

1 NATIONAL INDIAN GAMING COMMISSION
2 PUBLIC MEETING AGENDA
3
4

5
6 REPORTER'S TRANSCRIPT OF PROCEEDINGS
7

8
9 JANUARY 25, 2012
10 2:08 P.M.
11

12
13 HELD AT:

14 Seminole Hard Rock Hotel & Casino
15 1 Seminole Way
16 Hollywood, Florida
17
18

19 Reported by: Elizabeth Cordoba, RPR
20

21 Job No: NJ371981
22
23
24
25

1 APPEARANCES:
2 NATIONAL INDIAN GAMING COMMISSION,
3 TRACIE STEVENS, Chairwoman
4 STEFFANI COCHRAN, Vice-Chairwoman
5 DANIEL LITTLE, Commissioner
6 LARRY ROBERTS, General Counsel
7 PAXTON MYERS, Chief of Staff
8 MICHAEL HOENIG, Senior Attorney
9 CINDY ALTIMUS, Region Director
10 KEITH HICKS, Compliance Officer

7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1 (Thereupon, the following proceedings were
2 had:)

3 CHAIRWOMAN STEVENS: Good afternoon, for those
4 of you who are attending. This is NIGC Seminole
5 Florida. This is the third public meeting of this
6 Commission. This Commission has determined that we
7 would begin and return to doing public meetings out
8 in the field to allow the public and tribes to good
9 business of the agency and to make comments with
10 regard to that business.

11 So, with that, I do want to give
12 Vice-Chairwoman Steffani Cochran and Associate
13 Commissioner Dan Little an opportunity to speak.

14 COMMISSIONER LITTLE: Good afternoon, everyone.
15 Thanks for coming today. Like the Chairwoman said,
16 this is our I think our third or fourth public
17 meeting that we are having to provide transparency to
18 the work that we do, but also an opportunity for the
19 public. So I want to welcome everybody here today
20 and hear your thoughts, so thank you.

21 VICE-CHAIRWOMAN COCHRAN: Good afternoon. My
22 name is Steffani Cochran and I am Vice-Chairwoman of
23 the National Gaming Commission. And also I would
24 like to welcome you to our public meeting and I look
25 forward to hearing your reports from the office. And

1 I look forward to wrapping up some business that we
2 need to take care of before the general public, so
3 thank you for coming and joining us today.

4 CHAIRWOMAN STEVENS: Thank you, Steffani and
5 Dan. We have embarked on a number of initiatives
6 when this Commission was together last July, we
7 identified four areas of focus, consultation and
8 relationship building, technical assistance and
9 training, regulatory review, which we were here
10 earlier to consult, and then finally agency
11 operations, which is sort of the look into the agency
12 and organizing and streamlining the agency. So those
13 are our major initiatives and that is much of what we
14 will be talking about today.

15 When we first came in the office, we heard a
16 lot, I had heard previously that tribes want to know
17 more about how the agency was operating internally,
18 you know, what processes were followed, budgets, how
19 we came to some of our determinations. So this is
20 the way of sort of pulling that curtain back and
21 sharing with everyone how this agency conducts its
22 business.

23 So going through our agenda, we will be on Item
24 2, the Chief of Staff Report. I do want to remind
25 everybody that what we will be doing is getting

1 reports from our staff, covering major initiatives,
2 the major initiatives that I have outlined, the Chief
3 of Staff and also the General Counsel. Then we will
4 move on. And that part is just so the business they
5 are going to report to us.

6 And we will have an opportunity for public
7 comment, if anybody would like to make comments later
8 at the end of the agenda. So this will not be a
9 participation part of the meeting. That part will
10 come later on in the agenda.

11 So, with that, we will turn it over to Paxton
12 Myers, who is your Chief of Staff, to give us a
13 report on technical training and technical
14 assistance, agency operations and other business.
15 So, Paxton.

16 PAXTON MYERS: Thank you, Chairwoman.

17 My name is Paxton Myers, Chief of Staff,
18 National Gaming Commission. I would like to report
19 today on a few items. Federal assistance in
20 training, just a few statistics that we are working
21 on with the training division. For FY 2011 we
22 completed 659 total training hours. We had 2,309
23 participants and we hosted 83 different trainings.
24 The number of tribes attending those trainings was
25 209.

