see 10 that jump to 29.1 million at the end of '25. 11 Again, that's primarily related to the sales for 12 the '26 concerts, at which time we'll pay up the 13 artist in June. The operating lease liabilities 14 that are both the current portion of long-term 15 portion that you will see continued to go down as 16 we continue to work on these payments. 17 Bonds and notes payable is at 26.9 18 million versus 29.5, down 2.5 million with our 19 scheduled principal payments. 20 And then lastly, net assets with donor 21 restrictions, that is primarily related to the 22 renewed commitments of our various sponsors and 23 donors. 24 So, jumping to page 5, which is on the 25 statement of activities, total support revenue	24 1 with the SBE this year in '25 is 28 percent. 2 Jumping to the capital improvements. 3 Yeah, there's a capital improvement plan for 2026. 4 The majority of that is going to be participate 5 with zero capital lease -- leasehold improvements. 6 SARAH PANCHERI: There were no leasehold 7 improvements last year, just to correct the 8 capital perspective. 9 WORLD FESTIVAL REP: Moving on 10 sustainability efforts. In 2025, MWF is proud to 11 announce that we have successfully diverted 84 12 tons of materials from the landfill, cycled 84 13 tons of materials inside activities, which is a 14 number that we're very proud of. 15 Additionally, sustainability efforts 16 with the City Environmental Collaboration Office 17 included a reusable cup that as we look at 18 additional efforts to reduce landfill and -- and 19 come up with landfill diverging strategies, those 20 reusable cups were offered for patrons during 21 Summerfest where they were able to use that, they 22 purchased it for their first drink and then used 23 it for additional drinks. 24 And then I'll speak to the Quiet Water 25 Basin cleanup efforts on the sustainability
23 1 ended at \$71.8 million as compared to 65.8 million 2 in prior year. The great increase here is 3 primarily Summerfest, which is driven by an 4 increase in Summerfest attendance given the great 5 weather we had and the strong amphitheater sales 6 we had in '25. 7 Just to note a couple of the names we 8 had in the Amphitheater last year, Post Malone, 9 The Killers, The Lumineers. And then also in '24 10 of note was the year that we had a significant 11 rain. 12 Jumping down the page to total operating 13 expenses, we finished the year with 78.7 million 14 as compared to 77.7. Just breaking down that 15 number of where the increase came from that was 16 primarily driven by other events, which is 17 primarily driven by cost of operating in some of 18 the other events, which is kind of artist fees and 19 production costs. 20 I think that is all I have on the 21 financial statements. If there are any questions 22 on that, let me know. 23 Otherwise, for our SBE, Small Business 24 Enterprise program, so Jason had a list of all the 25 expense categories of where we could participate	25 1 efforts on the next slide, please, which kind of 2 speaks to our -- our -- our friends at Lakeshore 3 Park here, but Milwaukee World Festival not only 4 offers that the events in the community assets 5 that we have at Henry Meier Festival Park, but we 6 also get involved with the things that happen at 7 Lakeshore State Park. So, the -- the Wildflowers 8 event, the Milwaukee Waters Investigation event, 9 and the Dragon Boat Festival. All of those events 10 receive some level of support from Milwaukee World 11 Festival in terms of either sponsorship or assets 12 and -- and different contributions that our 13 organization makes to support those events. 14 But, additionally, with that photo, and 15 it speaks to a new effort that we have 16 coordination with the board and with the DNR, we 17 were able to get some divers into the Quiet Water 18 Basin between Henry Maier Festival Park and 19 Lakeshore State Park and partake in enhanced 20 cleanup efforts for anything that may be settled 21 at the bottom of the Quiet Water Basin. So, we're 22 working with that same organization again trying 23 to get those individuals back, and we're targeting 24 an early June date this year. I think the mid-May 25 date last year was a little bit brisk for them, so

26

1 we're trying to push it back a couple of weeks.
 2 But we're -- we're very proud of the efforts and
 3 the collaboration not only put forward by the DNR
 4 in achieving that -- those cleanup efforts last
 5 year.
 6 To that, the 2026 Event Calendar. As
 7 you see the events, May 3rd is going to be the --
 8 the first event where we're going to kick off the
 9 season with the MS Walk, leading into a very busy
 10 June, July, August, and then culminating with our
 11 final events and the -- through the weekend of
 12 October 10th. So, with that schedule at the end
 13 of this, we'll -- we'll -- we'll ask for approval
 14 on that schedule.
 15 And then the next slide speaks to our
 16 Public Access Calendar. So, we were able to open
 17 the Northwestern Mutual Community Park this year
 18 on March 8th, that was due to the delay of the
 19 snowfall that we received March 1st, but we were
 20 proud to be able to open that on March 8th.
 21 And then we envision opening the
 22 playground on various days throughout the -- the
 23 festival season where there aren't festivals going
 24 on and where there aren't set up activities taking
 25 place, where you can see the green squares

27

1 throughout the calendar. And we envision
 2 reopening the Lake Walk again in mid-October.
 3 Are there any questions on that?
 4 SARAH PANCHERI: Just hit the -- go
 5 back.
 6 So, one of the -- I just want to point
 7 out a couple of things that are taking place, and
 8 I know that that's impossible to read, but, you
 9 know, what we're particularly proud of is that
 10 there's a new food and wine event that's taking
 11 place. That's a brand new concept for the
 12 grounds, too. And that will take place on the --
 13 on the 19th. So, September 19th and 20th.
 14 So, as we think about ways to continue
 15 to use the grounds, what we call the shoulder
 16 season, so as we get past the prime, you know,
 17 summer season, September is a particularly
 18 exciting time, because while, we were very
 19 successful with Oktoberfest, we're going to host
 20 food and wine, and -- and that was born out of Wes
 21 Shaver, who is the head of PrideFest. So, we
 22 really are -- we're doing everything we can to
 23 continue to elevate the use of the park with --
 24 with existing partners that we know are going to
 25 do great things. So, I just wanted to point that

28

1 out that it does represent the continued growth.
 2 And -- and so I believe we need to
 3 request approval.
 4 WORLD FESTIVAL REP: So, we're -- we're
 5 at the point where we'd like to request approval
 6 on the calendar, and if there's any questions for
 7 me.
 8 KATHLEEN SMITH: I'll make a motion that
 9 approve the calendar.
 10 DIANE DIEL: Now that my comrades are --
 11 I'll second that.
 12 TIMOTHY HOELTER: Okay. All right.
 13 Open for discussion. Commissioners, any
 14 questions, our virtual commissioners or those
 15 present? Apparently none.
 16 UNKNOWN SPEAKER: I was going to say,
 17 Craig's box was lighting up like he was trying to
 18 say something, I don't know.
 19 CRAIG MASTANTUONO: No, this is Craig.
 20 No.
 21 TIMOTHY HOELTER: All right.
 22 All in favor.
 23 ALL COMMISSIONERS: Aye.
 24 TIMOTHY HOELTER: Okay. Thank you.
 25 So, was I -- maybe I misunderstood, but

29

1 this capital, you have no leasehold improvements,
 2 so there will be no capital improvements to
 3 approve. Okay.
 4 Thank you very much for the very nice
 5 presentation, and best of luck for the entire
 6 festival season. We look forward to it.
 7 KATHLEEN SMITH: Great lineup coming up.
 8 SARAH PANCHERI: And before I go, I'd
 9 just like to say thank you to Tim for your time,
 10 very grateful for that. And I know that I will
 11 see you because you're a -- you're a frequent
 12 attendee.
 13 TIMOTHY HOELTER: Thank you.
 14 BENJAMIN TIMM: Yeah, I'll do the -- sit
 15 up here, if that's okay.
 16 So, one of our tenants is the US Navy.
 17 They've been a tenant for a long time, and their
 18 current lease extends potentially through 2038.
 19 And so, we do annual renewals of the lease. This
 20 is a modification to the existing lease,
 21 essentially a renewal. It's a little bit behind
 22 because apparently they had some staffing issues
 23 and turnover with the Navy, so it didn't get
 24 approved or it didn't get submitted on time. So,
 25 this -- they're -- they're catching up right now.

30

1 So, this is a formal -- formality and no changes
2 to the lease itself. And then we'll see this
3 again in probably two months or three months, so.
4 KATHLEEN SMITH: So, we don't need any
5 action on that?
6 TIMOTHY HOELTER: No, we've agreed to
7 approve the modification.
8 KATHLEEN SMITH: I'll make a motion.
9 DIANE DIEL: I'll second that motion.
10 TIMOTHY HOELTER: Any any comments or
11 questions? Hearing none, all in favor.
12 ALL COMMISSIONERS: Aye.
13 TIMOTHY HOELTER: The next item on the
14 agenda is the amendments to Harbor Commission
15 bylaws. A number of months ago Benji, Diane, and
16 I met, and one of the things that we looked at was
17 bylaws, and we realized that it was time for a
18 really kind of refresh to primarily clean up some
19 mistakes or -- or provisions that Diane so aptly
20 described in the covering memo that was shared
21 with everyone on, like, for example, "Vice
22 President" doesn't have a hyphen, things like
23 that; we're Port Milwaukee, not Port of Milwaukee.
24 So, that was all done.
25 But at the same time, we all take a look

31

1 at the several standing committees we have, both
2 finance and personnel as well as economic
3 development and marketing. We made a couple
4 changes back and forth between the
5 responsibilities listed for those committees to
6 reflect what we actually do. So, I think those
7 were adequately described by Diane and I.
8 I want to also thank her for putting
9 everything together in a format that -- where you
10 could see what the actual changes were and
11 deletions and additions to what we've been working
12 with over the years.
13 The other thing, too, is you'll notice
14 that the bylaws used to say that we had to elect
15 officers in May, but May of -- I think it was like
16 May 1st, something like that. We've never had a
17 meeting in, my knowledge -- to my knowledge, on
18 May 1st, and we never ever elected anyone in May.
19 So, let's get with the real world and update that,
20 and that's what we did.
21 So, I'd like to see if anyone has
22 questions with what was presented in terms of the
23 amendments to the bylaws.
24 KATHLEEN SMITH: I think they're very
25 general, done very well.

32

1 TIMOTHY HOELTER: Thank you.
2 Hearing none --
3 DIANNE DIEL: I will move to approve the
4 amendments to the bylaws.
5 TIMOTHY HOELTER: Not used to that.
6 All right. No further questions.
7 All in favor of approving the
8 amendments.
9 ALL COMMISSIONERS: Aye.
10 TIMOTHY HOELTER: Very good. Yeah.
11 And, again, thank you, Diane, and thank you for
12 your help.
13 All right. We now move on to
14 informational updates.
15 Korey.
16 KOREY GARCEAU: Good morning.
17 KATHLEEN SMITH: Good morning.
18 KOREY GARCEAU: So, if you recall at the
19 last BHC meeting, I was asked to prepare and
20 present a more in-depth update of the foreign
21 trade zone and provide an analysis, a
22 year-over-year analysis. And I thought I would
23 start with an overview again for everybody's
24 familiarization of what is the foreign trade zone
25 and how do businesses use it.

33

1 So, starting out, the foreign trade zone
2 program, or a foreign trade zone rather, is a
3 federally designated zone where commercial
4 merchandise receives the same customs treatment as
5 if it was outside of the United States. And this
6 really helps to control the cost of goods. The
7 program was established by the Foreign Trade Zone
8 Act of 1934. So, it was enacted by Congress and
9 it was created to encourage US-based
10 manufacturing, international trade, local economic
11 development, and stimulate job creation.
12 At this time, there are roughly 200
13 foreign trade zones spread throughout the United
14 States and Puerto Rico.
15 So, there are a number of activities
16 that can be done in a foreign trade zone, really
17 broken down into two categories, those being
18 warehousing and manufacturing. These range from
19 assembly, packaging, kitting, testing, down to
20 storage and repair, moving into production.
21 And it's important to note that in the
22 scope of the foreign trade zone, production is
23 considered to be any activity that results in a
24 substantial transformation to a product or a
25 change in customs classification, known as the HTS

34

1 codes. One thing you can't do in a foreign trade
2 zone is retail trade, so stores cannot be foreign
3 trade zones.

4 And now we know all the activities that
5 happen in a -- in an FTZ. There are a number of
6 benefits as to why businesses use this program,
7 starting out with duty deferral. So, rather than
8 paying duty or tariffs when products are brought
9 into a foreign trade zone, they're not paid until
10 those goods are moved out of a foreign trade zone.
11 And they can be stored in an FTZ for an indefinite
12 amount of time. There are streamlined processes
13 of reporting entries to Customs and Border
14 Protection, and this stems from a weekly entry
15 program. So, instead of businesses having to file
16 a report every single shipment that comes in,
17 maybe they have multiple, they can consolidate
18 those all down into one entry to CBP per week.
19 And this helps to save on merchandise processing
20 fees as they do have to pay a fee every time they
21 submit an entry to customs.

22 There are no quotas on goods in a
23 foreign trade zone. There's no duty on exhibition
24 merchandise. And then the big three are inverted
25 duty savings, no duty on re-exports, and no duty

35

1 on scrap. The final two kind of speak for
2 themselves. But inverted duty savings, what that
3 is, if a manufacturer is bringing in multiple
4 components that goes into a finished product,
5 without a foreign trade, they're paying the duty
6 on all the components, because it's when they come
7 into the United States. With a foreign trade
8 zone, they only have to pay duty on the finished
9 product as opposed to all those individual
10 components. So, there could be a real cost saving
11 there if those components have a higher duty rate
12 than what the finished product is.

13 Now moving into the year-over-year
14 update. We're currently sitting at 11 approved
15 and 7 active operators. Again, approved means
16 that they have received the authorization to
17 operate as a foreign trade zone from the FTC
18 board, and active means is that they have approval
19 from Customs and Border Protection to actually
20 utilize that facility and are under active foreign
21 trade zone status.

22 In 2024, there were 2,732 jobs supported
23 by FTZ 41, whereas in 2025 there was a reduction
24 down to 2,504 jobs. I'll note that only active
25 operators are compiled into the total jobs, that's

36

1 how they're calculated by the Foreign Trade Zone
2 Board, so that's what I'm reporting here.

3 The next major metric that we track and
4 have to report to the FTZ Board is total value of
5 shipments, including merchandise, value added,
6 labor, profit, and overhead. So, this we saw a
7 significant increase year over year. In 2024 the
8 total value of shipments was 3.8 billion, and this
9 last year it was up to 4.9 billion. So, a
10 significant increase in the -- the value of goods
11 moving throughout FTZ 41 in those seven active
12 operations.

13 Now more of a behind-the-scenes, if you
14 will, breakdown as to what we're seeing on our
15 side as the grantees of Foreign Trade Zone 41.
16 Looking at inquiries first, in 2024, we had less
17 than five, pretty quiet. In 2025, with the
18 evolving trade landscape, we had 25 solid
19 inquiries, so a significant increase in attention
20 to this program.

21 On the application side, 2024, only one
22 applicant. And in '25, seven applications.
23 Approvals pretty much reflect the same, one
24 approval, and five approvals in 2025. And then
25 for activations, we had none in '24, but two in

37

1 '25.

2 And I will note that there are
3 additional applications and approvals pending at
4 this time. So, there are still more businesses in
5 the pipeline that have started their journey to
6 utilizing FTZ 41.

7 And that's the end of my slides for this
8 update.

9 BENJAMIN TIMM: Korey, would you -- do
10 you want to speak to the investment that a foreign
11 trade zone applicant has to make in their facility
12 or in the process?

13 KOREY GARCEAU: Sure.

14 BENJAMIN TIMM: Like, it's not -- it's
15 something that they have to think about.

16 KOREY GARCEAU: And -- yeah. So, as
17 part of getting certified or approved to be a
18 foreign trade zone, oftentimes companies need to
19 make significant investments into their security
20 systems and into their inventory management
21 systems. So, Customs comes in and does a thorough
22 security walkthrough, writes a list of what needs
23 to be upgraded, whether that is improved fencing,
24 more security cameras. Background checks are
25 required on all employees in that facility,

38

1 because it's considered outside US territory. So,
2 depending on how many updates they need to make,
3 that is an upfront investment.

4 Other times, businesses will use
5 consultants to help expedite the application
6 process. And then there are some annual fees that
7 are charged by Foreign Trade Zone 41 to operate in
8 our in a -- our zone.

9 So, it varies by the business in which
10 are more suited for it already. But there are
11 some upfront investments that sometimes can be a
12 barrier. But we try to make that very clear to
13 businesses when they contact us.

14 KATHLEEN SMITH: Is there a number,
15 about how much money, and how much --

16 KOREY GARCEAU: No, because it's so
17 variable.

18 KATHLEEN SMITH: Okay.

19 TIMOTHY HOELTER: So, what are our
20 responsibilities as an FTZ? We're reporting to
21 the customs or --

22 KOREY GARCEAU: So, we report our
23 overall data. So, we collect all the data from
24 all the operators in FTZ 41 and report that
25 annually to the Foreign Trade Zone Board based in

39

1 Washington DC. The Foreign Trade Zone Board is
2 headed by the Secretaries of Commerce and the
3 Treasury.

4 So, on top of those responsibilities,
5 we're also in charge of marketing our zone
6 throughout our designated region. We service the
7 12 counties in Southeast Wisconsin. And then we
8 also really serve as a point of contact for
9 businesses looking to get the contacts of customs,
10 get the contacts of, you know, potential
11 consultants. So, we -- what we do not do is get
12 into the granular data and day-to-day operations
13 for these businesses, we leave that up to them and
14 their staff.

15 TIMOTHY HOELTER: And just -- but as to
16 the granular operation how about as far as
17 compliance with FTZ requirements? Because you
18 mentioned, you know, fencing and security
19 background checks, all of which is to prevent --
20 well, coming and going, let's say, right, product
21 that's brought in and other products, do we have
22 any responsibilities as for the port for
23 monitoring any of that?

24 KOREY GARCEAU: The quick answer is no.
25 That is up to Customs and Border Protection to

40

1 inspect regularly and make sure that those are up
2 to date. We can advise. I advise companies as to
3 what the likely requirements will be, but
4 ultimately they need to work with customs directly
5 to be in compliance.

6 TIMOTHY HOELTER: Okay. That's -- I
7 just wanted to make sure, you know, we didn't have
8 a potential liability --

9 KOREY GARCEAU: No.

10 TIMOTHY HOELTER: -- you know, in that
11 regard.

12 And I'm assuming we visited each of
13 these companies where we have it, when they are
14 set up?

15 KOREY GARCEAU: Not always. It would be
16 nice to get more visits set up with the operators.
17 We do try to facilitate visits from time to time,
18 but it depends. Sometimes the folks that we're
19 working with are based around the country or
20 internationally as they set up their operation
21 here in Wisconsin.

22 TIMOTHY HOELTER: Okay. Any -- anything
23 further?

24 KOREY GARCEAU: No. I'll have more to
25 share in my regular programming.

41

1 TIMOTHY HOELTER: Okay. Any questions
2 from commissioners?

3 Thank you.

4 CRAIG MASTANTUONO: Mr. President, this
5 is Craig, did you see my message in the chat?

6 TIMOTHY HOELTER: I did not.

7 CRAIG MASTANTUONO: So, I just requested
8 to be allowed to leave the meeting if this
9 concludes the action items, and if it would not
10 take us out of the quorum, so that I can return to
11 the work conference I'm at Madison.

12 TIMOTHY HOELTER: Oh, of course. Yeah,
13 we're -- we're -- we're done with all the action
14 items. Thank you.

15 CRAIG MASTANTUONO: Thank you very much.
16 Okay. And congratulations on a great run, Tim.

17 TIMOTHY HOELTER: Thank you. This isn't
18 the end, you'll see me in June.

19 Maria.

20 MARIA CARTIER: Good morning, everyone.
21 So, as is common practice in April, we
22 launched our -- our annual report. So, here is
23 the 2025 annual report.

24 TIMOTHY HOELTER: Thank you.

25 MARIA CARTIER: The theme for -- the

42

1 theme for 2025 was "built for what's ahead," and
2 it really is, I think, reflective of all that
3 happened last year. It was about change, a lot of
4 uncertainty and volatility in the tariff and trade
5 environment, change in leadership. And really
6 through all of that, I think we proved to be very
7 resilient.