1 So far in 2012, the first quarter, we have had
2 154 training hours, 285 participants, 18 trainings
3 and 46 tribes have attended those trainings.

4 Some of the challenges that we are faced with
5 when we are doing our training is just a mixed level
6 of experience with the audience. We have some tribes
7 that are more sophisticated than other tribes. Some
8 tribes that have gaming commissions that have been in
9 place for many, many, many years, some that turn over
10 as soon as the tribal counsels are sworn in. So that
11 is one challenge that we are having that we are
12 facing.

13 And another challenge we have heard from tribes
14 was the additional cost for attending our trainings.
15 As you know, we have some tribes located in remote
16 areas. It is hard to get to an airport and even
17 harder to get out, training costs, and everyone's
18 scrutinizing their budgets for these hard times we
19 are having now. So that is still one of the glaring
20 issues that we are doing.

21 But, to address that, we are trying to reach
22 out to those tribes that might not be located in
23 rural areas and hosting either regional training in
24 that area or site-specific training for those tribes.
25 It is a lot easier for us to get there as opposed to

1 try to get a full gaming commission. So those are
2 some of the things that we are trying to reach out to
3 tribes and offer more training opportunities for
4 that.

5 The training catalog is a work in progress.
6 When I came into the position that I have, one of the
7 things that we were tasked with was reviewing the
8 training catalog. The director of training now is
9 still completing a review of the training catalog.
10 We have gone through and adjusted the catalog to fit
11 some of the trainings that we offer now and re-tailor
12 those trainings to keep up with the times, keep up
13 with the mission of this Commission.

14 And we are actually looking into the catalog
15 because we hear from tribes that, especially in the
16 eastern division, that the trainings are something
17 that they are not interested in because they have
18 been established properties or they have established
19 gaming commissions for quite a while. So we are
20 looking at moving to more advanced courses.
21 Hopefully, we can do a training catalog. My hope is
22 similar to like a college catalog where you have one
23 level class, introductory classes, beginning classes
24 for some of those tribes that are new gaming
25 commissions or getting into gaming. And the 200

1 level, which is more advanced for some of those more
2 established levels. And the 300 level where
3 properties that are really advanced. And that is
4 what our training director has been tasked with,
5 coming up innovative ideas on how we can offer that
6 training and how we can retool the training catalog.

7 We are actually going to go out with the RD's
8 and do another survey with them, their regions, to
9 see exactly what type of training do tribes want. A
10 lot of times sometimes they will say, We want
11 advanced courses. Well, we need help from the tribes
12 to come up with some more innovative ideas on what
13 are the advanced courses you like. Would it be more
14 game machine training or would it be more gaming
15 commission or a combination of both.

16 So that is where we are with the training
17 catalog. We are in the process now of going out with
18 those surveys and we hope to have that back to us
19 within the next quarter, so we can really, you know,
20 move forward with the training catalog. Again, like
21 I said, we have taken it down and retooled some of
22 the course and put it back up. Some of the courses
23 were just outdated or courses that we hadn't taught
24 in four years or five years. Courses that, you know,
25 tribes just happen to advance further than that. So

1 that is kind of where we are with the training
2 catalog.

3 And objectives for 2012 is to complete the new
4 training catalog, is to complete the advanced
5 training on the game machine side and also the
6 advanced trainings on the travel-related regulated
7 side and for operations, as well.

8 We also will continue to collaborate with the
9 Department of the Interior to find innovative and new
10 ideas for training. We've partnered with the
11 Department and they might have some ideas of how we
12 can do some further outreach to tribes.

13 We are also in the beginning stages of doing
14 some web-based training. Again, you know, a lot of
15 tribes are in rural areas, so this might be an
16 opportunity for them to go to a training center
17 within their area or with their tribe to the tribal
18 government, and we can actually do the training from
19 DC and reach different tribes. That is something we
20 are in the beginning stages of. We did a couple
21 tests with the Chitimacha Tribe. Am I correct,
22 Cindy, the Chitimacha Tribe?

23 CINDY ALTIMUS: Yes, you are correct.

24 PAXTON MYERS: Where we could see how this web
25 portal would work. It was very successful.

1 Again, some of the challenges are IT needs.
2 And also, some of the tribes that need a little more
3 assistance really don't have the IT, you know,
4 equipment that we can use, that we can go to. So if
5 we run into that issue, then we will definitely reach
6 out to tribes and do some one-on-one training.

7 We are also working with our audits division in
8 which to offer more advanced courses on courses that
9 actually tribes are looking for within the audit
10 division. And we are also going to issue a directive
11 to where audits, if need be from a regional director
12 or from a compliance officer, that an auditor can go
13 with them on the site visit and conduct, you know,
14 on-the-spot training, if that compliance officer or
15 the regional director sees fit.

16 I think we have kind of taken a different turn
17 in years past where the audit teams weren't actually
18 going out and assisting like they should. But we are
19 going to address that within this week. So we will
20 have audit staff readily available, unless they are
21 called to do an audit.

22 Just real quick, some upcoming trainings that
23 we have, we have Regulating Gaming Technology at the
24 Pechanga Resort & Casino February 14th to the 16,
25 2012. We also have the Oklahoma City Regional

1 Training planned for February or March 2012, we are
2 still working on logistical issues there.

3 Also, in February or March in the Phoenix
4 region, hopefully we are going to partner with the
5 Arizona Department of Gaming, the Arizona Gaming
6 Working Group and possibly some other federal
7 agencies, the IRS, FBI, to host a realm type of
8 training within that region for four tribes all
9 within that region. We have actually had several
10 tribes come to our regional director in that area and
11 request this training. The Arizona Indian Working
12 Group is working with us. Again, there are
13 logistical issues there, which we are still trying to
14 get everyone all in the same room and collaborate.
15 And as you can imagine, with multiple agencies it is
16 hard to get that arranged, but the regional director
17 is working really hard to get that established.

18 And throughout the year we will have regional
19 trainings. I don't want to go into the whole list
20 because we don't have the logistics there. But
21 beginning next month going all the way through
22 September 30th we will have regional trainings in all
23 the regions. We will also have regulating gaming
24 technology training in all the regions moving
25 forward. So that is a synopsis of the training.

1 COMMISSIONER LITTLE: More of a comment than a
2 motion, I just want to commend you for really
3 reaching out to the region and tailoring our training
4 to their needs. I think that is so important and
5 easily overlooked, what is needed in some regions is
6 not what is needed in other regions.

7 Whenever I am out on the road, I try to stop by
8 any training that is going on. And it is very
9 helpful and really nice to see, you know,
10 on-the-ground regulators, front-line primary
11 regulators out there and taking advantage of the
12 training that we are offering and, you know, our
13 agency working with the tribal regulators. So I want
14 to commend you on continuing to reach out to regions
15 and tailoring our training to their needs.

16 PAXTON MYERS: Thank you, Commissioner Little.

17 Moving on to operations, ABC operation and
18 review. As most everyone in the room knows, we did
19 go through a realignment with the agency. The
20 realignment again is ongoing. We have held three all
21 employee meetings, held two individual divisional
22 meetings where myself and the Deputy Chief of Staff
23 met with all the different divisions that we have.
24 Just a status update on where they are on projects,
25 keeping the line of communication open with all the

1 different divisions.

2 We will continue to have biweekly conference
3 calls with our senior audit staff, our regional
4 directors and our senior contract staff. We are
5 actually working on a team-building plan with CATER's
6 assistance. We are waiting on an overall
7 team-building plan from CATER, which is a DOI program
8 that can help us with team-building with our
9 different employees in the DC office. And we are
10 also still trying to logistically figure out how do
11 we do that, how do we accomplish that. Because we
12 are in DC and we are in different regions, so we are
13 still working on that.

14 And the IT transition, we had hoped to have the
15 DOI IT report sent to us this week. We have asked
16 DOI with a contractor to go in and look at our IT
17 needs and our infrastructure and see where we can
18 make improvements with IT. Will that be a migration
19 over to the DOI system or will that be bits and
20 pieces of migration to the DOI system, because they
21 are going through a total revamp of their IT systems.
22 And if we can piggyback on what DOI is doing and
23 maybe get some cost savings there, then we are
24 definitely for all that.

25 We hope to have that assessment to my office

1 this week. That way we can do some evaluations, then
2 I can go back and present those recommendations to
3 the Commission, move it forward.