8 I want to thank Korey and Matt for their
9 great drone work and imagery, so all that imagery
10 in here is our own.

11 As is typical, we have reporting of key
12 data from foreign trade zone. Korey shared our
13 revenues and expenses, number of vessels. But
14 highlighting investments, so investments in
15 maintenance and upgrades to infrastructure with
16 obviously the -- the DeLong. These two expansion
17 and cruise dock investments that we made,
18 highlighting all the connections. The last -- we
19 started two years ago we started tracking the
20 number of people that we did Port 101s with, tours
21 with, and it was over 1,300 connections, if you
22 will, with both the education space, the business
23 community, associations and governments, did some
24 highlights of that.

25 And then people, we had some changes in

43

1 people, both on the board and in leadership and
2 personnel, so highlighted that. And also wanted
3 to show some of the things that staff is doing for
4 continuing education and advancement, so that's
5 highlighted in here. And, of course, the pictures
6 quality improvement.

7 So, we will be -- this will go live on
8 the website following this meeting. We'll be
9 promoting it on social media. We have a key
10 contact list, some that we send a hard copy, but a
11 pretty broad-based digital distribution of the
12 report. And then we'll -- we'll take elements of
13 it and promote it on social media so we can do
14 that for the next couple months.

15 TIMOTHY HOELTER: We have friends from
16 Lakeshore State Park.

17 SUE FRAUTSCHI: I'm Sue Frautschi, and
18 this is Mary Jo Laden, and we appreciate the
19 opportunity to present to the harbor
20 commissioners. And I -- we've done this, I -- I
21 can't remember how many years ago, but I remember
22 being in this room and presenting. And since
23 then, we've really re-addressed some of the
24 situations that, well, inflation has -- has
25 created for our original design. And we went back

44

1 to Kubala Washatko, and they came up with what we
2 think is just a terrific design.

3 You can see -- I have other visuals, but
4 in this one, you can see the solar overhang. You
5 cannot see the green roof, some others you'll be
6 able to see that. But this is located at the
7 highest point in the park. It's tucked into the
8 mound that's in the back of it. And so, it really
9 is inconspicuous compared to the other version.

10 And it's addressing some problems that people had
11 with, you know, this natural environment with all
12 the prairies. And they -- they didn't want it --
13 they didn't want to ruin that. So, this addresses
14 that. It also reduces the price from 10 million
15 to 5 million -- back to 5 million. And we are
16 actively fundraising at this point to reach that 5
17 million so we can -- we can construct this, we
18 hope, in 2027.

19 So, Mary Jo can talk a little bit about
20 we're at the -- well, the campaign itself.

21 So, we have been actively working over
22 the last 18 months to raise the \$5 million that we
23 need. The -- that total includes two things.
24 It's \$5 million per 2,500 square-foot building,
25 people are like, well -- however, we are building

45

1 on an island, essentially, without current access
2 to water or sewer. And so, about \$450,000 of that
3 cost is purely to get water and sewer to the
4 island. It is already plumbed up until the end of
5 Milwaukee World Festival grounds. We need to dig
6 under the -- the lagoon and come up on the other
7 side to -- to provide those amenities.

8 In addition to that, the state, the DNR
9 requires us to include in that our amount 10
10 percent for endowment, so that we can make sure
11 that the building is always well cared for. And
12 that's something that not only do we fully support
13 but we hope to grow, to make sure that that is
14 always a facility that is welcoming to people and
15 it is also the kind of facility we want on our
16 lakefront as ships and other things enter our
17 port. So, we're -- we're looking at it as a way
18 to welcome people from our city and to our city.

19 Can we have the next slide? There we
20 go.

21 So, you can see now what it might look
22 like from this angle with the overhang. That is
23 some -- those are solar panels, and then the very
24 top is a green roof. And it really blends into
25 that mound in the background.

46

1 So, that 2,500 square-feet is going to
 2 give us the classroom space that we need, it is
 3 going to give the shelter that -- we can talk
 4 about that in a minute, but bathrooms and showers
 5 and an administrative office. So, it's, I think,
 6 a very well-designed facility that will give us
 7 the amenities that we would -- you know, we've
 8 planned all along. Since 2007, this is in the
 9 master plan, but we just haven't been able to get
 10 the funding to make it happen.

11 We are going to be giving this to the
 12 DNR once we raise the funds and build it, which a
 13 lot of other state parks have done. Right now
 14 they have a \$1 billion worth of deferred
 15 maintenance, so they are not able to do anything
 16 that's new in the parks. And they are fully in
 17 support of what we're doing, and -- and they're,
 18 you know, helping us with the planning. And we
 19 are right now in the fundraising, we are at --
 20 I -- well, we actually just had some money come
 21 in. So, I think we're at about \$1.8 million
 22 raised. And we have foundations, we have
 23 corporations, and individuals who comprise of that
 24 funding. And we have more promised to us.

25 MMSD is particularly interested in

47

1 creating an interpretive design to showcase, you
 2 know, what the park is, how it is, you know, part
 3 of a large recycling -- recycling effort to take
 4 the deep tunnel product or refuge or, whatever you
 5 want to call it, rubble and then create this
 6 wonderful park.

7 And then we will be teaching -- I mean,
 8 we are teaching in our educational programming all
 9 of that important environmental consideration that
 10 people need and the development. And so, it's --
 11 I think we have over 100 different programs that
 12 we educate. Educate mostly MPS students, but also
 13 adults and families at the park. You can see the
 14 environmentally friendly things that we're doing
 15 in windows, native landscaping, permeable pavers,
 16 I -- I mentioned the solar panels and -- and so,
 17 we -- we're very -- we're looking forward to
 18 activating this park the way it was always meant
 19 to be activated.

20 Can I have the next slide, please?

21 So, you know, these are just some --
 22 some photos. One of them is -- or maybe I'll --
 23 no, not all three, but we have some really
 24 important events at the park, one of which is the
 25 Milwaukee Waters Investigation, which the schools

48

1 that participate -- how many -- do you remember
 2 how many schools?

3 MARY JO LADEN: There are eight schools,
 4 and they think about 350 kids that will be down at
 5 the park on May 12th to the culmination of a
 6 semester-long experience in the classroom. So,
 7 for the end, they come down and do a hands-on
 8 water investigations. So, they do everything from
 9 water testing to proper water quality, they
 10 examine creatures in the water, we do water
 11 safety. So, teaching them about water safety.
 12 There's eight different stations that they rotate.
 13 And just -- you're all welcome, it's a fun day
 14 down there.

15 SARAH FRAUTSCHI: It's a fun day. Yeah.
 16 The mayor comes down.

17 MARY JO LADEN: It's amazing how many
 18 kids have never seen the lake. Yeah, that's
 19 actually what's always most striking to me.

20 SARAH FRAUTSCHI: And two years ago, we
 21 did not have shelter, just -- still don't have
 22 shelter, but two years ago it had to be cancelled
 23 after a while, I don't know, six -- four months of
 24 preparation for these school kids. They're really
 25 excited, they come to the park, do their

49

1 experiments, learn, you know, more about the water
 2 and the environment, and we had to cancel it
 3 because we had rain, a thunderstorm rolled
 4 through. Yeah. And that's what happens if
 5 there's a thunderstorm or, you know, potty break
 6 or whatever, the educational opportunities are
 7 just lost. So, we love to have that figured out
 8 with the new building so.

9 MARY JO LADEN: Yeah. Well, I just want
 10 to add the park, we have over 450,000 visitors a
 11 year, which I think most people don't realize how
 12 many people are actually using the park, and it --
 13 it's free. And, you know, we would love to make
 14 this -- this happen for our community and for
 15 people who visit our community.

16 SARAH FRAUTSCHI: Yeah. And we would
 17 welcome any suggestions, any tips. We -- we will
 18 do the ask, however we need the connections. So,
 19 if any of you are interested in helping us out in
 20 that way, we certainly would appreciate it.

21 We're having an event coming up in the
 22 couture. It's Chef Adam Pollack who's going to
 23 provide the food, and I am going to put -- be
 24 putting stakes in the park so that you can see on
 25 the tour where the site is. Yeah, and we've

50

1 got -- we can leave more of those, but, yeah.

2 Yeah. So, if -- if you're interested in

3 coming, we'd love to have you, just let us know

4 and -- and I guess I'm open for questions. We're

5 open for questions.

6 TIMOTHY HOELTER: Any questions or

7 comments?

8 Well, I -- what struck me, and I think

9 you chose the perfect word, "activation." In my

10 own personal experience in biking there and just

11 enjoying Lakeshore State Park, the fact that there

12 will be restroom facilities will, I believe, bring

13 more people down once they discover it, and

14 linger. And it's all consistent with what the

15 board likes to do, and that's to make the

16 lakefront accessible.

17 So, I do, just personally speaking, like

18 the low profile, follow the Washatko design. I --

19 I think it's in keeping and it's not intrusive,

20 but it's going to be a very important amenity.

21 The -- the showers and such, that is for

22 occasional boaters or public?

23 SARAH FRAUTSCHI: Yes. So, they will be

24 locked, I mean, it's not going to be fully

25 accessible.

51

1 TIMOTHY HOELTER: Okay. But -- but I

2 it's a great effort, wish you tremendous success

3 in completing the fundraising cause. It's going

4 to really make the park even better than it is

5 now.

6 Okay. Well, thank you both.

7 Sarah FRAUTSCHI: Thank you for the

8 opportunity.

9 And I do have more flyers for our

10 events. I'll just leave some on the table here

11 for you.

12 BENJAMIN TIMM: So, if you want to leave

13 some on the table in the front right when you came

14 in, in the lobby, there's some other brochures out

15 there as well. So, thank you.

16 TIMOTHY HOELTER: Thank you.

17 Good morning, Madison.

18 MADISON BECK: Good morning. All right,

19 let's get started.

20 So, public relations, we've had a lot of

21 stories since we last met. We did an exclusive

22 story with TMJ4 on the winter layup. So, the

23 reporter went aboard the Integrity, and he

24 interviewed a few workers and engineers, and he

25 did an exclusive on it and a reel for social

52

1 media, too. I think it turned out to be a really

2 great story, and I think it broke down what, like,

3 a winter layup is. I don't think the public

4 really knows that that's going on in the winter.

5 So, I think it is really great coverage, and he's

6 -- he's just, like, a fun reporter. So, he did

7 it, like, in a fun way.

8 And then Urban Milwaukee also did a

9 great story on our winter layup, so I'm hoping we

10 can do that again next winter.

11 I issued a press release on Fox 6

12 Milwaukee welcoming our first vessel of the 2026

13 international season. We also issued a press

14 release on our positive cargo growth in 2025,

15 which was covered, as you can see.

16 Soybean farmer leaders were at Milwaukee

17 on March 31st to present a ceremonial check of

18 \$200,000 for Phase II of the Agriculture

19 Management Export facility. And that was picked

20 up by several outlets. And then Urban Milwaukee

21 also did a nice story on our upcoming

22 record-breaking cruise season, which kicks off

23 today, which I'll get into soon.

24 Benji did an interview with Brews and

25 Blueprints, which is a podcast by the Daily

53

1 Reporter, about his job at -- what all the

2 projects he was involved in at DCD. But then also

3 what he's doing now at the port. I think it

4 showed Benji brings a lot to the table. I thought

5 that was a great -- great podcast.

6 We also did exclusive interviews with

7 Milwaukee Journal Sentinel and BIZ Times about the

8 cruise season and Benji's role.

9 And then yesterday, Benji did interviews

10 with WTMJ Radio and WISN12 to promote our cruising

11 kick off today.

12 Social media. We've been very busy on

13 social media by sharing all the press we did up to

14 now, but then also sharing updates on the South

15 Shore cruise dock, some salt arrivals, updates of

16 vessels departing Milwaukee, and then our first

17 international ship arriving.

18 Now we'll get into the cruise ships. On

19 Friday, I issued a press release announcing the

20 season was kicking off. And then that also

21 started our -- oh, and the press release also

22 announced the press conference that we'll be

23 having today at 1:00, which I'll talk about soon.

24 And then our social media campaign also kicked

25 off.

54

1 So, here's just a little overview of
2 what we've been sharing. So, every day for the
3 last week we've been sharing posts like this, just
4 different things that, you know, highlight our
5 cruise season. And then at the bottom of each
6 post there is a little cruise tracker, and you can
7 see the ship getting closer and closer. Yeah,
8 that's good.

9 Okay. Then the next slide.

10 Here's just some more posts. And then,
11 of course, the public viewing sites, because
12 that's our number one question. And I have been
13 getting better at responding to people on Facebook
14 comments, because they have a lot of questions
15 about "where we can go, where can I track this,"
16 even though I put this in the caption. So, I want
17 to get back to them.

18 And then also Milwaukee, Visit Milwaukee
19 has been doing collaboration posts with us. So,
20 it's also being shared on their pages, which is
21 really great, especially for Instagram because
22 it's still like our baby account that we're trying
23 to grow.

24 So then today, the picture on the right,
25 included the campaign. And then the ship is set

55

1 to arrive at 10:00 a.m., so very soon, at City
2 Heavy Lift Dock. So, the media will be granted
3 access to the dock between 11:30 and 12:30. They
4 can come in and get their pictures of the ship
5 arriving. And then at 1:00 p.m., we'll have our
6 press conference at the Harbor View Plaza, which
7 is a new location for us, and they'll have a great
8 view of the ship. So, I hope everyone comes by.

9 And then our speakers include Benji, our
10 Port Director, our Alder Harbor Commissioner
11 Pratt, and then visit Milwaukee President and CEO,
12 and then Travel Wisconsin.

13 Do you have any questions?

14 TIMOTHY HOELTER: Harbor View Plaza,
15 1:00 p.m.

16 MADISON BECK: Yep.

17 TIMOTHY HOELTER: All commissioners are
18 welcome and invited.

19 MADISON BECK: Yep.

20 TIMOTHY HOELTER: The question I would
21 have, and I apologize if -- if I somehow missed
22 it, but the press releases we send out on behalf
23 of the port, do each of the commissioners
24 automatically get a copy of them?

25 MADISON BECK: I did send this one to

56

1 you guys.

2 KATHLEEN SMITH: I've seen them.

3 TIMOTHY HOELTER: Yeah. Okay. Just --
4 yeah, there's -- as a matter of common practice
5 then, I'm glad to hear that.

6 And if there are any, like, other events
7 or articles to draw our attention to that are
8 outside of our own media resources, you know, let
9 us know, because I think you're doing an excellent
10 job promoting it, you know. What I saw here is
11 very informative. Thank you.

12 MADISON BECK: Thank you.

13 MARIA CARTIER: Okay. Hello, again.

14 Start with the tonnage report. So,
15 looking through Q1, we are ahead 160 percent over
16 last year, and this looks like a really strong
17 number, which it is, but it is really more -- more
18 average for the first quarter of the year. You'll
19 recall last year during the first quarter we had
20 very low amounts of salt that came in, and we
21 didn't have any liquid bulk because the -- there
22 was equipment failure, so they couldn't get any --
23 any commodities out to us, which we normally get.

24 Salt was very strong, as was cement.

25 And, again, more what we would see in a normal

57

1 season.

2 The Saint Lawrence Seaway opened March
3 22nd, and we got our first international vessel on
4 the 3rd and that was the Federal Niagara, which is
5 a Fednav vessel, which is the vessel line that has
6 the regular liner service between Antwerp,
7 Belgium, and the Great Lakes. That vessel arrived
8 at our Logistec Terminal. We recognized the event
9 by giving the captain a plaque and a few Milwaukee
10 gifts.

11 Korey represented the port, and you saw
12 that in Madison's social media. We've promoted
13 that via social media.

14 The April schedule is quite full. I
15 don't know if you saw when you came in, we have
16 a -- we have a vessel loading at DeLong, we have a
17 vessel unloading at Logistec, and there's one
18 waiting to come in. So, we're off to a good start
19 with this season, hopefully that will continue.

20 Next slide.

21 It's been pretty active the last few
22 months with outreach and engagement with a variety
23 of meetings with various stakeholders and
24 partners. We met with the US Army Corps of
25 Engineers. A group of us went over to the Coast

58

1 Guard and met with the relatively new captain and
 2 her team. We've met with the Wisconsin Department
 3 of Transportation.
 4 The state had its delegation come from
 5 Ireland, and they and some of the State Assembly
 6 members came to the port. We did a Part 101, did
 7 some general business discussions creating
 8 awareness.
 9 We had our annual Milwaukee Cruise
 10 Collaborative meeting.
 11 The largest importer of steel into our
 12 port is TATA Steel and we met with their
 13 representatives as well just talking about the
 14 upcoming season, growth opportunities, also
 15 opportunity for additional storage, which they're
 16 -- they're looking for.
 17 So, just how we position ourselves for
 18 the year and -- and volume compared to last.
 19 TIMOTHY HOELTER: Does that have the
 20 forecast volume compared to --
 21 MARIA CARTIER: Their forecast was down
 22 10 percent compared to other ports. Other ports
 23 in the Great Lakes were down, too.
 24 TIMOTHY HOELTER: So, relatively good.
 25 BENJAMIN TIMM: Did you want to mention

59

1 limestone?
 2 MARIA CARTIER: It's just last year
 3 there was a big -- they brought in a lot of
 4 inventory ahead of the steel, you know, ahead of
 5 the tariffs, and just the general trade
 6 environment. We are a major distribution hub for
 7 them, and that's why they're being conservative
 8 and saying that we shouldn't bring in too much.
 9 The Soy Transportation Coalition, which
 10 is a coalition group of farmers focused on
 11 soybeans. Madison mentioned it in her
 12 presentation that that group committed \$200,000 to
 13 DeLong for their expansion project. So, just
 14 reflective of how important soy farmers view that
 15 facility, especially since the close a couple
 16 years ago. And so, they hosted an event, they
 17 brought members of their board and some other key
 18 industry stakeholders, the secretary, as well as
 19 folks from WC and others. We did a tour over at
 20 DeLong to see the -- the new silos and talk about
 21 that and that opportunity. And then they came
 22 here and did a ceremonial presentation of the
 23 check.
 24 TIMOTHY HOELTER: That's very
 25 encouraging, and DeLong continues to exceed its

60

1 own expectations, so it seems, yeah.
 2 MARIA CARTIER: Yeah, they have their
 3 first ship loading, and there's a couple more.
 4 So, the US Identity Preserve Alliance,
 5 which previously was the Specialty Soy and Grain
 6 Alliance held their annual meeting,
 7 transportation, which is -- is focused on
 8 agriculture, soy industry. And -- and Korey went
 9 representing us at that meeting.
 10 Logistec, our international stevedore,
 11 held two meetings that they utilized our
 12 facilities here for. One was they brought in
 13 their stevedores for meetings and trainings. And
 14 then they did a safety week where they brought in
 15 the ILA members. They invited any of our
 16 operations team to come with them, and they had a
 17 safety training week. They did -- they were
 18 planning on doing a man overboard exercise, and
 19 they did. They were actually, they partnered with
 20 the local fire department. They wanted to have
 21 someone in the water, but it was a really windy --
 22 really windy day, very high waves. So, they
 23 simulated with tossing the ring. They brought in
 24 speakers. So, safety is very important for them
 25 and that was a great week. And as I mentioned,

61

1 some of our team participated in that.
 2 I mentioned the DeLong event that had
 3 the ceremonial check presentation.
 4 We held -- held our spring commercial
 5 tenant meeting where all of the departments gave
 6 updates, and just opened it up to questions and
 7 discussion.
 8 And then the Inland River Ports and
 9 Terminals Association, the group that looks to
 10 load and create awareness of trade on the inland
 11 rivers and the river system, which we are member
 12 of. They have different basins, and we're in
 13 their Great Lakes Basin, and they held their
 14 annual meeting here.
 15 TIMOTHY HOELTER: So, the dock that
 16 closed, is there are any activity there at all?
 17 MARIA CARTIER: Well, Ozinga purchased
 18 the facility. Probably a year or so ago, Jackie
 19 and I went over there and met with them. They --
 20 they are going to use that as a hub for Wisconsin.
 21 They -- they were doing some local deliveries.
 22 They've invested, I think they said, seven figures
 23 in upgrading the rail. They do have plans -- now
 24 this was a year ago, I don't know what has
 25 changed -- but to tear down some of the older

62

1 silos and then refurbish those that are still in
2 -- in good condition. So, they are planning on
3 investing. We haven't met with them in over a
4 year, but that -- that was the --

5 BENJAMIN TIMM: It's on the list of
6 things to do.

7 MARIA CARTIER: Yeah, so they're --
8 they're private, they're not --

9 TIMOTHY HOELTER: No, understood, but
10 it's just, yeah -- other things.

11 Any discussion or questions?
12 Again, thank you so much.

13 KOREY GARCEAU: Okay. So, for cruise
14 update, I think the day speaks for itself, the
15 vessel is a few miles outside of the harbor at
16 this point. But our cruise season does kick off
17 today, so hopefully some of you can attend the
18 press event at 1:00.