4 Any questions about IT?

5 Going back to some agency operations.

6 Currently, we are in the process of drafting position
7 descriptions for the Director of Compliance Finance
8 and Public Affairs. We also redrafting the PD IV
9 Regional Director Position in conjunction of the
10 Bureau of Safety and Environmental Enforcement, BSEE,
11 for short. That is the area within DOI that handles
12 all of our HR functions. So we are in the process,
13 they are either with BSEE or they are with us and
14 getting sent back to BSEE. So we are in here working
15 on collaboration with them on those PD's. Don and I
16 have ideas, and then we put those on paper. So some
17 of them are with us, some are back with BSEE with our
18 recommended changes.

19 PD's for the Executive Administrator Audit and
20 Training Manager and the IT Auditor are nearly
21 complete. We have to go through and do some final
22 cleanup on those position descriptions, and they
23 should be ready for advertisement within the coming
24 weeks. That is my fault.

25 The Compliance Officer PD has been rewritten,

1 again with the Chief of Staff and the Deputy Chief of
2 Staff in conjunction with BSEE. We rewrote the job
3 description there. We do have two advertisements and
4 the Phoenix region where we are using the new
5 position description. We will actually be conducting
6 interviews for those two positions next week, next
7 Tuesday and Thursday.

8 This was the first time that we actually, as an
9 agency, fully utilized DOI and then their services
10 that they can provide to us. And it is a learning
11 process. Of course some of the acronyms, like MICS,
12 for instance, and those type of things, they had no
13 clue what MICS were. So we had to go through and
14 train our folks that are helping us there on that
15 side with what acronyms were and what the job
16 description should say and needed to say and what
17 qualifications the Compliance Officer or Regional
18 Director or any other positions within our agency
19 need to have. So that is ongoing.

20 We had over 200 applications for those two
21 positions. Through BSEE we actually have whittled
22 those down to a manageable number and we will be
23 conducting interviews. The Regional Director and
24 myself will be conducting those interviews next week,
25 so hopefully we will have someone in some places

1 within the coming months. The federal system is
2 slow, sometimes, dealing with hires. So that is
3 where we are with the realignment.

4 The office utilization and assessments is again
5 ongoing. As many people know, in 2013 the agency's
6 lease is up and we will have to either relocate to
7 another area within DC or stay in the same building
8 that we are in. We are in the preliminary stages of
9 going to that to see what are our options, how much
10 is it going to cost and those different things. The
11 Deputy Chief of Staff is meeting with representatives
12 this week to discuss what our options are.

13 We have a tentative scheduled tour of some open
14 buildings scheduled for next week where the Deputy
15 Chief of Staff, Commissioner Little and myself will
16 hopefully go tour some potential new buildings and
17 see if they can offer the services that the agency
18 needs.

19 The leased advertisement to solicit bids for
20 potential building locations was sent out last week.
21 I believe it runs into two or three weeks. I am not
22 sure. Two weeks. Two weeks. That is just for folks
23 that have buildings within the DC metro area to
24 submit bids for the agency. Again, we are in the
25 preliminary stages of that.

1 And, finally, policies and procedures. We are
2 currently in various stages of working on five new
3 policies. Commission to recruit, those include the
4 employer transportation subsidy, the travel policy,
5 employer recognition, premium pay and employee
6 performance appraisal. Those are the varying stages.
7 We hope to have those presented to the Commission
8 within the next two weeks. We are very close to
9 having those finalized. They are going through the
10 final run through with some folks in Larry's section.
11 So we are hopefully have those within the next two
12 weeks for the Commission for approval.

13 And a hit on the staffing areas. Again, we are
14 conducting interviews and our goal, or my goal, is to
15 have the advertisements for the IT Auditor within the
16 next two weeks, along with some other positions. Our
17 staff will have some type of discussions with the
18 Deputy Chief of Staff and BSEE, to see if we are in a
19 position to advertise those other positions.

20 The goal to advertise the three director
21 positions again, Director of Compliance, Finance and
22 Public Affairs by March, that is our goal. Again,
23 they are in varying stages of development. One, the
24 Public Affairs, is nearly complete. The Compliance
25 and Finance, we are still in the drafting phase

1 there.

2 We had two Regional Director retirements, John
3 Gerber in the St. Paul region and Ken Billingsley in
4 the Phoenix region. I want to publicly thank both
5 gentlemen for their service to our country and to the
6 agency and to Indian Country. In the interim, we
7 have appointed two interim Regional Directors, Linda
8 Durbin in the Saint Paul area and Lance Vallo in the
9 Phoenix area.

10 And that concludes my report. I'm happy to
11 answer any questions that the Commission might have.

12 CHAIRWOMAN STEVENS: No, I don't think there
13 are any additional questions. I want to thank the
14 Chief of Staff and the Deputy Chief of Staff Dawn
15 Houle, who is back in the office now commanding the
16 ship.

17 The agency operation review, and I just want it
18 to be known to everybody who is attending, is
19 actually taking up quite a bit of our time. As I
20 said in the beginning of the meeting, it was of
21 interest to Indian Country as we were told of how the
22 agency was operating. And so the Chief of Staff's
23 office spends probably 95 percent of their time
24 dealing on just this one initiative to, you know,
25 look at ways for the agency to become more efficient.

1 We utilize the Department of Interior because
2 we are within the Department of Interior. They have
3 some great systems in place already. We have some
4 contracts with them to do some services for us.
5 Because in terms of the size of our agency, with
6 100-plus employees, it doesn't always make sense to
7 have our own systems when we can piggy-back, as
8 Paxton said, onto other systems. That actually will
9 bring us more into the 21st century.

10 The assessment from the DOI IT team, who is
11 really out front for the federal family in terms of
12 new technology, is really important to us because we
13 have, and you wouldn't know this and maybe you do
14 know this, we do have a lot of limitations internally
15 which we are trying to address. We are a young
16 commission and we are techies and, you know, we know
17 that that is the direction tribes are moving. So we
18 want to be on the cutting edge of all the technology,
19 things that make our doing business easier, your
20 doing business with us easier.

21 So the agency operations initiative that we
22 have is actually incredibly time-consuming for our
23 staff. So if you don't see Paxton or Dawn, and many
24 of you probably don't even know who Dawn is because
25 she is back working on this, we don't let her out

1 much, you know, that is because they are working
2 really hard doing what tribes often do, which is
3 constantly monitor your organization for efficiencies
4 and streamlining opportunities.

5 So thank you, Paxton, thanks to Dawn Houle and
6 all of your staff that report to you in helping us
7 become a better organization.

8 We are going to move on. Are there any
9 comments? Okay.

10 So we are broken up, basically, from the
11 Commission. We have got the Chief of Staff's office
12 and the General Counsel.

13 So we are going to turn to Larry Roberts, the
14 General Counsel, for his report on some other
15 initiatives that fall under his purview. Larry.

16 LARRY ROBERTS: Thank you, Chairwoman. For the
17 record, Larry Roberts, General Counsel, member of the
18 Oneida Nation of Wisconsin. With me today is Senior
19 Attorney Michael Hoenig from my office. We are going
20 to cover two points today. One is regulatory review
21 and the progress that the commission is making there,
22 and then consultation and relationship building.

23 With regard to regulatory review, the
24 commission, when they first took office, embarked on
25 a process that would be a little transparent in terms

1 of how the regulations would be reviewed by the
2 Commission. The Commission started off its
3 regulatory review through notice of inquiry sent out
4 to public and tribes asking for public comment on
5 which regulation should be reviewed and what order
6 and how to move forward with that process.

7 Currently, as part of that regulatory review,
8 after hearing comments from tribes and the public,
9 the Commission sent out its regulatory review agenda.
10 Through that agenda it identified how it would
11 consult with the tribes. It identified that in some
12 circumstances they would issue preliminary discussion
13 drafts before issuing a notice of proposed
14 rule-making, and then with the notice of proposed
15 rule-making seeking additional tribal and public
16 comment before moving forward with the final rule.

17 As the Commission is aware, there are five
18 rules proposed, rules currently open for comment.
19 Those rules are Part 502, definitions; Part 537,
20 background investigations; Part 556, background
21 investigations for primary management officials and
22 key employees; Part 558, licenses for primary
23 management officials and key employees; and Part 573,
24 enforcement.

25 The comment periods for Parts 502 and 537

1 closes on February 27, 2012. The comment period for
2 Parts 573, 556 and 558 close on February 21st.

3 We have an update with regard to proposed rules
4 to be printed in the Federal Register. My staff has
5 been working closely with the Commission to prepare
6 proposed rules for part 559, facility licenses, the
7 appeals regulations, as well as Part 518
8 self-regulation. All of those parts the Commission
9 has preliminary drafts, which we have received
10 comments and reviewed those comments. And we are
11 working with the Federal Register at this point to
12 schedule those for publication. We hope that those
13 will be published soon.