19 As far as events go, Maria mentioned we
20 hosted the Milwaukee Cruise Collaborative in
21 March. This group is a group of local and
22 regional partners that get together once a year to
23 talk about the previous cruise season, the
24 upcoming cruise season, best practices, how to
25 improve efficiencies, and also welcomes those that

63

1 might not be involved in the cruise atmosphere at
2 the given time and -- and gives them some contacts
3 and -- and a networking opportunity to expand into
4 the cruise sector.

5 TIMOTHY HOELTER: Is the photograph of
6 the -- on the right there it would be, are you
7 doing a geography lesson?

8 KOREY GARCEAU: Yeah, I was -- I was
9 teaching people where Milwaukee was at Sea Trade
10 Global. So, Sea Trade Global was last week in
11 Miami Beach. I attended that on behalf of the
12 port. And this is another annual event, the
13 largest gathering of cruise industry experts,
14 cruise line executives, and destinations in the
15 world. And it provides a great opportunity not
16 only to market what the Great Lakes offers in
17 terms of cruising what we have here in Milwaukee,
18 but also to touch base with those operators that
19 already come here to make sure everything's going
20 well from both perspectives and opportunities to
21 maybe increase sailings. So, another great event.

22 And for the remainder of cruising here,
23 the -- the schedule remains at 64 calls for the
24 year. So, it looks like that will be our sweet
25 spot for 2026.

64

1 TIMOTHY HOELTER: Can you describe any
2 takeaways that we have from that cruise
3 collaborative event?

4 KOREY GARCEAU: Yeah, so much of this
5 year's meeting, or the discussion part anyway,
6 focused around the new cruise dock and how
7 operations are going to flow. So, we had vessel
8 agents there, we had the primary shore based
9 excursion provider there. And this was really the
10 first opportunity to touch base with them on what
11 the dock currently looks like, when it will be
12 opening, and how the logistics are going to work,
13 passenger movements, restocking the vessel,
14 fueling, etcetera.

15 TIMOTHY HOELTER: And for those who
16 participated, too, what's the general feeling as
17 to looking forward, cruise activity on the Great
18 Lakes, not just this year, but any divisionary
19 forecast or optimism or --

20 KOREY GARCEAU: Well, I can speak to our
21 bookings that next year looks very strong again.

22 TIMOTHY HOELTER: Wonderful.

23 KOREY GARCEAU: I haven't received all
24 the bookings, but I would make an estimate that
25 it'll be similar to this year. We are already

65

1 accepting bookings through 2030 with some cruise
2 lines, so the interest remains. I heard a lot at
3 Sea Trade that the cruise ships that are coming
4 here this season are full. So, if itineraries are
5 selling well, they're going to keep their vessels
6 in the system.

7 In -- in terms of new lines that are
8 exploring coming here, it's -- it's -- it's a good
9 problem to have if they're cruise ships are also
10 full other places. So, they're not going to
11 redeploy cruise ships that are full in, say,
12 Alaska to the Great Lakes where they're taking a
13 bet on if it will work. So, that's kind of the --
14 the give or take. The long-term analysis that
15 these cruise lines run, whether it's worth coming
16 into the lakes.

17 I will share that Viking announced
18 recently that they are building two more Great
19 Lakes-sized vessels, so two more sisters to the
20 Actavis and Polaris class. Whether those will be
21 deployed to the lakes has not been determined, but
22 I'm hopeful that if they're building two more,
23 even if they are serving elsewhere in the world,
24 that will extend the cruise season for the current
25 two vessels in the Lakes.

66

1 TIMOTHY HOELTER: Yeah, well, I think
2 that's really valuable, what you just shared for
3 us as commissioners.
4 KOREY GARCEAU: So, again, just to recap
5 on our -- our foreign trade zone update, I
6 recently, as I mentioned, submitted the 2025
7 annual report to the FTZ board. It's due every
8 March.
9 At the end of 2025, we had 10 approved
10 and 7 active operators. As I previously
11 presented, we're up to 11 approved and 7 active
12 and I also mentioned that additional applications
13 are pending.
14 And then just a summary again of the
15 2025 figures, over 2,500 jobs were supported by
16 FTZ 41, and over \$4.9 billion in total value of
17 shipments flowed through the zone operation.
18 TIMOTHY HOELTER: Great. Thank you.
19 KOREY GARCEAU: Thank you.
20 BENJAMIN TIMM: I just got a photo.
21 It's on its way, so we should get out there, get
22 some photos. Get the drone in the air.
23 ERIC POLZIN: Good morning, everyone.
24 Kick it off with the vessel update. As
25 Maria mentioned before, our dry bulk commodities,

67

1 namely cement and salt, were extremely strong from
2 this same period last year.
3 We recently had our annual crane
4 inspections in March. We do that every year. We
5 had no -- nothing that surprised us, you know,
6 everything went really well.
7 We also had our annual X-ray trailer
8 service and calibration. Astrophysics comes out
9 every year to go through the machine, make sure
10 everything's working appropriately. And key point
11 is to make sure that the X-ray radiation readings
12 are as expected.
13 One thing that I'm currently working on
14 is updating our facilities' -- facilities'
15 security plan for the cruise docks. With the new
16 dock coming online, I need to get that approved
17 with the Coast Guard before we can -- we can
18 operate out there. So, we're early in the process
19 of working on that.
20 As Maria had also mentioned, a couple of
21 the operations team had safety training with
22 Logistec. They were able to do OSHA training and
23 crane safety rigging, the man overboard drill. A
24 bunch of good topics that the guys that work with
25 Logistec operating on cranes would definitely

68

1 benefit from.
2 I'd like to introduce you all to Chris
3 Brown. He's our newest port operations tech that
4 started on April 13th. So, he's into his second
5 week here. And so far he's good fit for the
6 teams.
7 KATHLEEN SMITH: Great. Welcome.
8 ERIC POLZIN: One of the projects that
9 the operations team worked on over the winter was
10 we have a flatbed trailer that we use for
11 transporting skid steers, forklifts, other
12 equipment that we need downtown, lawnmowers, to
13 serve as the cruise ships and maintain the
14 properties. Over the winter, they completely tore
15 that down. Fifteen years on the island had taken
16 its toll on it, but they completely stripped it
17 down, went through the electrical, the brakes,
18 replaced the deck on it, repainted.
19 And next slide, Matt.
20 And then there is the finished product.
21 They did an amazing job. It turned out absolutely
22 beautiful.
23 Next.
24 Another image. I mean, it could be a
25 dance floor, basically, but --

69

1 KATHLEEN SMITH: Well, there you go.
2 ERIC POLZIN: Yeah, guys take pride in
3 their work, and it really showed up in this
4 project.
5 KATHLEEN SMITH: Beautiful.
6 ERIC POLZIN: And the last thing I have
7 for you is the quarterly security report. Nothing
8 out of the ordinary. So, same highlights.
9 That is all I have unless you have any
10 questions for me.
11 TIMOTHY HOELTER: Anything from the
12 commissioners?
13 KATHLEEN SMITH: We're good. Thank you.
14 TIMOTHY HOELTER: Thank you very much,
15 Eric.
16 SELENA COLE: Good morning.
17 This is the report summary. Activity
18 through pay period 7 or approximately 27 percent
19 of the year, both revenues and expenditures are
20 low for this point in the year, but that's not
21 unusual at this time as we expect it to continue
22 to progress as the shipping season has officially
23 started. There's no areas of concern there.
24 Although the expenditures are below budget, we're
25 comfortable with the current spending levels as we

70

1 move through the early part of the year. The
 2 detailed receivables reports are not included at
 3 this time as the city continues to transition to a
 4 new financial firm. They're working on a lot of
 5 the behind the scenes in that, but don't worry.
 6 Late and delinquent accounts continue to be worked
 7 on behind the scenes. So, we'll also have more
 8 detailed reporting in the upcoming meeting.

9 The revenues are outlined here.

10 Overall, they are somewhat below the budget, which
 11 is expected for this time and activity and billing
 12 earlier in the year, also a variation of processes
 13 and categories.

14 On the expenditure side, generally in
 15 line with expectation, no issues are identified,
 16 and we continue to monitor throughout the year.

17 Any questions for me? Good.

18 TIMOTHY HOELTER: Thank you.

19 SELENA COLE: Thank you.

20 BRIAN KASPRZYK: Good morning.

21 TIMOTHY HOELTER: Good morning, Brian.

22 BRIAN KASPRZYK: No surprises, starting
 23 with the water levels, as usual. Again, this is
 24 the forecast that the United States Army Corps of
 25 Engineers puts out, the six-month forecast. The

71

1 red line is the actual recorded. Where that red
 2 line turns from green dash is their forecast base
 3 predicted water level. The blue line is the
 4 all-time average. And then the dashes on the top
 5 and bottom are the all-time highs and all-time
 6 lows.

7 And chart data was right at zero on the
 8 left-hand side. That's on the left-hand side.

9 The forecast shows that we're about
 10 eight inches below average and eight inches above
 11 low-water datum. Checking the live water level
 12 this morning, we're actually 20 inches above
 13 low-water datum, so quite a bit higher than was
 14 forecast. Helping us. We like that.

15 So, as far as the datum, the -- the
 16 water levels here, we are performing currently
 17 some dredging work in the inner mooring basin --
 18 the mooring basin to assist when there's lower
 19 water levels that we don't see, draft issues, but
 20 we are taking out, basically, 34,000 cubic yards
 21 of sediment from the mooring basin, creating a
 22 channel basically from the Kinnickinnic River and
 23 the Federal Navigation Channel. We're dredging
 24 28 1/2 feet below the water datum. The typical is
 25 27, but again, with the -- the recalculation of

72

1 the low water datum due to come out any day now
 2 for next year, the Corps of Engineers are working
 3 on it, was projecting that Lake Michigan will
 4 basically lose a foot, on paper. So, we're
 5 compensating for that with this. We've been ahead
 6 of it. And this material will be disposed of
 7 across the street in the dredged material disposal
 8 facility.

9 So, we had approval from the Corps of
 10 Engineers, the DNR permitted this project, and it
 11 is underway. We expect it to go through this
 12 summer. And this is a spinoff related to the
 13 cruise dock dredging, so they will be making their
 14 way around to dredge for the cruise dock as well.

15 TIMOTHY HOELTER: This is down near the
 16 DeLong --

17 BRIAN KASPRZYK: Correct. That's the --
 18 the DeLong facilities are in the background. So,
 19 nice shot of the new towers that they built, the
 20 grain bins in Phase II. So, that project is
 21 complete now, too, Phase II.

22 Next slide, please.

23 Also in the inner mooring basin, the
 24 dock wall repairs are continuing. If you recall,
 25 last year we had -- after that August storm, we

73

1 reached out to the State Department of
 2 Transportation and discussed our existing grant
 3 that we had, the Harbor Assistance Program Grant,
 4 and they were willing to emergency additional
 5 funds and cost amendment to it, and the board
 6 approved that last year in spring for them to get
 7 started, but they're making headway on this and
 8 pulling back that input section of that. And
 9 along with that project, as we mentioned last
 10 time, we're installing new fenders on both sides
 11 of the inner mooring basin all the way around.
 12 Composite fenders were originally included in the
 13 -- in the original scope of work, and then we had
 14 additional funding with the grant, so we decided
 15 to go further with the wooden fenders throughout
 16 the entire mooring base. And along with that,
 17 installing and upgrading basically all the safety
 18 ladders. So, 41 safety ladders have been
 19 installed or are being installed on this project
 20 today. And that is to comply with the Milwaukee
 21 City Code of Ordinances, the safety ladders.

22 Next slide, please.

23 And an update on cruise docks. I'm sure
 24 you all can hear the gentle, melodic banging all
 25 day. That's what they're doing is driving

1 monopiles. As you can see here, that's the -- the
2 monopiles will be supporting the catwalks.

3 Again, this is about 745 feet in total
4 length of the berth, so they need that extra
5 length for the tie downs for the mooring lines.
6 So, that's currently what they're doing. In
7 concurrence with that, they're still -- they're
8 filling the platform there.

9 We can actually go to the next slide, I
10 think I have the description of what's left on the
11 platform here.

12 So, installing the monopiles, and those
13 will have caps on them, and they got a catwalk
14 that runs across it. And they've been backfilling
15 the platform itself. And there is a method called
16 vibro compaction to compact that down, basically
17 they stick probes in there and vibrate it and
18 bringing more sand as to continue compacting it.

19 And along with that, they will be
20 putting in a tieback system. So, basically the
21 tie rods hold that wall in place. And then sewer
22 water connections will be coming up once they get
23 done with the backfilling here. And then final
24 paving, and then the dredging. It's a minor
25 amount of dredging then even to do here. And so,

1 we're anticipating the first cruise ship to come
2 later this summer.

3 We will have events, we discussed about
4 that.

5 BENJAMIN TIMM: Yes, thanks.

6 BRIAN KASPRZYK: I think that's all I
7 had. I kept it kind of short today. Does anyone
8 have anything, questions? I'm sorry, go ahead.

9 TIMOTHY HOELTER: This is 700-and-what
10 feet?

11 BRIAN KASPRZYK: About 745.

12 TIMOTHY HOELTER: So, it's like the --
13 yeah, you know, Polaris.

14 BRIAN KASPRZYK: The Viking Octavis is
15 one of the divine vessels for this. So, they are
16 seaway max. They're about 740.

17 UNKNOWN SPEAKER: I was just curious
18 about the dredging part. So, I see dredging on
19 there, is the depth by the new dock already enough
20 or we need more?

21 BRIAN KASPRZYK: It's pretty close, but
22 we don't have too much dredging here. It's a
23 pretty small, about 6,000, almost 7,000 cubic
24 yards compared to the 34,000 cubic yards we're
25 doing in the inner mooring basin. So, it's --

1 it's a smaller amount. We're going to the depth
2 of 25 feet below the water datum. That's a little
3 -- the cruise vessels don't need as much depth as
4 the commercial cargo.

5 TIMOTHY HOELTER: Okay. Thank you.

6 BRIAN KASPRZYK: Thank you.

7 BENJAMIN TIMM: Director's report, there
8 is up -- take it from here, if that's all right.

9 So, it's been a busy, busy few months.
10 The first week in March, I was in Washington DC
11 for about a week and that was for, I think, four
12 events all happening that week. So, I was running
13 around DC, the mayor was there part of the time so
14 I was supporting him during part of the process.
15 And so, doing a variety of things, most of it was
16 legislative updates from our association partners
17 at the American Association of Great Lakes Port
18 Authorities, as well as American Association of
19 Port Authorities. And -- and then some of our
20 partners at the Great Lakes Saint Lawrence Cities
21 Initiatives.

22 So, there is -- there's -- not going on,
23 but it was -- it was -- Jackie Carter had
24 recommended that I attend -- this is one of the --
25 as a great event, and I have to say that I agree

1 with her. I learned a lot, got to meet a lot of
2 our partners. I met with 18 legislators in both
3 the House of Representatives and the Senate.
4 Including Alder -- I'm sorry, Senator Baldwin --
5 Senator Baldwin. So, it was -- it was a really
6 good event, and I'm glad I went and made a lot of
7 connections. And it really personally helped me
8 kind of understand some of the dynamics of -- of
9 the port industry, the maritime industry, and then
10 how that relates to the legislators in Washington.

11 TIMOTHY HOELTER: Wonderful.

12 BENJAMIN TIMM: And then my family
13 managed a spring break, and we visited sunny
14 Duluth, which --

15 TIMOTHY HOELTER: You went in the wrong
16 direction.

17 BENJAMIN TIMM: Yeah. Yeah, that's what
18 my daughter said. Yeah, we got caught in a
19 snowstorm, so.

20 But I -- I did, I -- I stepped away for
21 at least lunch. And I got a tour of the Port of
22 Duluth and met with the port director and their
23 staff. So, that was really helpful to see, you
24 know -- basically see the -- the -- the biggest
25 kid on the block, the biggest port in the Great

78

1 Lakes and -- and really see what they have going
 2 on. And it's impressive. So, that was good.
 3 And then you've heard a few -- few
 4 people speak now about the -- the soybean boards
 5 who came to Milwaukee and visited here. Again,
 6 that was really insightful to understand how the
 7 -- the farming community and the agricultural
 8 community and the transportation community view
 9 the DeLong facility. And it gave, I think, all of
 10 us a better understanding of where DeLong stands
 11 in the greater scheme of things in the US. And --
 12 and right now, we are the premier exporter on the
 13 Great Lakes for -- for grain, and it's -- it's --
 14 it's an impressive facility, so.
 15 TIMOTHY HOELTER: Yeah, I hope it opens
 16 the eyes of everyone in Madison, too. I'm talking
 17 elected senators and assembly people.
 18 BENJAMIN TIMM: Yeah. So, we -- we've
 19 been promoting that, inviting people in, and
 20 DeLong has been doing a great job. But also like,
 21 I mean, in -- in my 20-plus years of economic
 22 development experience at the city, like, this is
 23 probably the best public/private partnership I've
 24 ever seen where a private sector/public sector
 25 came together. We've leveraged a variety of

79

1 funding sources, and it's exceeded expectations
 2 for the investment, for manhandling the product,
 3 and then for just overall economic benefits to the
 4 -- to the region. Absolutely. So, this -- yeah,
 5 it's -- it's a great example. And so, I've been
 6 trying to promote that to the -- the state
 7 legislatures, like, you know, we -- we need more
 8 money.
 9 TIMOTHY HOELTER: Support harbors.
 10 BENJAMIN TIMM: Yeah, yeah. And we
 11 support the State of Wisconsin. Yeah, Port
 12 Milwaukee supports the State of Wisconsin.
 13 KATHLEEN SMITH: How's that working out?
 14 BENJAMIN TIMM: Well, we'll -- we'll
 15 see. And -- and I'm planting the seeds and watch
 16 it grow.
 17 KATHLEEN SMITH: Yeah, well, make sure
 18 you water them.
 19 BENJAMIN TIMM: Yeah. And then, again,
 20 I think Maria mentioned that we went -- I went to
 21 transportation in Chicago. So, that was the week
 22 after the soybean boards came here. We all got
 23 together in Chicago. And this was really a great
 24 opportunity, again, kind of to get a national
 25 perspective of where Milwaukee is, but also meet a

80

1 number of other partners.
 2 The photo at the top of the screen on
 3 the top left is -- that's the Port of Chicago,
 4 Ports of Indiana, the Saint Lawrence Seaway
 5 Administrator, as well as American Associates, the
 6 Great Lakes Support Association Director. And so,
 7 the reason we got our picture taken was because
 8 we're all working together on a study to assess
 9 the viability and opportunities in the inland
 10 waterways. And, again, Milwaukee is the
 11 northernmost point that can receive and -- and
 12 receive barges. And, again, DeLong is looking at
 13 transporting some of their product via barge. We
 14 get aggregate stone, other materials to Milwaukee.
 15 We do project cargo, transport that with a barge.
 16 So, I think there's some opportunities.
 17 So, again, Chicago, Indiana, and
 18 Milwaukee are kind of working together to try and
 19 leverage more opportunities.
 20 And, yeah, it's -- it's been -- it's
 21 been a busy few months. Staff has been doing a
 22 great job. I really appreciate their -- their
 23 support. And -- and hope I'm doing a great job
 24 for the -- you know, supporting them.
 25 And we had a good cleanup yesterday,

81

1 too, for Earth Day. We did a staff cleanup. We
 2 filled two pickup trucks and -- and then had a
 3 smashburger party after that. So, it was --
 4 KATHLEEN SMITH: Fun.
 5 BENJAMIN TIMM: Yeah, it's nice. So,
 6 yeah.
 7 TIMOTHY HOELTER: Any great find?
 8 Anything interesting on the cleanup that -- I
 9 mean, that, "what's this doing here"?
 10 BENJAMIN TIMM: I think it was all
 11 pretty -- pretty -- pretty standard. There was a
 12 lot of it, but it was still pretty standard. So,
 13 no.
 14 TIMOTHY HOELTER: Okay. Great. Okay,
 15 Thank you.
 16 BENJAMIN TIMM: Thank you.
 17 TIMOTHY HOELTER: We now are at the
 18 point where we do have a closed session.
 19 BENJAMIN TIMM: Actually, Pete had to
 20 step away, so we're going to have to reschedule
 21 the closed session, if you don't mind, he had to
 22 run out quickly. So, I'll probably either
 23 schedule a separate meeting for just commissioners
 24 for the closed session or we can do briefings
 25 individually, but, yeah, I'll be in touch once we

figure that out.

TIMOTHY HOELTER: So, okay, that's fine.

I will entertain motion to adjourn.

DIANE DIEL: So moved.

KATHLEEN SMITH: Second. We got it together now. We got it together.

TIMOTHY HOELTER: We have motion to adjourn, it's been seconded. All in favor.

ALL COMMISSIONERS: Aye.

TIMOTHY HOELTER: We're adjourned. Thank you everyone.

(Proceedings concluded.)

STATE OF WISCONSIN)

) SS:

COUNTY OF WALWORTH)

I, KAREN RENEE, Court Reporter and Notary Public in and for the State of Wisconsin, do hereby certify that the above meeting of BOARD OF HARBOR COMMISSIONERS was recorded by me and reduced to writing under my personal direction.

I further certify that I am not a relative or employee or attorney or counsel of any of the parties, or a relative or employee of such attorney or counsel, or financially interested directly or indirectly in this action.

In witness whereof I have hereunder set my hand and affixed my seal of office at Burlington, Wisconsin, May 26, 2026.

Karen Renee

Court Reporter and Notary Public
In and for the State of Wisconsin

My Commission Expires: March 06, 2028.

\$	2	4		
\$200,000 [2] - 52:18, 59:12 \$450,000 [1] - 45:2	2,000 [1] - 10:3 2,453 [1] - 8:6 2,500 [3] - 44:24, 46:1, 66:15 2,504 [1] - 35:24 2,732 [1] - 35:22 2.5 [1] - 22:18 20 [3] - 13:8, 13:12, 71:12 20-plus [1] - 78:21 200 [1] - 33:12 2007 [1] - 46:8 2019 [1] - 9:6 2024 [4] - 35:22, 36:7, 36:16, 36:21 2025 [13] - 4:16, 4:20, 9:21, 24:10, 35:23, 36:17, 36:24, 41:23, 42:1, 52:14, 66:6, 66:9, 66:15 2026 [10] - 1:5, 1:15, 4:21, 9:19, 21:17, 24:3, 26:6, 52:12, 63:25, 83:17 2027 [1] - 44:18 2028 [1] - 83:23 2030 [1] - 65:1 2038 [1] - 29:18 20th [1] - 27:13 21.7 [1] - 21:15 21st [1] - 9:18 22nd [1] - 57:3 23 [1] - 1:5 2323 [1] - 1:13 25 [2] - 36:18, 76:2 25,000 [1] - 6:14 26 [1] - 83:17 26.9 [1] - 22:17 27 [2] - 69:18, 71:25 28 [2] - 24:1, 71:24 29.1 [1] - 22:10 29.5 [1] - 22:18	4 [1] - 22:8 4.9 [2] - 36:9, 66:16 40 [1] - 8:18 41 [8] - 35:23, 36:11, 36:15, 37:6, 38:7, 38:24, 66:16, 73:18 450,000 [1] - 49:10	55:1 ability [1] - 7:13 able [19] - 4:17, 7:9, 8:20, 9:9, 9:12, 12:13, 12:25, 14:22, 15:15, 18:3, 21:1, 24:21, 25:17, 26:16, 26:20, 44:6, 46:9, 46:15, 67:22 aboard [1] - 51:23 above -entitled [1] - 1:10 Absolutely [1] - 79:4 absolutely [1] - 68:21 accept [1] - 3:19 accepting [1] - 65:1 Access [1] - 26:16 access [8] - 4:22, 6:8, 6:16, 14:13, 20:5, 21:1, 45:1, 55:3 accessibility [2] - 11:9, 11:17 accessible [7] - 11:15, 12:3, 12:7, 13:6, 14:1, 50:16, 50:25 account [1] - 54:22 accounts [1] - 70:6 achieving [1] - 26:4 acre [1] - 6:8 Act [1] - 33:8 Actavis [1] - 65:20 action [4] - 30:5, 41:9, 41:13, 83:14 activated [1] - 47:19 activating [1] - 47:18 activation [1] - 50:9 activations [1] - 36:25 active [9] - 11:9, 35:15, 35:18, 35:20, 35:24, 36:11, 57:21, 66:10, 66:11 actively [4] - 9:23, 10:3, 44:16, 44:21 activities [8] - 7:10, 8:1, 17:1, 22:25, 24:13, 26:24, 33:15, 34:4 activity [6] - 13:12, 33:23, 61:16, 64:17, 69:17, 70:11 actual [2] - 31:10, 71:1 ADA [2] - 11:9, 11:19 Adam [1] - 49:22 add [2] - 5:5, 49:10 added [4] - 5:12, 5:14, 5:20, 36:5	addition [4] - 6:6, 6:23, 17:20, 45:8 additional [9] - 9:18, 10:7, 24:18, 24:23, 37:3, 58:15, 66:12, 73:4, 73:14 additionally [1] - 25:14 Additionally [2] - 9:22, 24:15 additions [1] - 31:11 addressed [1] - 43:23 addresses [1] - 44:13 addressing [1] - 44:10 adequately [1] - 31:7 adjourn [2] - 82:3, 82:8 adjourned [1] - 82:10 administrative [1] - 46:5 Administrator [1] - 80:5 admission [1] - 13:14 adults [1] - 47:13 advance [3] - 4:17, 4:23, 11:3 advancement [1] - 43:4 advise [2] - 40:2 affixed [1] - 83:16 affordable [1] - 14:1 age [1] - 8:14 agenda [1] - 30:14 agents [1] - 64:8 ages [1] - 10:16 aggregate [1] - 80:14 ago [11] - 15:21, 19:8, 20:23, 30:15, 42:19, 43:21, 48:20, 48:22, 59:16, 61:18, 61:24 agree [1] - 76:25 agreed [1] - 30:6 agricultural [1] - 78:7 Agriculture [1] - 52:18 agriculture [1] - 60:8 ahead [6] - 42:1, 56:15, 59:4, 72:5, 75:8 air [1] - 66:22 Alaska [1] - 65:12 Alder [3] - 3:13, 55:10, 77:4
'				
'24 [2] - 23:9, 36:25 '25 [5] - 22:10, 23:6, 24:1, 36:22, 37:1 '26 [1] - 22:12				
0		5		
06 [1] - 83:23		5 [6] - 22:24, 44:15, 44:16, 44:22, 44:24 50 [3] - 8:13, 15:9 50-plus [1] - 17:1		
1		6		
1 [1] - 46:14 1,000,000 [1] - 22:3 1,300 [1] - 42:21 1.8 [1] - 46:21 1/2 [1] - 71:24 10 [5] - 15:5, 44:14, 45:9, 58:22, 66:9 100 [1] - 47:11 101 [1] - 58:6 101s [1] - 42:20 10:00 [2] - 6:15, 55:1 10th [1] - 26:12 11 [3] - 5:23, 35:14, 66:11 11:30 [1] - 55:3 12 [2] - 1:15, 39:7 12:30 [1] - 55:3 12th [1] - 48:5 13th [1] - 68:4 150th [3] - 5:18, 17:25, 19:9 154 [3] - 6:13, 19:17, 20:15 15th [1] - 18:2 16 [2] - 10:19, 10:20 160 [1] - 56:15 18 [2] - 44:22, 77:2 18th [1] - 9:23 1934 [1] - 33:8 19th [2] - 27:13 1:00 [4] - 53:23, 55:5, 55:15, 62:18 1st [3] - 26:19, 31:16, 31:18		6 [1] - 52:11 6,000 [1] - 75:23 61 [1] - 8:15 63 [1] - 5:4 64 [1] - 63:23 65.8 [1] - 23:1		
		7		
		7 [4] - 35:15, 66:10, 66:11, 69:18 7,000 [1] - 75:23 700-and-what [1] - 75:9 71.8 [1] - 23:1 740 [1] - 75:16 745 [2] - 74:3, 75:11 77.7 [1] - 23:14 78.7 [1] - 23:13		
		8		
		82.5 [1] - 8:7 84 [2] - 24:11, 24:12 8:30 [1] - 1:15 8th [3] - 15:1, 26:18, 26:20		
	3	9		
		9.8 [1] - 21:14 9th [2] - 15:1, 15:2		
		A		
		a.m [3] - 1:15, 6:15,		

Alderwoman [1] - 2:5 ALL [5] - 3:22, 28:23, 30:12, 32:9, 82:9 all-time [3] - 71:4, 71:5 Alliance [2] - 60:4, 60:6 allow [1] - 14:5 allowed [2] - 17:12, 41:8 allows [2] - 7:5, 8:1 almost [1] - 75:23 amazing [2] - 48:17, 68:21 amendment [1] - 73:5 amendments [4] - 30:14, 31:23, 32:4, 32:8 amenities [2] - 45:7, 46:7 amenity [1] - 50:20 America [1] - 13:16 American [5] - 6:2, 17:20, 76:17, 76:18, 80:5 amount [6] - 14:22, 19:3, 34:12, 45:9, 74:25, 76:1 amounts [1] - 56:20 amphitheater [1] - 23:5 Amphitheater [1] - 23:8 analysis [3] - 32:21, 32:22, 65:14 ancillary [1] - 19:7 Andrea [1] - 2:5 angle [1] - 45:22 anniversary [3] - 5:18, 17:25, 19:10 announce [2] - 8:5, 24:11 announced [2] - 53:22, 65:17 announcing [1] - 53:19 annual [13] - 3:25, 4:15, 29:19, 38:6, 41:22, 41:23, 58:9, 60:6, 61:14, 63:12, 66:7, 67:3, 67:7 annually [1] - 38:25 answer [2] - 18:16, 39:24 anticipating [1] - 75:1 Antwerp [1] - 57:6 anyway [1] - 64:5	apologize [1] - 55:21 appearing [1] - 3:7 applicable [1] - 1:11 applicant [2] - 36:22, 37:11 application [2] - 36:21, 38:5 applications [3] - 36:22, 37:3, 66:12 apply [1] - 10:14 applying [1] - 10:4 appreciate [4] - 10:13, 43:18, 49:20, 80:22 appropriately [1] - 67:10 approval [7] - 4:21, 26:13, 28:3, 28:5, 35:18, 36:24, 72:9 approvals [3] - 36:23, 36:24, 37:3 approve [5] - 3:16, 28:9, 29:3, 30:7, 32:3 approved [8] - 29:24, 35:14, 35:15, 37:17, 66:9, 66:11, 67:16, 73:6 Approved [1] - 3:23 approving [1] - 32:7 April [5] - 1:5, 9:23, 41:21, 57:14, 68:4 aptly [1] - 30:19 area [2] - 7:9, 20:5 areas [2] - 10:8, 69:23 Army [2] - 57:24, 70:24 arrivals [1] - 53:15 arrive [1] - 55:1 arrived [1] - 57:7 arriving [2] - 53:17, 55:5 art [1] - 7:18 articles [1] - 56:7 artist [2] - 22:13, 23:18 arts [2] - 7:25, 16:13 Assembly [1] - 58:5 assembly [2] - 33:19, 78:17 assess [1] - 80:8 asset [1] - 22:2 assets [3] - 22:20, 25:4, 25:11 assist [1] - 71:18 Assistance [1] - 73:3 Associates [1] - 80:5 association [1] - 76:16 Association [4] -	61:9, 76:17, 76:18, 80:6 associations [1] - 42:23 assume [1] - 6:18 assuming [1] - 40:12 astrophysics [1] - 67:8 atmosphere [2] - 7:4, 63:1 attend [2] - 62:17, 76:24 attendance [2] - 13:9, 23:4 attended [2] - 5:2, 63:11 attendee [1] - 29:12 attending [1] - 4:10 attention [5] - 9:2, 11:21, 12:5, 36:19, 56:7 attorney [3] - 3:14, 83:11, 83:12 attracts [1] - 15:3 audited [1] - 21:9 August [2] - 26:10, 72:25 Aurora [1] - 17:10 Authorities [2] - 76:18, 76:19 authorization [1] - 35:16 automatically [1] - 55:24 available [3] - 6:22, 20:9, 20:11 average [3] - 56:18, 71:4, 71:10 aware [2] - 15:25, 16:1 awareness [3] - 7:18, 58:8, 61:10 aye [5] - 3:22, 28:23, 30:12, 32:9, 82:9	barrier [1] - 38:12 base [4] - 63:18, 64:10, 71:2, 73:16 based [7] - 16:9, 16:10, 33:9, 38:25, 40:19, 43:11, 64:8 basin [6] - 71:17, 71:18, 71:21, 72:23, 73:11, 75:25 Basin [4] - 24:25, 25:18, 25:21, 61:13 basins [1] - 61:12 basis [1] - 8:7 bathrooms [1] - 46:4 Beach [1] - 63:11 beautiful [2] - 68:22, 69:5 BECK [5] - 51:18, 55:16, 55:19, 55:25, 56:12 become [1] - 15:14 behalf [2] - 55:22, 63:11 behind [4] - 29:21, 36:13, 70:5, 70:7 behind-the-scenes [1] - 36:13 Belgium [1] - 57:7 below [5] - 69:24, 70:10, 71:10, 71:24, 76:2 benefit [1] - 68:1 benefits [2] - 34:6, 79:3 Benjamin [1] - 2:8 BENJAMIN [19] - 29:14, 37:9, 37:14, 51:12, 58:25, 62:5, 66:20, 75:5, 76:7, 77:12, 77:17, 78:18, 79:10, 79:14, 79:19, 81:5, 81:10, 81:16, 81:19 Benji [5] - 30:15, 52:24, 53:4, 53:9, 55:9 Benji's [1] - 53:8 berth [1] - 74:4 best [3] - 29:5, 62:24, 78:23 bet [1] - 65:13 better [3] - 51:4, 54:13, 78:10 between [5] - 15:17, 25:18, 31:4, 55:3, 57:6 BHC [1] - 32:19 big [2] - 34:24, 59:3 bigger [1] - 8:2 biggest [2] - 77:24,	77:25 biking [1] - 50:10 billing [1] - 70:11 billion [4] - 36:8, 36:9, 46:14, 66:16 bins [1] - 72:20 bit [6] - 9:7, 21:24, 25:25, 29:21, 44:19, 71:13 BIZ [1] - 53:7 blends [1] - 45:24 block [1] - 77:25 blue [1] - 71:3 Blueprints [1] - 52:25 BMO [2] - 14:8, 14:12 BOARD [2] - 1:4, 83:7 Board [5] - 3:3, 36:2, 36:4, 38:25, 39:1 board [7] - 25:16, 35:18, 43:1, 50:15, 59:17, 66:7, 73:5 boards [2] - 78:4, 79:22 Boat [1] - 25:9 boaters [1] - 50:22 Bonds [1] - 22:17 bookings [3] - 64:21, 64:24, 65:1 books [1] - 13:24 Border [3] - 34:13, 35:19, 39:25 born [1] - 27:20 bottom [3] - 25:21, 54:5, 71:5 box [1] - 28:17 brakes [1] - 68:17 brand [1] - 27:11 break [3] - 13:5, 49:5, 77:13 breakdown [1] - 36:14 breaking [3] - 21:4, 23:14, 52:22 Brews [1] - 52:24 BRIAN [8] - 70:20, 70:22, 72:17, 75:6, 75:11, 75:14, 75:21, 76:6 Brian [2] - 2:11, 70:21 briefings [1] - 81:24 bring [4] - 11:11, 19:12, 50:12, 59:8 bringing [2] - 35:3, 74:18 brings [1] - 53:4 brisk [1] - 25:25
B				
baby [1] - 54:22 backfilling [2] - 74:14, 74:23 background [4] - 37:24, 39:19, 45:25, 72:18 Baldwin [2] - 77:4, 77:5 banging [1] - 73:24 barge [2] - 80:13, 80:15 barges [1] - 80:12				

broad [1] - 43:11 broad-based [1] - 43:11 brochures [1] - 51:14 broke [1] - 52:2 broken [1] - 33:17 Brooks [1] - 21:19 brought [7] - 34:8, 39:21, 59:3, 59:17, 60:12, 60:14, 60:23 Brown [1] - 68:3 budget [2] - 69:24, 70:10 build [1] - 46:12 building [6] - 44:24, 44:25, 45:11, 49:8, 65:18, 65:22 built [2] - 42:1, 72:19 bulk [2] - 56:21, 66:25 bunch [1] - 67:24 Burlington [1] - 83:16 Business [1] - 23:23 business [8] - 3:16, 14:8, 14:15, 14:16, 15:10, 38:9, 42:22, 58:7 businesses [9] - 14:9, 32:25, 34:6, 34:15, 37:4, 38:4, 38:13, 39:9, 39:13 busy [6] - 5:3, 26:9, 53:12, 76:9, 80:21 bylaws [5] - 30:15, 30:17, 31:14, 31:23, 32:4	24:3, 24:5, 24:8, 29:1, 29:2 caps [1] - 74:13 captain [2] - 57:9, 58:1 caption [1] - 54:16 cared [1] - 45:11 cargo [3] - 52:14, 76:4, 80:15 Carter [1] - 76:23 CARTIER [8] - 41:20, 41:25, 56:13, 58:21, 59:2, 60:2, 61:17, 62:7 Cartier [1] - 2:9 case [3] - 14:10, 16:18, 18:5 Cash [1] - 21:14 cash [1] - 21:14 catching [1] - 29:25 categories [3] - 23:25, 33:17, 70:13 catwalk [1] - 74:13 catwalks [1] - 74:2 caught [1] - 77:18 CBP [1] - 34:18 celebrated [2] - 15:1, 18:1 celebrating [3] - 5:9, 5:17, 13:19 celebration [2] - 13:21, 18:9 cement [2] - 56:24, 67:1 center [2] - 7:13, 11:22 Center [2] - 9:3, 9:5 CEO [2] - 4:12, 55:11 ceremonial [3] - 52:17, 59:22, 61:3 certainly [2] - 18:20, 49:20 certified [1] - 37:17 certify [2] - 83:7, 83:10 change [3] - 33:25, 42:3, 42:5 changed [1] - 61:25 changer [1] - 6:9 changes [6] - 11:12, 21:11, 30:1, 31:4, 31:10, 42:25 channel [1] - 71:22 Channel [1] - 71:23 charge [1] - 39:5 charged [1] - 38:7 charitable [1] - 5:24 chart [1] - 71:7 chat [1] - 41:5 check [3] - 52:17,	59:23, 61:3 Checking [1] - 71:11 checks [2] - 37:24, 39:19 Chef [1] - 49:22 Chicago [4] - 79:21, 79:23, 80:3, 80:17 chief [1] - 18:10 Child [1] - 13:22 children [1] - 20:2 children's [3] - 19:15, 19:17, 19:25 Childrens [1] - 19:21 chose [1] - 50:9 Chris [1] - 68:2 Cities [1] - 76:20 city [4] - 45:18, 70:3, 78:22 City [6] - 8:10, 8:17, 14:19, 24:16, 55:1, 73:21 class [3] - 12:2, 17:19, 65:20 classes [1] - 17:5 classification [1] - 33:25 classroom [2] - 46:2, 48:6 Claude [2] - 2:3, 3:7 clean [1] - 30:18 cleanup [7] - 10:8, 24:25, 25:20, 26:4, 80:25, 81:1, 81:8 clear [1] - 38:12 click [1] - 4:18 clicker [1] - 4:25 close [3] - 20:7, 59:15, 75:21 closed [4] - 61:16, 81:18, 81:21, 81:24 closer [2] - 54:7 Coalition [1] - 59:9 coalition [1] - 59:10 Coast [2] - 57:25, 67:17 Code [1] - 73:21 codes [2] - 8:10, 34:1 COLE [2] - 69:16, 70:19 Cole [1] - 2:8 Collaboration [1] - 24:16 collaboration [2] - 26:3, 54:19 Collaborative [2] - 58:10, 62:20 collaborative [1] - 64:3 collect [2] - 13:23,	38:23 comfortable [1] - 69:25 coming [9] - 29:7, 39:20, 49:21, 50:3, 65:3, 65:8, 65:15, 67:16, 74:22 commencing [1] - 1:15 comments [4] - 20:13, 30:10, 50:7, 54:14 Commerce [1] - 39:2 commercial [3] - 33:3, 61:4, 76:4 Commission [2] - 30:14, 83:23 Commissioner [5] - 2:3, 2:4, 2:4, 2:5, 55:10 Commissioners [3] - 3:4, 20:12, 28:13 COMMISSIONERS [7] - 1:4, 3:22, 28:23, 30:12, 32:9, 82:9, 83:8 commissioners [9] - 3:6, 28:14, 41:2, 43:20, 55:17, 55:23, 66:3, 69:12, 81:23 commitments [2] - 22:6, 22:22 committed [1] - 59:12 committees [2] - 31:1, 31:5 commodities [2] - 56:23, 66:25 common [2] - 41:21, 56:4 Community [6] - 6:5, 7:1, 9:3, 9:5, 12:6, 26:17 community [20] - 5:7, 5:19, 7:8, 12:21, 13:11, 14:6, 14:23, 15:10, 16:5, 17:12, 18:6, 18:14, 25:4, 42:23, 49:14, 49:15, 78:7, 78:8 compact [1] - 74:16 compacting [1] - 74:18 compaction [1] - 74:16 companies [4] - 16:12, 37:18, 40:2, 40:13 compare [1] - 18:23 compared [7] - 23:1,	23:14, 44:9, 58:18, 58:20, 58:22, 75:24 compares [1] - 18:25 compensating [1] - 72:5 compete [1] - 18:7 compiled [1] - 35:25 complete [1] - 72:21 completely [3] - 20:18, 68:14, 68:16 completing [1] - 51:3 compliance [2] - 39:17, 40:5 comply [1] - 73:20 components [4] - 35:4, 35:6, 35:10, 35:11 Composite [1] - 73:12 comprise [1] - 46:23 comrades [1] - 28:10 concept [1] - 27:11 concern [1] - 69:23 concerts [1] - 22:12 concluded [1] - 82:12 concludes [2] - 18:14, 41:9 concurrence [1] - 74:7 condition [1] - 62:2 conference [3] - 41:11, 53:22, 55:6 conflict [1] - 6:11 congratulations [1] - 41:16 Congress [1] - 33:8 connections [5] - 42:18, 42:21, 49:18, 74:22, 77:7 conservative [1] - 59:7 consider [1] - 15:6 consideration [1] - 47:9 considered [2] - 33:23, 38:1 consistent [1] - 50:14 consolidate [1] - 34:17 Consolidated [1] - 21:13 construct [1] - 44:17 consultants [2] - 38:5, 39:11 contact [4] - 9:15, 38:13, 39:8, 43:10 contacts [4] - 10:12, 39:9, 39:10, 63:2
C				
calculated [1] - 36:1 calendar [6] - 4:21, 4:22, 5:22, 27:1, 28:6, 28:9 Calendar [2] - 26:6, 26:16 calibration [1] - 67:8 cameras [1] - 37:24 campaign [3] - 44:20, 53:24, 54:25 cancel [1] - 49:2 cancelled [1] - 48:22 Cancer [1] - 6:3 cannot [2] - 34:2, 44:5 canvassed [1] - 12:17 capital [6] - 24:2,				