14 With regard to further consultations on the
15 regulatory review schedule, the Commission will be
16 consulting with Indian Country February 30th at the
17 Agua Caliente facility in Palm Springs, we will have
18 a consultation on February 16th at Squaxin Island and
19 we will have a consultation on February 22nd at La
20 Isleta Hard Rock in Albuquerque, New Mexico.

21 CHAIRWOMAN STEVENS: January 30th it is the day
22 before Western Indian Gaming Conference in Morongo.

23 LARRY ROBERTS: And that is a summary of the
24 regulatory review. Are there any comments about the
25 Commission or questions at this point?

1 VICE-CHAIRWOMAN COCHRAN: This is just more of
2 a comment, because I see two faces present I just
3 want to acknowledge how much work I know is coming
4 out of your shop. And, Larry, I know you have asked
5 the attorneys to manage a lot of information under
6 some pretty short deadlines. And you have also been
7 very accommodating to the questions and comments and
8 revisions that have come from the Commission side.
9 And so I just want to publicly acknowledge that
10 because I know it is a lot of work and I know we are
11 on an aggressive schedule for a federal agency. And
12 each time your staff has stepped up to the plate and,
13 Mike, I appreciate it and I wanted to say that
14 publicly.

15 LARRY ROBERTS: Thank you, Vice-Chairwoman.

16 CHAIRWOMAN STEVENS: I would also like to
17 reiterate that. I just want everyone to know who is
18 here and anybody who reads this record that as
19 similar to the Chief of Staff's office, the Office of
20 the General Counsel, all of these rules are going
21 through them. And they, as Vice-Chairwoman Cochran
22 has said, have been very patient with the Commission.
23 Because we are actively, if there is any question
24 about whether or not we are watching these, we are
25 helping write these. We are reading every draft they

1 give us. We all have edits that they are very
2 patient with. I can't even imagine the number of
3 drafts that we have gone through before all of these
4 regulations. So I appreciate that.

5 And not only that, not only their doing this,
6 but they have got their other regular jobs that they
7 do in reviewing ordinances, management contracts, you
8 know, working through appeals, working with the
9 compliance division to help try to enforcement
10 matter. So they are walking and chewing gum. And,
11 you know, hands up to OGC, similarly to the Chief's
12 Office because it is all intertwined. So thank you.

13 LARRY ROBERTS: Thank you, Chairwoman.

14 In terms of consultation and relationship
15 building, as you know, we have circulated a draft
16 consultation policy to Indian Country. We are in the
17 final stages of reviewing those comments and
18 preparing another draft for your review.

19 One of the things that we are doing, and that
20 is taking just a little bit more time, is we are
21 comparing our policy, our draft policy to that policy
22 adopted by the Department of Interior late last year.
23 And so we are finalizing that review for the
24 Commission. And the Commission may want to consider
25 circulating the revised policy for a 30-day comment

1 period from tribes before finalizing because we are
2 going through the review process right now and making
3 sure that the policy adopted by the Interior is going
4 to work well with whatever policy you adopt, since we
5 work so closely and tribes work so closely with both
6 the Commission and Interior on a day-to-day basis.

7 And that is all I have as part of my report.

8 CHAIRWOMAN STEVENS: Okay. Thank you, Larry.

9 We are on item number four, new business. We
10 have a number of items on the table for adoption
11 today. First on that list is the preliminary fee
12 rate adoption for the next upcoming fee cycle. Do I
13 have a motion to approve what has been presented?

14 COMMISSIONER LITTLE: So moved.

15 CHAIRWOMAN STEVENS: I have a motion by
16 Commissioner Little. Do I have a second?

17 VICE-CHAIRWOMAN COCHRAN: Second.

18 CHAIRWOMAN STEVENS: Second is to adopt the
19 preliminary fee as presented to us by the Chief of
20 Staff. And with that, is there any discussion?

21 COMMISSIONER LITTLE: I'd request the Chief of
22 Staff to explain.

23 CHAIRWOMAN STEVENS: Yes, if you could, Paxton,
24 let us briefly know what the recommendation is on the
25 preliminary fee rate, with some background on that.