content [1] - 21:17 continue [16] - 11:16, 12:10, 15:11, 16:2, 16:3, 16:17, 17:22, 19:9, 22:16, 27:14, 27:23, 57:19, 69:21, 70:6, 70:16, 74:18 continued [4] - 15:18, 22:4, 22:15, 28:1 continues [3] - 15:3, 59:25, 70:3 continuing [5] - 14:10, 17:15, 19:6, 43:4, 72:24 contract [1] - 22:9 contributions [1] - 25:12 control [1] - 33:6 cooking [1] - 17:6 coordination [1] - 25:16 copy [2] - 43:10, 55:24 corporations [1] - 46:23 Corps [4] - 57:24, 70:24, 72:2, 72:9 Correct [1] - 19:22 correct [3] - 19:24, 24:7, 72:17 cost [6] - 6:18, 23:17, 33:6, 35:10, 45:3, 73:5 costs [1] - 23:19 counsel [2] - 83:11, 83:13 counties [1] - 39:7 countries [1] - 15:5 country [2] - 15:5, 40:19 County [2] - 8:8, 9:3 COUNTY [1] - 83:2 couple [12] - 7:3, 18:18, 19:7, 21:11, 23:7, 26:1, 27:7, 31:3, 43:14, 59:15, 60:3, 67:20 course [5] - 3:12, 6:12, 41:12, 43:5, 54:11 Court [3] - 1:12, 83:5, 83:20 couture [1] - 49:22 coverage [1] - 52:5 covered [1] - 52:15 covering [1] - 30:20 CRAIG [4] - 28:19, 41:4, 41:7, 41:15	Craig [4] - 2:4, 3:7, 28:19, 41:5 Craig's [1] - 28:17 crane [2] - 67:3, 67:23 cranes [1] - 67:25 CRC [3] - 9:10, 9:16, 11:1 create [2] - 47:5, 61:10 created [2] - 33:9, 43:25 creates [1] - 7:3 creating [3] - 47:1, 58:7, 71:21 creation [1] - 33:11 creatures [1] - 48:10 crews [1] - 10:8 cruise [31] - 42:17, 52:22, 53:8, 53:15, 53:18, 54:5, 54:6, 62:13, 62:16, 62:23, 62:24, 63:1, 63:4, 63:13, 63:14, 64:2, 64:6, 64:17, 65:1, 65:3, 65:9, 65:11, 65:15, 65:24, 67:15, 68:13, 72:13, 72:14, 73:23, 75:1, 76:3 Cruise [2] - 58:9, 62:20 cruising [3] - 53:10, 63:17, 63:22 cubic [3] - 71:20, 75:23, 75:24 culminating [1] - 26:10 culmination [1] - 48:5 cultural [6] - 5:6, 5:11, 5:16, 5:24, 12:17, 16:15 culture [1] - 5:9 cup [1] - 24:17 cups [1] - 24:20 curate [1] - 17:12 curious [1] - 75:17 current [5] - 22:14, 29:18, 45:1, 65:24, 69:25 customs [6] - 33:4, 33:25, 34:21, 38:21, 39:9, 40:4 Customs [4] - 34:13, 35:19, 37:21, 39:25 cycled [1] - 24:12	D Daily [1] - 52:25 dance [2] - 16:11, 68:25 dash [1] - 71:2 dashes [1] - 71:4 data [5] - 38:23, 39:12, 42:12, 71:7 date [4] - 9:16, 25:24, 25:25, 40:2 datum [6] - 71:11, 71:13, 71:15, 71:24, 72:1, 76:2 daughter [1] - 77:18 day-to-day [1] - 39:12 Days [1] - 12:16 days [10] - 6:10, 6:13, 6:25, 7:2, 7:17, 13:16, 19:18, 20:15, 26:22 DC [3] - 39:1, 76:10, 76:13 DCD [1] - 53:2 decided [1] - 73:14 deck [1] - 68:18 decrease [1] - 21:25 deep [1] - 47:4 deferral [1] - 34:7 deferred [1] - 46:14 definitely [1] - 67:25 delay [1] - 26:18 delegation [1] - 58:4 deletions [1] - 31:11 delinquent [1] - 70:6 deliveries [1] - 61:21 DeLong [12] - 42:16, 57:16, 59:13, 59:20, 59:25, 61:2, 72:16, 72:18, 78:9, 78:10, 78:20, 80:12 demographics [2] - 8:12, 8:17 demonstrate [1] - 17:4 demonstrating [1] - 18:3 demonstrations [1] - 17:7 departing [1] - 53:16 Department [4] - 5:17, 18:1, 58:2, 73:1 department [2] - 19:10, 60:20 departments [1] - 61:5 deployed [1] - 65:21 depreciation [1] -	22:1 depth [4] - 32:20, 75:19, 76:1, 76:3 describe [1] - 64:1 described [2] - 30:20, 31:7 description [1] - 74:10 design [4] - 43:25, 44:2, 47:1, 50:18 designated [2] - 33:3, 39:6 designed [1] - 46:6 despite [1] - 8:13 destinations [1] - 63:14 detailed [2] - 70:2, 70:8 determined [1] - 65:21 development [4] - 31:3, 33:11, 47:10, 78:22 DIANE [7] - 3:20, 20:14, 20:18, 21:3, 28:10, 30:9, 82:4 Diane [5] - 2:3, 30:15, 30:19, 31:7, 32:11 DIANNE [1] - 32:3 Diel [1] - 2:3 DIEL [8] - 3:20, 20:14, 20:18, 21:3, 28:10, 30:9, 32:3, 82:4 different [16] - 8:23, 8:25, 11:10, 13:10, 14:24, 16:8, 17:5, 17:14, 18:4, 19:4, 25:12, 47:11, 48:12, 54:4, 61:12 dig [1] - 45:5 digital [1] - 43:11 direction [2] - 77:16, 83:9 directly [2] - 40:4, 83:13 Director [2] - 55:10, 80:6 director [1] - 77:22 Director's [1] - 76:7 Disaster [1] - 14:17 discover [1] - 50:13 Discovery [1] - 7:13 discussed [2] - 73:2, 75:3 discussion [4] - 28:13, 61:7, 62:11, 64:5 discussions [1] -	58:7 disposal [1] - 72:7 disposed [1] - 72:6 distribution [2] - 43:11, 59:6 diverging [1] - 24:19 divers [1] - 25:17 diverted [1] - 24:11 divine [1] - 75:15 divisionary [1] - 64:18 DNR [5] - 25:16, 26:3, 45:8, 46:12, 72:10 Dock [1] - 55:2 dock [11] - 42:17, 53:15, 55:3, 61:15, 64:6, 64:11, 67:16, 72:13, 72:14, 72:24, 75:19 docks [2] - 67:15, 73:23 Dominique [1] - 17:17 donate [1] - 14:5 done [8] - 17:9, 30:24, 31:25, 33:16, 41:13, 43:20, 46:13, 74:23 donor [1] - 22:20 donors [2] - 22:7, 22:23 Door [1] - 13:23 doubled [2] - 17:16 down [25] - 6:22, 7:4, 21:24, 22:3, 22:15, 22:18, 23:12, 23:14, 33:17, 33:19, 34:18, 35:24, 48:4, 48:7, 48:14, 48:16, 50:13, 52:2, 58:21, 58:23, 61:25, 68:15, 68:17, 72:15, 74:16 downs [1] - 74:5 downtown [1] - 68:12 draft [1] - 71:19 Dragon [1] - 25:9 draw [2] - 11:21, 56:7 dredge [1] - 72:14 dredged [1] - 72:7 dredging [8] - 71:17, 71:23, 72:13, 74:24, 74:25, 75:18, 75:22 drill [1] - 67:23 drink [1] - 24:22 drinks [1] - 24:23 drive [4] - 12:10, 13:12, 14:15
---	--	---	--	---

filled [1] - 81:2 filling [1] - 74:8 final [3] - 26:11, 35:1, 74:23 finally [1] - 12:4 finance [1] - 31:2 financial [3] - 21:9, 23:21, 70:4 Financial [1] - 21:13 financially [1] - 83:13 fine [1] - 82:2 finished [5] - 23:13, 35:4, 35:8, 35:12, 68:20 Fire [2] - 5:17, 17:25 fire [3] - 18:6, 19:10, 60:20 firm [1] - 70:4 first [17] - 3:16, 9:22, 15:21, 17:18, 20:2, 24:22, 26:8, 36:16, 52:12, 53:16, 56:18, 56:19, 57:3, 60:3, 64:10, 75:1, 76:10 First [1] - 14:17 fit [1] - 68:5 fitness [2] - 17:22, 18:8 five [2] - 36:17, 36:24 flatbed [1] - 68:10 floor [1] - 68:25 flow [1] - 64:7 flowed [1] - 66:17 fluctuate [1] - 20:22 flyers [1] - 51:9 focused [3] - 59:10, 60:7, 64:6 folks [3] - 18:7, 40:18, 59:19 follow [2] - 20:14, 50:18 following [1] - 43:8 food [3] - 27:10, 27:20, 49:23 foot [2] - 44:24, 72:4 force [2] - 11:10, 11:19 forecast [8] - 58:20, 58:21, 64:19, 70:24, 70:25, 71:2, 71:9, 71:14 foreign [20] - 32:20, 32:24, 33:1, 33:2, 33:13, 33:16, 33:22, 34:1, 34:2, 34:9, 34:10, 34:23, 35:5, 35:7, 35:17, 35:20, 37:10, 37:18, 42:12, 66:5	Foreign [6] - 33:7, 36:1, 36:15, 38:7, 38:25, 39:1 foremost [1] - 20:2 forklift [1] - 10:5 forklifts [1] - 68:11 formal [1] - 30:1 formality [1] - 30:1 format [1] - 31:9 forth [2] - 12:6, 31:4 forward [5] - 15:9, 26:3, 29:6, 47:17, 64:17 foundation [1] - 9:20 Foundation [2] - 7:1, 13:23 foundations [1] - 46:22 four [2] - 48:23, 76:11 Fox [1] - 52:11 FRAUTSCHI [6] - 43:17, 48:15, 48:20, 49:16, 50:23, 51:7 Frautschi [1] - 43:17 free [14] - 5:19, 6:20, 7:5, 15:3, 16:22, 16:23, 17:2, 18:5, 18:19, 18:21, 18:25, 19:7, 19:14, 49:13 frequent [1] - 29:11 Friday [1] - 53:19 friendly [1] - 47:14 friends [2] - 25:2, 43:15 front [2] - 21:10, 51:13 FTC [1] - 35:17 FTZ [11] - 34:5, 34:11, 35:23, 36:4, 36:11, 37:6, 38:20, 38:24, 39:17, 66:7, 66:16 fueling [1] - 64:14 full [6] - 10:15, 22:1, 57:14, 65:4, 65:10, 65:11 fully [3] - 45:12, 46:16, 50:24 fun [7] - 7:2, 18:6, 48:13, 48:15, 52:6, 52:7, 81:4 Fun [1] - 12:15 functioning [1] - 6:19 funding [4] - 46:10, 46:24, 73:14, 79:1 fundraiser [1] - 5:14 fundraising [3] - 44:16, 46:19, 51:3	funds [4] - 14:6, 21:20, 46:12, 73:5	game [1] - 6:9 GARCEAU [17] - 32:16, 32:18, 37:13, 37:16, 38:16, 38:22, 39:24, 40:9, 40:15, 40:24, 62:13, 63:8, 64:4, 64:20, 64:23, 66:4, 66:19 Garceau [1] - 2:9 Garth [1] - 21:19 gate [1] - 13:9 gathering [1] - 63:13 Generac [1] - 14:17 general [6] - 7:14, 19:13, 31:25, 58:7, 59:5, 64:16 generally [1] - 70:14 generate [2] - 14:5, 14:23 gentle [1] - 73:24 geography [1] - 63:7 gifts [1] - 57:10 Girls [1] - 14:19 given [3] - 20:1, 23:4, 63:2 glad [2] - 56:5, 77:6 Global [2] - 63:10 Goldbeck [1] - 2:10 goods [4] - 33:6, 34:10, 34:22, 36:10 governments [1] - 42:23 Grain [1] - 60:5 grain [2] - 72:20, 78:13 grant [4] - 16:7, 16:20, 73:2, 73:14 Grant [1] - 73:3 granted [1] - 55:2 grantees [1] - 36:15 grants [1] - 16:14 granular [2] - 39:12, 39:16 grateful [1] - 29:10 Great [13] - 57:7, 58:23, 61:13, 63:16, 64:17, 65:12, 65:18, 66:18, 76:17, 76:20, 77:25, 78:13, 80:6 great [37] - 7:18, 13:17, 15:7, 16:8, 16:17, 17:20, 18:1, 18:9, 18:13, 20:19, 23:2, 23:4, 27:25,	29:7, 41:16, 42:9, 51:2, 52:2, 52:5, 52:9, 53:5, 54:21, 55:7, 60:25, 63:15, 63:21, 68:7, 76:25, 78:20, 79:5, 79:23, 80:22, 80:23, 81:7, 81:14 greater [1] - 78:11 green [4] - 26:25, 44:5, 45:24, 71:2 grounds [7] - 10:7, 11:14, 11:23, 12:8, 27:12, 27:15, 45:5 group [7] - 11:12, 57:25, 59:10, 59:12, 61:9, 62:21 groups [2] - 10:12, 16:19 grow [8] - 9:19, 10:1, 12:18, 14:10, 19:6, 45:13, 54:23, 79:16 growing [1] - 14:11 grown [1] - 10:23 growth [5] - 8:15, 15:18, 28:1, 52:14, 58:14 Guard [2] - 58:1, 67:17 guess [1] - 50:4 guys [3] - 56:1, 67:24, 69:2	hearing [1] - 30:11 Heavy [1] - 55:2 held [6] - 16:22, 60:6, 60:11, 61:4, 61:13 Hello [1] - 4:10 hello [1] - 56:13 help [9] - 11:4, 11:17, 13:12, 14:1, 14:13, 17:12, 18:12, 32:12, 38:5 helped [2] - 11:1, 77:7 helpful [1] - 77:23 Helping [1] - 71:14 helping [2] - 46:18, 49:19 helps [3] - 12:10, 33:6, 34:19 Henry [3] - 4:14, 25:5, 25:18 hereby [1] - 83:7 hereunder [1] - 83:15 hi [1] - 8:3 high [2] - 16:16, 60:22 higher [2] - 35:11, 71:13 highest [1] - 44:7 highlight [3] - 6:4, 21:10, 54:4 highlighted [2] - 43:2, 43:5 highlighting [2] - 42:14, 42:18 highlights [2] - 42:24, 69:8 highs [1] - 71:5 hire [2] - 9:10, 10:2 hired [2] - 8:6 hiring [1] - 9:23 hit [1] - 27:4 hits [1] - 17:6 Hoelter [1] - 2:2 HOELTER [72] - 3:2, 3:9, 3:15, 3:21, 3:23, 4:4, 4:7, 10:16, 10:20, 18:18, 19:16, 19:20, 19:23, 20:10, 21:6, 28:12, 28:21, 28:24, 29:13, 30:6, 30:10, 30:13, 32:1, 32:5, 32:10, 38:19, 39:15, 40:6, 40:10, 40:22, 41:1, 41:6, 41:12, 41:17, 41:24, 43:15, 50:6, 51:1, 51:16, 55:14, 55:17, 55:20, 56:3, 58:19, 58:24,
--	---	--	--	--	--

59:24, 61:15, 62:9, 63:5, 64:1, 64:15, 64:22, 66:1, 66:18, 69:11, 69:14, 70:18, 70:21, 72:15, 75:9, 75:12, 76:5, 77:11, 77:15, 78:15, 79:9, 81:7, 81:14, 81:17, 82:2, 82:7, 82:10 hold [1] - 74:21 hope [5] - 44:18, 45:13, 55:8, 78:15, 80:23 hopeful [1] - 65:22 hopefully [4] - 5:1, 13:4, 57:19, 62:17 hoping [1] - 52:9 host [3] - 7:2, 9:22, 27:19 hosted [4] - 5:4, 6:13, 59:16, 62:20 House [2] - 13:17, 77:3 HTS [1] - 33:25 hub [2] - 59:6, 61:20 hyphen [1] - 30:22	55:9 included [5] - 7:7, 24:17, 54:25, 70:2, 73:12 includes [2] - 11:10, 44:23 including [6] - 4:21, 5:5, 11:8, 14:6, 36:5, 77:4 inclusive [1] - 20:15 inconspicuous [1] - 44:9 increase [7] - 23:2, 23:4, 23:15, 36:7, 36:10, 36:19, 63:21 Incredible [1] - 5:6 indefinite [1] - 34:11 India [1] - 5:6 Indian [2] - 5:7, 5:9 Indiana [2] - 80:4, 80:17 indirectly [1] - 83:14 individual [2] - 9:13, 35:9 individually [1] - 81:25 individuals [6] - 6:14, 10:10, 10:14, 15:4, 25:23, 46:23 industry [7] - 13:6, 17:22, 59:18, 60:8, 63:13, 77:9 inflation [1] - 43:24 influencers [1] - 11:17 informational [1] - 32:14 informative [1] - 56:11 infrastructure [1] - 42:15 Initiatives [1] - 76:21 Inland [1] - 61:8 inland [2] - 61:10, 80:9 inner [4] - 71:17, 72:23, 73:11, 75:25 input [1] - 73:8 inquiries [2] - 36:16, 36:19 inside [1] - 24:13 insightful [1] - 78:6 inspect [1] - 40:1 inspections [1] - 67:4 Instagram [1] - 54:21 installed [2] - 73:19 installing [3] - 73:10, 73:17, 74:12 instead [1] - 34:15	instrument [1] - 16:16 Integration [1] - 9:5 Integrity [1] - 51:23 interest [5] - 12:11, 15:18, 16:8, 16:16, 65:2 interested [8] - 10:4, 16:25, 17:11, 18:11, 46:25, 49:19, 50:2, 83:13 interesting [1] - 81:8 international [5] - 33:10, 52:13, 53:17, 57:3, 60:10 internationally [1] - 40:20 interpretive [1] - 47:1 interview [1] - 52:24 interviewed [1] - 51:24 interviews [3] - 9:18, 53:6, 53:9 introduce [1] - 68:2 intrusive [1] - 50:19 inventory [2] - 37:20, 59:4 inverted [2] - 34:24, 35:2 invested [1] - 61:22 Investigation [2] - 25:8, 47:25 investigations [1] - 48:8 investing [1] - 62:3 investment [3] - 37:10, 38:3, 79:2 investments [6] - 21:15, 37:19, 38:11, 42:14, 42:17 investors [1] - 15:16 invitation [1] - 7:14 invite [2] - 7:6, 16:18 invited [2] - 55:18, 60:15 inviting [1] - 78:19 involved [3] - 25:6, 53:2, 63:1 Ireland [1] - 58:5 island [3] - 45:1, 45:4, 68:15 issued [3] - 52:11, 52:13, 53:19 issues [3] - 29:22, 70:15, 71:19 it'll [1] - 64:25 item [2] - 3:25, 30:13 items [2] - 41:9, 41:14	itineraries [1] - 65:4 itself [4] - 30:2, 44:20, 62:14, 74:15 J Jackie [2] - 61:18, 76:23 JASON [2] - 8:3, 10:19 Jason [3] - 8:3, 20:4, 23:24 Jo [2] - 43:18, 44:19 JO [3] - 48:3, 48:17, 49:9 job [8] - 9:22, 33:11, 53:1, 56:10, 68:21, 78:20, 80:22, 80:23 jobs [4] - 35:22, 35:24, 35:25, 66:15 jobs.summerfest .com [1] - 10:11 Johnson [1] - 17:18 join [1] - 9:25 Journal [1] - 53:7 journey [2] - 16:25, 37:5 July [1] - 26:10 jump [2] - 22:4, 22:10 jumped [1] - 21:15 Jumping [1] - 22:8 jumping [4] - 21:24, 22:24, 23:12, 24:2 June [4] - 22:13, 25:24, 26:10, 41:18 Juneteenth [1] - 13:21 K Karen [1] - 83:20 KAREN [2] - 1:11, 83:5 KASPRZYK [8] - 70:20, 70:22, 72:17, 75:6, 75:11, 75:14, 75:21, 76:6 Kasprzyk [1] - 2:11 Kathleen [1] - 2:5 KATHLEEN [20] - 3:8, 3:14, 3:18, 28:8, 29:7, 30:4, 30:8, 31:24, 32:17, 38:14, 38:18, 56:2, 68:7, 69:1, 69:5, 69:13, 79:13, 79:17, 81:4, 82:5	keep [2] - 8:25, 65:5 keeping [2] - 6:19, 50:19 kept [1] - 75:7 key [5] - 8:11, 42:11, 43:9, 59:17, 67:10 Kick [1] - 66:24 kick [4] - 5:25, 26:8, 53:11, 62:16 kicked [2] - 6:1, 53:24 kicking [1] - 53:20 kicks [1] - 52:22 kid [1] - 77:25 kids [6] - 8:1, 12:24, 12:25, 48:4, 48:18, 48:24 Killers [1] - 23:9 kind [11] - 16:15, 23:18, 25:1, 30:18, 35:1, 45:15, 65:13, 75:7, 77:8, 79:24, 80:18 King [1] - 13:19 Kinnickinnic [1] - 71:22 kitting [1] - 33:19 knowledge [2] - 31:17 known [1] - 33:25 knows [3] - 13:4, 13:21, 52:4 Korey [7] - 2:9, 32:15, 37:9, 42:8, 42:12, 57:11, 60:8 KOREY [17] - 32:16, 32:18, 37:13, 37:16, 38:16, 38:22, 39:24, 40:9, 40:15, 40:24, 62:13, 63:8, 64:4, 64:20, 64:23, 66:4, 66:19 Krawczyk [1] - 2:3 Kubala [1] - 44:1 L labor [1] - 36:6 lack [1] - 17:4 ladders [3] - 73:18, 73:21 LADEN [3] - 48:3, 48:17, 49:9 Laden [1] - 43:18 Lady [1] - 17:18 lagoon [1] - 45:6 Lake [2] - 27:2, 72:3 lake [1] - 48:18 lakefront [2] - 45:16,
---	---	---	---	--

50:16 Lakes [13] - 57:7, 58:23, 61:13, 63:16, 64:18, 65:12, 65:19, 65:25, 76:17, 76:20, 78:1, 78:13, 80:6 lakes [2] - 65:16, 65:21 Lakes-sized [1] - 65:19 Lakeshore [5] - 25:2, 25:7, 25:19, 43:16, 50:11 landfill [3] - 24:12, 24:18, 24:19 landscape [1] - 36:18 landscapers [1] - 10:6 landscaping [1] - 47:15 large [2] - 8:22, 47:3 largest [2] - 58:11, 63:13 last [32] - 5:20, 6:2, 6:13, 8:6, 11:1, 13:18, 15:1, 15:20, 16:22, 17:17, 23:8, 24:7, 25:25, 26:4, 32:19, 36:9, 42:3, 42:18, 44:22, 51:21, 54:3, 56:16, 56:19, 57:21, 58:18, 59:2, 63:10, 67:2, 69:6, 72:25, 73:6, 73:9 lastly [1] - 22:20 late [1] - 70:6 launched [1] - 41:22 lawnmowers [1] - 68:12 Lawrence [3] - 57:2, 76:20, 80:4 layup [3] - 51:22, 52:3, 52:9 leaders [1] - 52:16 leadership [2] - 42:5, 43:1 leading [1] - 26:9 learn [1] - 49:1 learned [1] - 77:1 lease [8] - 22:2, 22:4, 22:13, 24:5, 29:18, 29:19, 29:20, 30:2 leasehold [3] - 24:5, 24:6, 29:1 least [2] - 3:6, 77:21 leave [5] - 39:13, 41:8, 50:1, 51:10, 51:12 left [4] - 71:8, 74:10,	80:3 left-hand [2] - 71:8 legacy [1] - 14:10 legislative [1] - 76:16 legislators [2] - 77:2, 77:10 legislatures [1] - 79:7 length [2] - 74:4, 74:5 less [1] - 36:16 lesson [1] - 63:7 level [4] - 16:16, 25:10, 71:3, 71:11 levels [4] - 69:25, 70:23, 71:16, 71:19 leverage [1] - 80:19 leveraged [1] - 78:25 liabilities [1] - 22:13 liability [3] - 22:8, 22:9, 40:8 license [1] - 10:6 Lift [1] - 55:2 lighting [1] - 28:17 likely [1] - 40:3 limestone [1] - 59:1 Lincoln [1] - 1:14 line [6] - 57:5, 63:14, 70:15, 71:1, 71:2, 71:3 liner [1] - 57:6 lines [4] - 65:2, 65:7, 65:15, 74:5 lineup [1] - 29:7 linger [1] - 50:14 liquid [1] - 56:21 list [10] - 8:22, 10:22, 12:14, 12:18, 13:3, 13:25, 23:24, 37:22, 43:10, 62:5 listed [2] - 5:23, 31:5 live [2] - 43:7, 71:11 load [1] - 61:10 loading [2] - 57:16, 60:3 lobby [1] - 51:14 local [4] - 33:10, 60:20, 61:21, 62:21 locally [1] - 7:8 located [3] - 8:8, 11:23, 44:6 location [1] - 55:7 locked [1] - 50:24 Logistec [5] - 57:8, 57:17, 60:10, 67:22, 67:25 logistics [1] - 64:12 long-term [2] - 22:14, 65:14	longevity [1] - 8:20 longstanding [1] - 9:4 look [5] - 9:18, 24:17, 29:6, 30:25, 45:21 looked [1] - 30:16 looking [15] - 5:13, 9:25, 10:1, 10:2, 10:5, 10:9, 10:17, 36:16, 39:9, 45:17, 47:17, 56:15, 58:16, 64:17, 80:12 looks [6] - 3:4, 56:16, 61:9, 63:24, 64:11, 64:21 lose [1] - 72:4 lost [1] - 49:7 love [3] - 49:7, 49:13, 50:3 low [7] - 10:18, 50:18, 56:20, 69:20, 71:11, 71:13, 72:1 low-water [2] - 71:11, 71:13 lower [1] - 71:18 lows [1] - 71:6 luck [1] - 29:5 Lumineers [1] - 23:9 lunch [1] - 77:21	79:2 manufacturer [1] - 35:3 manufacturing [2] - 33:10, 33:18 march [1] - 83:23 March [10] - 20:23, 26:18, 26:19, 26:20, 52:17, 57:2, 62:21, 66:8, 67:4, 76:10 MARIA [8] - 41:20, 41:25, 56:13, 58:21, 59:2, 60:2, 61:17, 62:7 Maria [6] - 2:9, 41:19, 62:19, 66:25, 67:20, 79:20 maritime [1] - 77:9 market [1] - 63:16 marketing [2] - 31:3, 39:5 Mary [2] - 43:18, 44:19 MARY [3] - 48:3, 48:17, 49:9 MASTANTUONO [4] - 28:19, 41:4, 41:7, 41:15 Mastantuono [1] - 2:4 master [1] - 46:9 material [2] - 72:6, 72:7 materials [4] - 4:23, 24:12, 24:13, 80:14 Matt [2] - 42:8, 68:19 matter [2] - 11:3, 56:4 max [1] - 75:16 maximize [1] - 5:21 mayor [2] - 48:16, 76:13 mean [6] - 10:17, 47:7, 50:24, 68:24, 78:21, 81:9 means [3] - 15:7, 35:15, 35:18 meant [1] - 47:18 media [10] - 43:9, 43:13, 52:1, 53:12, 53:13, 53:24, 55:2, 56:8, 57:12, 57:13 meet [2] - 77:1, 79:25 Meeting [1] - 1:3 meeting [16] - 3:4, 3:17, 11:1, 31:17, 32:19, 41:8, 43:8, 58:10, 60:6, 60:9, 61:5, 61:14, 64:5,	70:8, 81:23, 83:7 meetings [4] - 6:7, 57:23, 60:11, 60:13 Meier [2] - 4:14, 25:5 melodic [1] - 73:24 member [1] - 61:11 members [3] - 58:6, 59:17, 60:15 memo [1] - 30:20 Memorial [1] - 1:14 mention [1] - 58:25 mentioned [15] - 17:24, 18:19, 19:17, 39:18, 47:16, 59:11, 60:25, 61:2, 62:19, 66:6, 66:12, 66:25, 67:20, 73:9, 79:20 merchandise [4] - 33:4, 34:19, 34:24, 36:5 message [7] - 7:10, 11:16, 11:18, 12:9, 12:21, 15:9, 41:5 met [10] - 30:16, 51:21, 57:24, 58:1, 58:2, 58:12, 61:19, 62:3, 77:2, 77:22 method [1] - 74:15 metric [1] - 36:3 Miami [1] - 63:11 Michigan [1] - 72:3 mid [2] - 25:24, 27:2 mid-May [1] - 25:24 mid-October [1] - 27:2 might [3] - 19:7, 45:21, 63:1 miles [1] - 62:15 Miller [1] - 11:24 million [14] - 21:14, 22:10, 22:18, 23:1, 23:13, 44:14, 44:15, 44:17, 44:22, 44:24, 46:21 Milwaukee [48] - 1:5, 1:13, 1:14, 2:7, 4:1, 4:12, 5:17, 7:9, 8:8, 8:10, 8:17, 9:3, 9:10, 9:16, 12:15, 15:12, 16:9, 16:10, 16:11, 17:25, 25:3, 25:8, 25:10, 30:23, 45:5, 47:25, 52:8, 52:12, 52:16, 52:20, 53:7, 53:16, 54:18, 55:11, 57:9, 58:9, 62:20, 63:9, 63:17, 73:20, 78:5, 79:12, 79:25, 80:10, 80:14, 80:18 Milwaukee-based
M				
machine [1] - 67:9 Madison [5] - 2:10, 41:11, 51:17, 59:11, 78:16 MADISON [5] - 51:18, 55:16, 55:19, 55:25, 56:12 Madison's [1] - 57:12 Maier [1] - 25:18 maintain [1] - 68:13 maintenance [2] - 42:15, 46:15 major [2] - 36:3, 59:6 majority [1] - 24:4 Malone [2] - 21:19, 23:8 man [2] - 60:18, 67:23 managed [1] - 77:13 Management [1] - 52:19 management [1] - 37:20 manages [1] - 4:13 manhandling [1] -				

[1] - 16:9 mind [1] - 81:21 minor [1] - 74:24 minute [1] - 46:4 minutes [2] - 3:17, 3:19 missed [1] - 55:21 missing [1] - 3:12 mistakes [1] - 30:19 misunderstood [1] - 28:25 MMSD [1] - 46:25 modification [2] - 29:20, 30:7 money [3] - 38:15, 46:20, 79:8 monitor [1] - 70:16 monitoring [1] - 39:23 monopiles [3] - 74:1, 74:2, 74:12 month [1] - 70:25 months [9] - 30:3, 30:15, 43:14, 44:22, 48:23, 57:22, 76:9, 80:21 mooring [8] - 71:17, 71:18, 71:21, 72:23, 73:11, 73:16, 74:5, 75:25 morning [14] - 3:2, 4:4, 4:19, 8:4, 32:16, 32:17, 41:20, 51:17, 51:18, 66:23, 69:16, 70:20, 70:21, 71:12 most [3] - 48:19, 49:11, 76:15 mostly [1] - 47:12 motion [6] - 3:18, 28:8, 30:8, 30:9, 82:3, 82:7 mound [2] - 44:8, 45:25 mouth [1] - 10:24 move [3] - 32:3, 32:13, 70:1 moved [2] - 34:10, 82:4 movements [1] - 64:13 moving [5] - 16:21, 24:9, 33:20, 35:13, 36:11 MPS [1] - 47:12 MS [2] - 5:25, 26:9 multiple [2] - 34:17, 35:3 Music [2] - 14:7, 16:6 music [2] - 15:23, 16:15	Mutual [6] - 6:5, 6:25, 7:1, 12:6, 19:21, 26:17 MWF [2] - 6:18, 24:10 N name [1] - 4:10 namely [1] - 67:1 names [2] - 21:18, 23:7 national [1] - 79:24 native [1] - 47:15 natural [1] - 44:11 Navigation [1] - 71:23 Navy [2] - 29:16, 29:23 near [2] - 11:23, 72:15 need [19] - 10:8, 11:25, 20:6, 28:2, 30:4, 37:18, 38:2, 40:4, 44:23, 45:5, 46:2, 47:10, 49:18, 67:16, 68:12, 74:4, 75:20, 76:3, 79:7 needs [1] - 37:22 Neighborhood [1] - 13:17 net [1] - 22:20 networking [1] - 63:3 never [3] - 31:16, 31:18, 48:18 new [17] - 5:5, 25:15, 27:10, 27:11, 46:16, 49:8, 55:7, 58:1, 59:20, 64:6, 65:7, 67:15, 70:4, 72:19, 73:10, 75:19 newest [1] - 68:3 next [17] - 3:25, 6:1, 9:1, 25:1, 26:15, 30:13, 36:3, 43:14, 45:19, 47:20, 52:10, 54:9, 57:20, 64:21, 68:19, 72:2, 74:9 Next [4] - 13:23, 68:23, 72:22, 73:22 Niagara [1] - 57:4 nice [6] - 8:4, 29:4, 40:16, 52:21, 72:19, 81:5 Ninja [1] - 17:20 none [4] - 28:15, 30:11, 32:2, 36:25 normal [1] - 56:25 normally [1] - 56:23	North [1] - 6:5 Northcott [2] - 13:17, 13:18 northernmost [1] - 80:11 Northwestern [6] - 6:5, 6:25, 7:1, 12:6, 19:21, 26:17 notable [1] - 21:18 Notary [3] - 1:12, 83:6, 83:20 note [6] - 21:20, 23:7, 23:10, 33:21, 35:24, 37:2 notes [1] - 22:17 nothing [3] - 20:25, 67:5, 69:7 notice [1] - 31:13 number [14] - 17:16, 18:19, 18:24, 23:15, 24:14, 30:15, 33:15, 34:5, 38:14, 42:13, 42:20, 54:12, 56:17, 80:1 O obviously [1] - 42:16 occasional [1] - 50:22 Octavis [1] - 75:14 October [2] - 26:12, 27:2 Octoberfest [2] - 5:15, 27:19 OF [5] - 1:4, 3:1, 83:1, 83:2, 83:7 offer [3] - 6:20, 8:1, 10:14 offered [1] - 24:20 offering [1] - 6:7 offerings [1] - 8:24 offers [2] - 25:4, 63:16 office [2] - 46:5, 83:16 Office [1] - 24:16 officers [1] - 31:15 officially [1] - 69:22 oftentimes [1] - 37:18 older [2] - 8:15, 61:25 once [6] - 18:4, 46:12, 50:13, 62:22, 74:22, 81:25 one [20] - 5:6, 7:23, 9:11, 13:8, 18:7, 20:14, 27:6, 29:16,	30:16, 34:18, 36:21, 36:23, 44:4, 47:24, 54:12, 55:25, 57:17, 60:12, 75:15, 76:24 One [4] - 34:1, 47:22, 67:13, 68:8 online [1] - 67:16 open [9] - 6:15, 19:18, 19:25, 20:24, 26:16, 26:20, 28:13, 50:4, 50:5 opened [4] - 6:9, 6:13, 57:2, 61:6 opening [3] - 6:23, 26:21, 64:12 opens [1] - 78:15 operate [3] - 35:17, 38:7, 67:18 Operating [1] - 22:2 operating [4] - 22:13, 23:12, 23:17, 67:25 operation [3] - 39:16, 40:20, 66:17 operations [7] - 36:12, 39:12, 60:16, 64:7, 67:21, 68:3, 68:9 operators [6] - 35:15, 35:25, 38:24, 40:16, 63:18, 66:10 opportunities [11] - 8:20, 9:25, 10:9, 12:23, 19:4, 49:6, 58:14, 63:20, 80:9, 80:16, 80:19 opportunity [16] - 8:16, 10:11, 10:13, 10:14, 11:24, 12:20, 14:13, 16:3, 43:19, 51:8, 58:15, 59:21, 63:3, 63:15, 64:10, 79:24 opposed [1] - 35:9 optimism [1] - 64:19 order [3] - 3:4, 3:16, 11:12 Ordinances [1] - 73:21 ordinary [1] - 69:8 organization [5] - 4:13, 9:4, 14:12, 25:13, 25:22 organizations [6] - 7:6, 7:7, 7:19, 8:25, 11:11, 13:11 organizations ' [1] - 12:21 original [2] - 43:25, 73:13	originally [1] - 73:12 OSHA [1] - 67:22 Otherwise [1] - 23:23 ourselves [1] - 58:17 outlets [1] - 52:20 outlined [1] - 70:9 outreach [1] - 57:22 outside [8] - 16:10, 16:21, 20:17, 20:18, 33:5, 38:1, 56:8, 62:15 overall [3] - 38:23, 70:10, 79:3 overboard [2] - 60:18, 67:23 overhang [2] - 44:4, 45:22 overhead [1] - 36:6 overview [2] - 32:23, 54:1 own [6] - 4:18, 14:15, 42:10, 50:10, 56:8, 60:1 Ozinga [1] - 61:17 P p.m [2] - 55:5, 55:15 packaging [1] - 33:19 page [5] - 21:12, 21:24, 22:8, 22:24, 23:12 pages [1] - 54:20 paid [1] - 34:9 PANCHERI [14] - 4:2, 4:5, 4:9, 10:21, 19:2, 19:19, 19:22, 19:24, 20:17, 20:20, 21:5, 24:6, 27:4, 29:8 Pancheri [1] - 4:11 pandemic [1] - 9:8 panels [2] - 45:23, 47:16 paper [1] - 72:4 paramount [1] - 6:12 Park [11] - 4:14, 6:5, 19:21, 25:3, 25:5, 25:7, 25:18, 25:19, 26:17, 43:16, 50:11 park [30] - 5:2, 5:21, 6:10, 6:14, 6:23, 7:2, 12:3, 12:7, 12:11, 16:24, 17:3, 18:3, 19:15, 19:17, 19:25, 20:7, 27:23, 44:7, 47:2, 47:6, 47:13, 47:18, 47:24, 48:5,
--	---	---	--	---

48:25, 49:10, 49:12, 49:24, 51:4 parking [2] - 6:20, 6:22 parks [2] - 46:13, 46:16 part [14] - 5:14, 8:7, 9:8, 12:2, 14:20, 16:19, 17:2, 37:17, 47:2, 64:5, 70:1, 75:18, 76:13, 76:14 Part [1] - 58:6 part-time [1] - 8:7 partake [1] - 25:19 participate [5] - 7:15, 12:16, 23:25, 24:4, 48:1 participated [2] - 61:1, 64:16 particular [4] - 5:4, 12:20, 14:19, 19:14 particularly [3] - 27:9, 27:17, 46:25 parties [1] - 83:12 partnered [1] - 60:19 partnering [1] - 13:10 partners [12] - 8:23, 11:8, 12:14, 13:23, 14:4, 27:24, 57:24, 62:22, 76:16, 76:20, 77:2, 80:1 partnership [6] - 6:25, 9:2, 11:6, 13:18, 17:10, 78:23 partnerships [3] - 8:24, 10:22, 12:13 party [1] - 81:3 passenger [1] - 64:13 past [3] - 6:7, 18:25, 27:16 patrons [1] - 24:20 pavers [1] - 47:15 paving [1] - 74:24 pay [5] - 21:23, 22:12, 34:20, 35:8, 69:18 payable [1] - 22:17 paying [2] - 34:8, 35:5 payments [3] - 22:4, 22:16, 22:19 Peltz [1] - 2:4 pending [2] - 37:3, 66:13 people [25] - 6:11, 8:21, 9:25, 10:3, 10:6, 13:2, 15:12, 17:14, 42:20, 42:25, 43:1,	44:10, 44:25, 45:14, 45:18, 47:10, 49:11, 49:12, 49:15, 50:13, 54:13, 63:9, 78:4, 78:17, 78:19 per [2] - 34:18, 44:24 percent [11] - 8:7, 8:9, 8:13, 8:18, 13:8, 13:13, 24:1, 45:10, 56:15, 58:22, 69:18 perfect [3] - 4:2, 4:18, 50:9 perform [2] - 12:25, 16:19 performing [2] - 7:25, 71:16 period [3] - 21:21, 67:2, 69:18 permeable [1] - 47:15 permitted [1] - 72:10 person [1] - 3:12 personal [2] - 50:10, 83:9 personally [2] - 50:17, 77:7 personnel [3] - 10:7, 31:2, 43:2 perspective [2] - 24:8, 79:25 perspectives [1] - 63:20 Pete [1] - 81:19 Phase [3] - 52:18, 72:20, 72:21 photo [3] - 25:14, 66:20, 80:2 photograph [1] - 63:5 photos [2] - 47:22, 66:22 picked [1] - 52:19 pickup [1] - 81:2 picture [2] - 54:24, 80:7 pictures [2] - 43:5, 55:4 pipeline [1] - 37:5 place [9] - 12:8, 15:8, 15:14, 19:5, 26:25, 27:7, 27:11, 27:12, 74:21 places [1] - 65:10 plan [4] - 4:19, 24:3, 46:9, 67:15 planned [1] - 46:8 planning [3] - 46:18, 60:18, 62:2 plans [1] - 61:23 planting [1] - 79:15	plaque [1] - 57:9 platform [3] - 74:8, 74:11, 74:15 play [1] - 6:8 Play [2] - 14:7, 16:6 playground [2] - 20:3, 26:22 Plaza [2] - 55:6, 55:14 pleased [1] - 15:18 plug [1] - 9:24 plumbed [1] - 45:4 podcast [2] - 52:25, 53:5 point [13] - 7:23, 12:5, 27:6, 27:25, 28:5, 39:8, 44:7, 44:16, 62:16, 67:10, 69:20, 80:11, 81:18 Polaris [2] - 65:20, 75:13 Pollack [1] - 49:22 POLZIN [4] - 66:23, 68:8, 69:2, 69:6 Polzin [1] - 2:10 port [12] - 39:22, 45:17, 53:3, 55:23, 57:11, 58:6, 58:12, 63:12, 68:3, 77:9, 77:22, 77:25 Port [12] - 1:5, 1:13, 2:7, 30:23, 42:20, 55:10, 76:17, 76:19, 77:21, 79:11, 80:3 portion [3] - 18:14, 22:14, 22:15 ports [2] - 58:22 Ports [2] - 61:8, 80:4 Position [1] - 21:13 position [1] - 58:17 positive [1] - 52:14 possible [3] - 6:10, 11:15, 12:3 possibly [1] - 12:7 post [2] - 9:8, 54:6 Post [2] - 21:19, 23:8 post-pandemic [1] - 9:8 posts [3] - 54:3, 54:10, 54:19 potential [2] - 39:10, 40:8 potentially [1] - 29:18 potty [1] - 49:5 practice [2] - 41:21, 56:4 practices [1] - 62:24 prairies [1] - 44:12 Pratt [3] - 2:5, 3:13,	55:11 predicted [1] - 71:3 premier [1] - 78:12 preparation [1] - 48:24 prepare [1] - 32:19 presence [1] - 14:14 present [6] - 4:15, 13:2, 28:15, 32:20, 43:19, 52:17 presentation [7] - 11:6, 18:15, 21:7, 29:5, 59:12, 59:22, 61:3 presentations [1] - 14:3 presented [2] - 31:22, 66:11 presenting [1] - 43:22 Preserve [1] - 60:4 President [6] - 2:2, 2:3, 4:12, 30:22, 41:4, 55:11 press [9] - 52:11, 52:13, 53:13, 53:19, 53:21, 53:22, 55:6, 55:22, 62:18 pretty [12] - 19:3, 20:11, 36:17, 36:23, 43:11, 57:21, 75:21, 75:23, 81:11, 81:12 prevalent [1] - 15:11 prevent [1] - 39:19 previous [2] - 6:7, 62:23 previously [2] - 60:5, 66:10 price [1] - 44:14 pride [1] - 69:2 PrideFest [1] - 27:21 primarily [12] - 7:7, 21:16, 21:18, 22:1, 22:3, 22:5, 22:11, 22:21, 23:3, 23:16, 23:17, 30:18 primary [1] - 64:8 prime [1] - 27:16 principal [1] - 22:19 private [2] - 62:8, 78:24 probes [1] - 74:17 problem [1] - 65:9 problems [1] - 44:10 Proceedings [1] - 82:12 PROCEEDINGS [1] - 3:1 process [4] - 37:12, 38:6, 67:18, 76:14	processes [2] - 34:12, 70:12 processing [1] - 34:19 produce [1] - 5:8 product [9] - 33:24, 35:4, 35:9, 35:12, 39:20, 47:4, 68:20, 79:2, 80:13 production [3] - 23:19, 33:20, 33:22 products [2] - 34:8, 39:21 profile [1] - 50:18 profit [1] - 36:6 program [11] - 9:19, 9:20, 16:7, 16:13, 21:9, 23:24, 33:2, 33:7, 34:6, 34:15, 36:20 Program [1] - 73:3 programming [2] - 40:25, 47:8 programs [1] - 47:11 progress [1] - 69:22 project [7] - 59:13, 69:4, 72:10, 72:20, 73:9, 73:19, 80:15 projecting [1] - 72:3 projects [2] - 53:2, 68:8 promised [1] - 46:24 promises [1] - 22:5 promote [3] - 43:13, 53:10, 79:6 promoted [2] - 12:23, 57:12 promoting [3] - 43:9, 56:10, 78:19 proper [1] - 48:9 properties [1] - 68:14 property [1] - 21:25 Protection [3] - 34:14, 35:19, 39:25 proud [12] - 5:3, 10:21, 11:19, 13:24, 13:25, 14:4, 14:20, 24:10, 24:14, 26:2, 26:20, 27:9 proved [1] - 42:6 provide [5] - 7:10, 8:21, 32:21, 45:7, 49:23 provider [1] - 64:9 provides [2] - 12:20, 63:15 provisions [1] - 30:19 Public [4] - 1:12,
---	--	--	---	--

26:16, 83:6, 83:20 public [7] - 6:8, 6:16, 18:22, 50:22, 51:20, 52:3, 54:11 public /private [1] - 78:23 Puerto [2] - 5:9, 33:14 pull [1] - 18:8 pulling [1] - 73:8 Pulse [5] - 16:23, 17:23, 18:2, 19:8 purchased [2] - 24:22, 61:17 purely [1] - 45:3 pursuant [1] - 1:11 push [1] - 26:1 pushing [1] - 20:24 put [10] - 12:5, 12:14, 14:2, 14:23, 17:9, 17:10, 21:21, 26:3, 49:23, 54:16 puts [1] - 70:25 putting [3] - 31:8, 49:24, 74:20	rain [1] - 61:23 rain [4] - 21:3, 21:4, 23:11, 49:3 raise [2] - 44:22, 46:12 raised [2] - 7:17, 46:22 range [1] - 33:18 rate [1] - 35:11 rather [2] - 33:2, 34:7 ray [2] - 67:7, 67:11 re [2] - 34:25, 43:23 re-addressed [1] - 43:23 re-exports [1] - 34:25 reach [1] - 44:16 reached [2] - 5:7, 73:1 read [1] - 27:8 readings [1] - 67:11 real [2] - 31:19, 35:10 realize [1] - 49:11 realized [1] - 30:17 Really [1] - 17:7 really [64] - 4:24, 5:20, 6:9, 6:17, 7:8, 7:14, 7:16, 7:25, 10:21, 11:2, 11:3, 11:7, 11:18, 11:19, 13:11, 13:24, 14:4, 14:21, 15:4, 15:17, 15:24, 16:3, 17:12, 17:17, 17:21, 18:5, 18:9, 20:4, 20:22, 27:22, 30:18, 33:6, 33:16, 39:8, 42:2, 42:5, 43:23, 44:8, 45:24, 47:23, 48:24, 51:4, 52:1, 52:4, 52:5, 54:21, 56:16, 56:17, 60:21, 60:22, 64:9, 66:2, 67:6, 69:3, 77:5, 77:7, 77:23, 78:1, 78:6, 79:23, 80:22 reason [1] - 80:7 recalculation [1] - 71:25 recap [1] - 66:4 receivables [1] - 70:2 receive [3] - 25:10, 80:11, 80:12 received [4] - 4:23, 26:19, 35:16, 64:23 receives [1] - 33:4 recently [4] - 20:11, 65:18, 66:6, 67:3 recipient [1] - 16:20	recognized [2] - 17:8, 57:8 recommended [1] - 76:24 record [2] - 21:4, 52:22 record-breaking [2] - 21:4, 52:22 recorded [2] - 71:1, 83:8 recycling [2] - 47:3 red [2] - 71:1 redeploy [1] - 65:11 reduce [1] - 24:18 reduced [1] - 83:8 reduces [1] - 44:14 reduction [1] - 35:23 reel [1] - 51:25 reflect [3] - 14:3, 31:6, 36:23 reflective [2] - 42:2, 59:14 refresh [1] - 30:18 refuge [1] - 47:4 refurbish [1] - 62:1 regard [1] - 40:11 region [2] - 39:6, 79:4 regional [1] - 62:22 regular [2] - 40:25, 57:6 regularly [1] - 40:1 reignite [1] - 11:1 reintegrated [1] - 9:20 Reintegration [1] - 9:3 related [3] - 22:11, 22:21, 72:12 relates [1] - 77:10 relations [1] - 51:20 relationship [4] - 9:4, 9:8, 9:9, 11:2 relative [3] - 19:17, 83:11, 83:12 relatively [2] - 58:1, 58:24 release [4] - 52:11, 52:14, 53:19, 53:21 released [1] - 9:12 releases [1] - 55:22 remainder [1] - 63:22 remains [2] - 63:23, 65:2 remember [3] - 43:21, 48:1 Renaissance [1] - 14:18 RENEE [2] - 1:12,	83:5 Renee [1] - 83:20 renew [1] - 9:7 renewal [1] - 29:21 renewals [1] - 29:19 renewed [4] - 9:2, 9:9, 22:6, 22:22 reopening [1] - 27:2 REP [3] - 21:8, 24:9, 28:4 repainted [1] - 68:18 repair [1] - 33:20 repairs [1] - 72:24 repeating [1] - 12:10 replaced [1] - 68:18 report [13] - 4:16, 34:16, 36:4, 38:22, 38:24, 41:22, 41:23, 43:12, 56:14, 66:7, 69:7, 69:17, 76:7 reporter [2] - 51:23, 52:6 Reporter [4] - 1:12, 53:1, 83:5, 83:20 reporting [5] - 34:13, 36:2, 38:20, 42:11, 70:8 reports [1] - 70:2 represent [1] - 28:1 Representatives [2] - 2:7, 77:3 representatives [1] - 58:13 represented [1] - 57:11 representing [1] - 60:9 request [2] - 28:3, 28:5 requested [1] - 41:7 required [1] - 37:25 requirements [2] - 39:17, 40:3 requires [1] - 45:9 reschedule [1] - 81:20 resided [1] - 8:9 resident [1] - 9:12 residents [3] - 9:11, 9:17 resilient [1] - 42:7 resources [2] - 14:22, 56:8 respite [1] - 11:22 responding [1] - 54:13 responsibilities [4] - 31:5, 38:20, 39:4, 39:22 rest [2] - 9:13, 11:25	restocking [1] - 64:13 restrictions [1] - 22:21 restroom [1] - 50:12 restrooms [2] - 6:19, 11:24 results [1] - 33:23 retail [1] - 34:2 retain [1] - 9:12 return [2] - 8:19, 41:10 returning [1] - 8:21 reusable [2] - 24:17, 24:20 revenue [1] - 22:25 revenues [3] - 42:13, 69:19, 70:9 review [2] - 4:20, 11:12 Rican [1] - 5:10 Rico [1] - 33:14 rigging [1] - 67:23 right-of-use [1] - 22:2 ring [1] - 60:23 river [1] - 61:11 River [2] - 61:8, 71:22 rivers [1] - 61:11 rods [1] - 74:21 role [1] - 53:8 rolled [1] - 49:3 roof [2] - 44:5, 45:24 room [1] - 43:22 rotate [1] - 48:12 roughly [1] - 33:12 rubble [1] - 47:5 ruin [1] - 44:13 rules [1] - 1:11 run [3] - 41:16, 65:15, 81:22 runni ng [1] - 76:12 runs [1] - 74:14
Q				
Q1 [1] - 56:15 quality [2] - 43:6, 48:9 quarter [2] - 56:18, 56:19 quarterly [1] - 69:7 questions [21] - 18:15, 18:19, 20:12, 23:21, 27:3, 28:6, 28:14, 30:11, 31:22, 32:6, 41:1, 50:4, 50:5, 50:6, 54:14, 55:13, 61:6, 62:11, 69:10, 70:17, 75:8 quick [1] - 39:24 quickly [3] - 14:11, 18:17, 81:22 quiet [1] - 36:17 Quiet [3] - 24:24, 25:17, 25:21 quite [2] - 57:14, 71:13 quorum [2] - 3:5, 41:10 quotas [1] - 34:22				
R				
radiation [1] - 67:11 Radio [1] - 53:10				
				S
				safety [13] - 6:12, 20:1, 48:11, 60:14, 60:17, 60:24, 67:21, 67:23, 73:17, 73:18, 73:21 sailings [1] - 63:21 Saint [3] - 57:2, 76:20, 80:4 sales [3] - 21:17, 22:11, 23:5 Sally [4] - 2:4, 3:8, 3:9, 3:11

salt [3] - 53:15, 56:20, 67:1 Salt [1] - 56:24 sand [1] - 74:18 SARAH [18] - 4:2, 4:5, 4:9, 10:21, 19:2, 19:19, 19:22, 19:24, 20:17, 20:20, 21:5, 24:6, 27:4, 29:8, 48:15, 48:20, 49:16, 50:23 Sarah [2] - 4:11, 51:7 save [1] - 34:19 saving [1] - 35:10 savings [2] - 34:25, 35:2 saw [6] - 8:14, 8:18, 36:6, 56:10, 57:11, 57:15 SBE [2] - 23:23, 24:1 scenes [3] - 36:13, 70:5, 70:7 schedule [5] - 26:12, 26:14, 57:14, 63:23, 81:23 scheduled [1] - 22:19 scheme [1] - 78:11 school [1] - 48:24 schools [4] - 16:11, 47:25, 48:2, 48:3 scope [2] - 33:22, 73:13 scrap [1] - 35:1 screen [1] - 80:2 Sea [3] - 63:9, 63:10, 65:3 seal [1] - 83:16 season [26] - 4:20, 5:3, 6:1, 9:14, 11:8, 11:13, 21:17, 26:9, 26:23, 27:16, 27:17, 29:6, 52:13, 52:22, 53:8, 53:20, 54:5, 57:1, 57:19, 58:14, 62:16, 62:23, 62:24, 65:4, 65:24, 69:22 seasonal [1] - 8:6 Seaway [2] - 57:2, 80:4 seaway [1] - 75:16 second [6] - 3:20, 14:7, 28:11, 30:9, 68:4, 82:5 seconded [1] - 82:8 Secretaries [1] - 39:2 secretary [1] - 59:18 secrets [1] - 7:21 section [2] - 22:9, 73:8	sector [2] - 63:4, 78:24 sector /public [1] - 78:24 security [8] - 6:19, 10:7, 37:19, 37:22, 37:24, 39:18, 67:15, 69:7 sediment [1] - 71:21 see [40] - 5:23, 7:6, 8:4, 8:22, 11:5, 11:11, 12:24, 13:15, 16:7, 16:12, 16:17, 21:15, 22:9, 22:15, 26:7, 26:25, 29:11, 30:2, 31:10, 31:21, 41:5, 41:18, 44:3, 44:4, 44:5, 44:6, 45:21, 47:13, 49:24, 52:15, 54:7, 56:25, 59:20, 71:19, 74:1, 75:18, 77:23, 77:24, 78:1, 79:15 seeds [1] - 79:15 seeing [1] - 36:14 seek [3] - 4:21, 11:16, 19:12 seeking [1] - 10:3 Selena [1] - 2:8 SELENA [2] - 69:16, 70:19 selling [1] - 65:5 semester [1] - 48:6 semester -long [1] - 48:6 Senate [1] - 77:3 Senator [2] - 77:4, 77:5 senators [1] - 78:17 send [3] - 43:10, 55:22, 55:25 Sentinel [1] - 53:7 separate [1] - 81:23 September [3] - 18:2, 27:13, 27:17 serve [3] - 4:12, 39:8, 68:13 service [3] - 39:6, 57:6, 67:8 Services [1] - 14:17 services [1] - 12:22 serving [1] - 65:23 session [3] - 81:18, 81:21, 81:24 set [8] - 6:11, 9:16, 26:24, 40:14, 40:16, 40:20, 54:25, 83:15 settled [1] - 25:20 seven [3] - 36:11, 36:22, 61:22	several [4] - 5:5, 13:15, 31:1, 52:20 sewer [3] - 45:2, 45:3, 74:21 shameless [1] - 9:24 share [5] - 7:9, 10:11, 20:5, 40:25, 65:17 shared [4] - 30:20, 42:12, 54:20, 66:2 sharing [4] - 53:13, 53:14, 54:2, 54:3 Shaver [1] - 27:21 Sheeran [1] - 21:19 sheet [1] - 16:15 shelter [3] - 46:3, 48:21, 48:22 ship [7] - 53:17, 54:7, 54:25, 55:4, 55:8, 60:3, 75:1 shipment [1] - 34:16 shipments [3] - 36:5, 36:8, 66:17 shipping [1] - 69:22 ships [6] - 45:16, 53:18, 65:3, 65:9, 65:11, 68:13 Shore [1] - 53:15 shore [1] - 64:8 short [2] - 21:21, 75:7 short-term [1] - 21:21 shortly [1] - 3:13 shot [1] - 72:19 shoulder [1] - 27:15 show [1] - 43:3 showcase [1] - 47:1 showed [2] - 53:4, 69:3 showers [2] - 46:4, 50:21 showing [1] - 21:25 shows [1] - 71:9 side [7] - 11:9, 36:15, 36:21, 45:7, 70:14, 71:8 sides [1] - 73:10 signature [1] - 16:7 significant [8] - 8:14, 13:1, 16:5, 23:10, 36:7, 36:10, 36:19, 37:19 silos [2] - 59:20, 62:1 similar [2] - 17:7, 64:25 simulated [1] - 60:23 single [1] - 34:16 sisters [1] - 65:19 sit [1] - 29:14	site [1] - 49:25 sites [1] - 54:11 sitting [1] - 35:14 situations [1] - 43:24 six [2] - 48:23, 70:25 six-month [1] - 70:25 sized [1] - 65:19 skid [1] - 68:11 skilled [1] - 10:5 Skylight [1] - 5:12 slide [12] - 9:1, 20:3, 25:1, 26:15, 45:19, 47:20, 54:9, 57:20, 68:19, 72:22, 73:22, 74:9 slides [1] - 37:7 small [4] - 14:8, 14:9, 14:16, 75:23 Small [1] - 23:23 smaller [2] - 16:14, 76:1 smashburger [1] - 81:3 Smile [1] - 13:22 SMITH [20] - 3:8, 3:14, 3:18, 28:8, 29:7, 30:4, 30:8, 31:24, 32:17, 38:14, 38:18, 56:2, 68:7, 69:1, 69:5, 69:13, 79:13, 79:17, 81:4, 82:5 Smith [1] - 2:5 snow [1] - 20:6 snowfall [1] - 26:19 snows [1] - 20:3 snowstorm [1] - 77:19 social [7] - 43:9, 43:13, 51:25, 53:13, 53:24, 57:12, 57:13 Social [1] - 53:12 Society [1] - 6:3 solar [3] - 44:4, 45:23, 47:16 solid [2] - 9:19, 36:18 someone [4] - 15:22, 15:25, 16:24, 60:21 Sometimes [1] - 40:18 sometimes [2] - 16:11, 38:11 somewhat [1] - 70:10 soon [4] - 20:24, 52:23, 53:23, 55:1 sorry [3] - 19:24, 75:8, 77:4 sort [2] - 13:5, 16:13 sources [1] - 79:1	South [2] - 1:13, 53:14 Southeast [1] - 39:7 Southeastern [2] - 15:8, 15:12 Soy [2] - 59:9, 60:5 soy [2] - 59:14, 60:8 Soybean [1] - 52:16 soybean [2] - 78:4, 79:22 soybeans [1] - 59:11 space [3] - 6:8, 42:22, 46:2 SPEAKER [2] - 28:16, 75:17 speakers [2] - 55:9, 60:24 speaking [1] - 50:17 speaks [6] - 8:19, 14:21, 25:2, 25:15, 26:15, 62:14 special [1] - 8:10 Specialty [1] - 60:5 specific [2] - 6:24, 16:15 spending [1] - 69:25 spinoff [1] - 72:12 sponsors [4] - 13:11, 13:25, 22:6, 22:22 sponsorship [1] - 25:11 spot [1] - 63:25 spotlight [1] - 14:8 spread [2] - 11:17, 33:13 spring [3] - 61:4, 73:6, 77:13 square [2] - 44:24, 46:1 square -feet [1] - 46:1 square-foot [1] - 44:24 squares [1] - 26:25 sS [1] - 83:1 staff [5] - 12:1, 39:14, 43:3, 77:23, 81:1 Staff [1] - 80:21 staffing [1] - 29:22 stages [1] - 12:25 stakeholders [2] - 57:23, 59:18 stakes [1] - 49:24 stand [2] - 13:25, 14:4 standard [3] - 13:6, 81:11, 81:12 standing [1] - 31:1 stands [1] - 78:10
---	---	--	--	---

start [4] - 3:15, 32:23, 56:14, 57:18 started [10] - 15:7, 19:8, 37:5, 42:19, 51:19, 53:21, 68:4, 69:23, 73:7 starting [3] - 33:1, 34:7, 70:22 State [11] - 1:13, 25:7, 25:19, 43:16, 50:11, 58:5, 73:1, 79:11, 79:12, 83:6, 83:21 state [4] - 45:8, 46:13, 58:4, 79:6 STATE [1] - 83:1 statement [2] - 21:9, 22:25 Statement [1] - 21:13 statements [1] - 23:21 States [4] - 33:5, 33:14, 35:7, 70:24 stations [1] - 48:12 statistic [1] - 8:11 status [1] - 35:21 steel [2] - 58:11, 59:4 Steel [1] - 58:12 steers [1] - 68:11 STEM [1] - 7:24 stems [1] - 34:14 step [1] - 81:20 stepped [1] - 77:20 stevedore [1] - 60:10 stevedores [1] - 60:13 stick [1] - 74:17 still [6] - 37:4, 48:21, 54:22, 62:1, 74:7, 81:12 stimulate [1] - 33:11 stocked [1] - 6:20 stone [1] - 80:14 storage [2] - 33:20, 58:15 stored [1] - 34:11 stores [1] - 34:2 stories [1] - 51:21 storm [1] - 72:25 story [4] - 51:22, 52:2, 52:9, 52:21 strategies [1] - 24:19 streamlined [1] - 34:12 street [1] - 72:7 striking [1] - 48:19 stripped [1] - 68:16 strong [5] - 23:5, 56:16, 56:24, 64:21,	67:1 struck [1] - 50:8 students [2] - 15:16, 47:12 study [2] - 13:8, 80:8 STUEWE [2] - 8:3, 10:19 Stuewe [1] - 8:4 submit [1] - 34:21 submitted [2] - 29:24, 66:6 substantial [1] - 33:24 success [3] - 10:24, 16:17, 51:2 successful [2] - 11:8, 27:19 successfully [1] - 24:11 SUE [1] - 43:17 Sue [1] - 43:17 suggestions [1] - 49:17 suited [1] - 38:10 summary [3] - 4:20, 66:14, 69:17 summer [3] - 27:17, 72:12, 75:2 Summerfest [22] - 12:16, 12:19, 13:5, 14:1, 14:25, 15:2, 15:5, 15:6, 15:14, 15:19, 15:22, 15:24, 15:25, 16:1, 16:21, 17:8, 18:21, 19:5, 23:3, 23:4, 24:21 sunny [1] - 77:13 Support [1] - 80:6 support [12] - 13:16, 16:7, 16:13, 16:14, 22:25, 25:10, 25:13, 45:12, 46:17, 79:9, 79:11, 80:23 supported [2] - 35:22, 66:15 supporting [4] - 16:8, 74:2, 76:14, 80:24 supports [1] - 79:12 surface [1] - 20:2 surprised [1] - 67:5 surprises [1] - 70:22 surrounding [1] - 5:8 sustainability [3] - 24:10, 24:15, 24:25 sweet [1] - 63:24 system [3] - 61:11, 65:6, 74:20 systems [2] - 37:20, 37:21	T table [3] - 51:10, 51:13, 53:4 takeaways [1] - 64:2 targeting [1] - 25:23 tariff [1] - 42:4 tariffs [2] - 34:8, 59:5 task [2] - 11:10, 11:19 TATA [1] - 58:12 teaching [4] - 47:7, 47:8, 48:11, 63:9 team [6] - 10:1, 58:2, 60:16, 61:1, 67:21, 68:9 teams [1] - 68:6 tear [1] - 61:25 tech [4] - 15:11, 15:14, 16:4, 68:3 Tech [10] - 14:25, 15:2, 15:6, 15:14, 15:19, 15:22, 15:24, 16:1, 19:5 tenant [2] - 29:17, 61:5 tenants [1] - 29:16 term [3] - 21:21, 22:14, 65:14 Terminal [1] - 57:8 Terminals [1] - 61:9 terms [5] - 13:6, 25:11, 31:22, 63:17, 65:7 terrific [1] - 44:2 territory [1] - 38:1 testing [2] - 33:19, 48:9 Theater [1] - 14:18 theme [5] - 7:24, 7:25, 41:25, 42:1 themselves [1] - 35:2 they've [1] - 74:14 They've [2] - 29:17, 61:22 thorough [1] - 37:21 three [5] - 4:5, 19:8, 30:3, 34:24, 47:23 thrilled [5] - 4:15, 5:8, 12:13, 12:19, 13:2 throughout [9] - 4:16, 15:12, 26:22, 27:1, 33:13, 36:11, 39:6, 70:16, 73:15 thunderstorm [2] - 49:3, 49:5 tie [2] - 74:5, 74:21	tieback [1] - 74:20 Tim [3] - 2:2, 29:9, 41:16 TIMM [19] - 29:14, 37:9, 37:14, 51:12, 58:25, 62:5, 66:20, 75:5, 76:7, 77:12, 77:17, 78:18, 79:10, 79:14, 79:19, 81:5, 81:10, 81:16, 81:19 Timm [1] - 2:8 TIMOTHY [72] - 3:2, 3:9, 3:15, 3:21, 3:23, 4:4, 4:7, 10:16, 10:20, 18:18, 19:16, 19:20, 19:23, 20:10, 21:6, 28:12, 28:21, 28:24, 29:13, 30:6, 30:10, 30:13, 32:1, 32:5, 32:10, 38:19, 39:15, 40:6, 40:10, 40:22, 41:1, 41:6, 41:12, 41:17, 41:24, 43:15, 50:6, 51:1, 51:16, 55:14, 55:17, 55:20, 56:3, 58:19, 58:24, 59:24, 61:15, 62:9, 63:5, 64:1, 64:15, 64:22, 66:1, 66:18, 69:11, 69:14, 70:18, 70:21, 72:15, 75:9, 75:12, 76:5, 77:11, 77:15, 78:15, 79:9, 81:7, 81:14, 81:17, 82:2, 82:7, 82:10 tips [1] - 49:17 TMJ4 [1] - 51:22 today [7] - 52:23, 53:11, 53:23, 54:24, 62:17, 73:20, 75:7 together [10] - 11:12, 14:3, 31:9, 62:22, 78:25, 79:23, 80:8, 80:18, 82:6 toll [1] - 68:16 tonnage [1] - 56:14 tons [2] - 24:12, 24:13 took [1] - 9:6 ToolBank [1] - 14:16 top [6] - 18:23, 39:4, 45:24, 71:4, 80:2, 80:3 topics [1] - 67:24 tore [1] - 68:14 tossing [1] - 60:23 total [8] - 22:25, 23:12, 35:25, 36:4, 36:8, 44:23, 66:16, 74:3	touch [3] - 63:18, 64:10, 81:25 tour [3] - 49:25, 59:19, 77:21 tours [1] - 42:20 towards [1] - 12:6 towers [1] - 72:19 track [2] - 36:3, 54:15 tracker [1] - 54:6 tracking [1] - 42:19 tractor [1] - 18:7 trade [26] - 32:21, 32:24, 33:1, 33:2, 33:10, 33:13, 33:16, 33:22, 34:1, 34:2, 34:3, 34:9, 34:10, 34:23, 35:5, 35:7, 35:17, 35:21, 36:18, 37:11, 37:18, 42:4, 42:12, 59:5, 61:10, 66:5 Trade [9] - 33:7, 36:1, 36:15, 38:7, 38:25, 39:1, 63:9, 63:10, 65:3 trailer [2] - 67:7, 68:10 training [3] - 60:17, 67:21, 67:22 trainings [1] - 60:13 TRANSCRIPT [1] - 3:1 transformation [1] - 33:24 transition [1] - 70:3 transport [1] - 80:15 Transportation [3] - 58:3, 59:9, 73:2 transportation [3] - 60:7, 78:8, 79:21 transporting [2] - 68:11, 80:13 Travel [1] - 55:12 Treasury [1] - 39:3 treatment [1] - 33:4 tremendous [1] - 51:2 trucks [1] - 81:2 truly [2] - 8:16, 10:25 try [3] - 38:12, 40:17, 80:18 trying [5] - 25:22, 26:1, 28:17, 54:22, 79:6 tucked [1] - 44:7 tunnel [1] - 47:4 turn [1] - 21:12 turned [2] - 52:1, 68:21
---	--	---	--	---

turnover ^[1] - 29:23 turns ^[1] - 71:2 two ^[20] - 3:6, 5:5, 5:11, 15:21, 20:23, 30:3, 33:17, 35:1, 36:25, 42:16, 42:19, 44:23, 48:20, 48:22, 60:11, 65:18, 65:19, 65:22, 65:25, 81:2 type ^[1] - 17:22 typical ^[2] - 42:11, 71:24	upfront ^[2] - 38:3, 38:11 upgraded ^[1] - 37:23 upgrades ^[1] - 42:15 upgrading ^[2] - 61:23, 73:17 Urban ^[2] - 52:8, 52:20 US ^[6] - 29:16, 33:9, 38:1, 57:24, 60:4, 78:11 US-based ^[1] - 33:9 usual ^[1] - 70:23 utilize ^[1] - 35:20 utilized ^[1] - 60:11 utilizing ^[1] - 37:6	visit ^[2] - 49:15, 55:11 visitation ^[1] - 4:1 visited ^[3] - 40:12, 77:13, 78:5 visiting ^[1] - 9:17 visitors ^[1] - 49:10 visits ^[2] - 40:16, 40:17 visuals ^[1] - 44:3 volatility ^[1] - 42:4 volume ^[2] - 58:18, 58:20 volunteer ^[1] - 12:1	week ^[12] - 6:1, 34:18, 54:3, 60:14, 60:17, 60:25, 63:10, 68:5, 76:10, 76:11, 76:12, 79:21 weekend ^[1] - 26:11 weekly ^[1] - 34:14 weeks ^[1] - 26:1 Welcome ^[1] - 68:7 welcome ^[4] - 45:18, 48:13, 49:17, 55:18 welcomes ^[1] - 62:25 welcoming ^[2] - 45:14, 52:12 well-designed ^[1] - 46:6 wellness ^[2] - 16:23, 17:11 Wes ^[1] - 27:20 whereas ^[1] - 35:23 whereof ^[1] - 83:15 whole ^[1] - 48:23 wide ^[1] - 17:13 Wildflowers ^[1] - 25:7 willing ^[1] - 73:4 windows ^[1] - 47:15 windy ^[2] - 60:21, 60:22 wine ^[2] - 27:10, 27:20 winter ^[7] - 51:22, 52:3, 52:4, 52:9, 52:10, 68:9, 68:14 Wisconsin ^[15] - 1:13, 1:14, 15:8, 15:13, 17:19, 39:7, 40:21, 55:12, 58:2, 61:20, 79:11, 79:12, 83:6, 83:17, 83:21 WISCONSIN ^[1] - 83:1 wish ^[1] - 51:2 WISN 12 ^[1] - 53:10 witness ^[1] - 83:15 wonderful ^[3] - 47:6, 64:22, 77:11 wooden ^[1] - 73:15 word ^[3] - 10:24, 11:5, 50:9 workers ^[2] - 8:6, 51:24 workforce ^[6] - 8:7, 8:12, 8:15, 8:19, 8:21, 10:2 Works ^[1] - 14:18 world ^[4] - 12:2, 31:19, 63:15, 65:23 World ^[6] - 4:1, 4:12, 7:13, 25:3, 25:10,	45:5 WORLD ^[3] - 21:8, 24:9, 28:4 world-class ^[1] - 12:2 worry ^[1] - 70:5 worse ^[1] - 20:25 worth ^[2] - 46:14, 65:15 writes ^[1] - 37:22 writing ^[1] - 83:9 WTMJ ^[1] - 53:10
U		W	X	
ultimately ^[1] - 40:4 uncertainty ^[1] - 42:4 under ^[5] - 1:10, 8:14, 35:20, 45:6, 83:9 understood ^[1] - 62:9 underway ^[1] - 72:11 unfortunately ^[1] - 9:6 United ^[4] - 33:5, 33:13, 35:7, 70:24 UNKNOWN ^[2] - 28:16, 75:17 unless ^[1] - 69:9 unlimited ^[1] - 12:8 unloading ^[1] - 57:17 unseasonably ^[1] - 21:2 unusual ^[1] - 69:21 up ^[34] - 6:11, 8:25, 9:16, 12:14, 18:13, 20:14, 20:25, 21:22, 22:12, 24:19, 26:24, 28:17, 29:7, 29:15, 29:25, 30:18, 36:9, 39:13, 39:25, 40:1, 40:14, 40:16, 40:20, 44:1, 45:4, 45:6, 49:21, 52:20, 53:13, 61:6, 66:11, 69:3, 74:22, 76:8 upcoming ^[4] - 52:21, 58:14, 62:24, 70:8 update ^[8] - 31:19, 32:20, 35:14, 37:8, 62:14, 66:5, 66:24, 73:23 updates ^[6] - 32:14, 38:2, 53:14, 53:15, 61:6, 76:16 updating ^[1] - 67:14	V	waiting ^[1] - 57:18 Walk ^[3] - 5:25, 26:9, 27:2 walk ^[1] - 6:3 walking ^[1] - 20:25 walkthrough ^[1] - 37:22 wall ^[2] - 72:24, 74:21 WALWORTH ^[1] - 83:2 warehousing ^[1] - 33:18 warm ^[1] - 20:22 Warrior ^[1] - 17:21 Washatko ^[2] - 44:1, 50:18 Washington ^[3] - 39:1, 76:10, 77:10 watch ^[2] - 18:6, 79:15 Water ^[3] - 24:24, 25:17, 25:21 water ^[24] - 20:7, 20:8, 45:2, 45:3, 48:8, 48:9, 48:10, 48:11, 49:1, 60:21, 70:23, 71:3, 71:11, 71:13, 71:16, 71:19, 71:24, 72:1, 74:22, 76:2, 79:18 Waters ^[2] - 25:8, 47:25 waterways ^[1] - 80:10 waves ^[1] - 60:22 ways ^[3] - 12:24, 14:24, 27:14 WC ^[1] - 59:19 weather ^[2] - 20:21, 23:5 website ^[1] - 43:8	X-ray ^[2] - 67:7, 67:11	Y
	valuable ^[1] - 66:2 value ^[5] - 36:4, 36:5, 36:8, 36:10, 66:16 variable ^[1] - 38:17 variation ^[1] - 70:12 varies ^[1] - 38:9 variety ^[6] - 11:10, 13:10, 17:13, 57:22, 76:15, 78:25 various ^[5] - 20:15, 22:6, 22:22, 26:22, 57:23 vend ^[1] - 14:14 version ^[1] - 44:9 versus ^[1] - 22:18 vessel ^[11] - 52:12, 57:3, 57:5, 57:7, 57:16, 57:17, 62:15, 64:7, 64:13, 66:24 vessels ^[7] - 42:13, 53:16, 65:5, 65:19, 65:25, 75:15, 76:3 via ^[6] - 2:3, 2:3, 2:4, 13:13, 57:13, 80:13 viability ^[1] - 80:9 vibrate ^[1] - 74:17 vibro ^[1] - 74:16 Vice ^[2] - 2:3, 30:21 videoconference ^[3] - 2:3, 2:3, 2:4 View ^[2] - 55:6, 55:14 view ^[3] - 55:8, 59:14, 78:8 viewing ^[1] - 54:11 Viking ^[2] - 65:17, 75:14 virtual ^[1] - 28:14 virtually ^[2] - 3:7, 4:10 Visit ^[1] - 54:18			yards ^[3] - 71:20, 75:24 year ^[68] - 5:20, 6:2, 6:13, 7:22, 8:5, 8:6, 11:1, 13:18, 14:3, 15:1, 15:2, 15:20, 16:22, 17:17, 17:23, 18:25, 21:11, 21:16, 22:1, 22:4, 22:5, 23:2, 23:8, 23:10, 23:13, 24:1, 24:7, 25:24, 25:25, 26:5, 26:17, 32:22, 35:13, 36:7, 36:9, 42:3, 49:11, 56:16, 56:18, 56:19, 58:18, 59:2, 61:18, 61:24, 62:4, 62:22, 63:24, 64:18, 64:21, 64:25, 67:2, 67:4, 67:9, 69:19, 69:20, 70:1, 70:12, 70:16, 72:2, 72:25, 73:6 year's ^[1] - 64:5 year-over-year ^[2] - 32:22, 35:13 years ^[15] - 15:9, 15:21, 18:22, 19:1, 19:6, 19:8, 20:23, 31:12, 42:19, 43:21, 48:20, 48:22, 59:16, 68:15, 78:21 yesterday ^[2] - 53:9, 80:25 yoga ^[1] - 17:6 young ^[1] - 13:1

Z
zero [2] - 24:5, 71:7 zip [1] - 8:10 zone [21] - 32:21, 32:24, 33:1, 33:2, 33:3, 33:16, 33:22, 34:2, 34:9, 34:10, 34:23, 35:8, 35:17, 35:21, 37:11, 37:18, 38:8, 39:5, 42:12, 66:5, 66:17 Zone [6] - 33:7, 36:1, 36:15, 38:7, 38:25, 39:1 zones [2] - 33:13, 34:3