1 PAXTON MYERS: Thank you, Chairwoman. Again,
2 Paxton Myers, Chief of Staff, National Gaming
3 Commission.

4 At this time I would recommend that the fee
5 rate remain at 0.074 for the following reasons. Our
6 analysis, preliminary analysis showing that the
7 industry remain stable. However, this is not
8 inclusive of all tribal operations, only a small,
9 small fraction of those operations that submitted to
10 the agency by December 31, 2011.

11 We are in the process of getting information
12 from tribes as I speak today, all those being
13 probably by March. But we are in the process now of
14 going through all those, doing our analysis, doing
15 our evaluation internally. So it is very premature
16 right now to say whether the industry will remain
17 stable or show an increase.

18 Also, the National Business Center, NBC, which
19 handles all of our internal financing and financial
20 records. The Department of Interior recently went
21 through an overall internal reporting system which
22 has led to internal issues such as delays of fully
23 accessing our accounts, and within the Federal Budget
24 Management System, FBMS.

25 Our comptroller NBC is currently working to

1 resolve these issues, troubleshoot those issues as
2 they arise. It was out of our control. NBC went
3 through this complete overhaul of their system, but
4 it has limited access that we have to certain
5 financial information internally.

6 Like I said, the comptroller and NBC and people
7 at the Department of Interior to the highest level
8 were working diligently to resolve these issues that
9 we are having right now. We hopefully will have full
10 access again in two weeks. We have got our fingers
11 crossed, that is what NBC is telling us, that we
12 should have full access within two weeks.

13 We are also seeing for agency, also seeing
14 increases in rent, again, federal benefits, and we
15 have an internal infrastructure and IT needs that
16 need to be addressed immediately and we will be
17 coming forward to the Commission with recommendations
18 on those infrastructure and IT needs and how to
19 address those needs within the coming weeks. Once we
20 get the DOI, IT assessment sent back to us, we can
21 have a better understanding and better idea of where
22 we are with IT and what improvements we need to make
23 moving forward and how are will this play into the
24 Commission's one, three, five and 10-year IT plan.

25 We are also in the beginning stages of updating

1 and standardizing our internal process fee and fee
2 calculations. Again, we are in the very preliminary
3 stages. We are working with some audit staff and
4 coming up with recommendations that I can review and
5 again present those to the Commission in the very
6 near future on how we assess the fee and how we
7 calculate the fee. We need to update that,
8 standardize that process. That has not been updated
9 and standardized in a number of years, so that is one
10 task our comptroller has been coming up with.

11 And finally, again, I recommend the fee be set
12 at 0.074. Again, we can re-examine this fee rate in
13 June of this year when we have to set the final rate.
14 At that point in time we will have more information,
15 more financial data from tribes. They will all be
16 submitted, we will have our own analysis and we will
17 know where the industry is turning, if it is going to
18 remain stable or show a slight increase. Again, we
19 will also have full access to FBMS and NBC at that
20 time.

21 CHAIRWOMAN STEVENS: Okay, I just want to
22 remind everybody, this is just a preliminary fee
23 rate. Currently, as it stands now, it is at
24 0.074 percent. And in June, I think it is, we are
25 due on July 1st, currently is the current rate to

1 issue the final rate for the next upcoming term. So
2 we have a recommendation and a motion on the table to
3 adopt .074 percent. With a motion and a second, all
4 of those in favor say "I."

5 COMMISSIONER LITTLE: I.

6 VICE-CHAIRWOMAN COCHRAN: I.

7 CHAIRWOMAN STEVENS: I. Those opposed say
8 "no." Okay. With that, the motion is adopted. And
9 we will deal with this particular final issue as the
10 date comes up later on in the year. Thank you,
11 Paxton.

12 We also have on the table for adoption a final
13 rule. It is the repeal of Part 523, review and
14 approval of existing ordinances or resolutions. Do I
15 have a motion to approve?

16 COMMISSIONER LITTLE: So moved.

17 CHAIRWOMAN STEVENS: Motion from Commissioner
18 Little. Do I have a second?

19 VICE-CHAIRWOMAN COCHRAN: Second.

20 CHAIRWOMAN STEVENS: I have a second from
21 Vice-Chairwoman Cochran. Is there any discussion?

22 COMMISSIONER LITTLE: I recommend Larry
23 Roberts, the General Counsel, explain this.

24 LARRY ROBERTS: Thank you, Commissioner Little.

25 This is basically a repeal of Part 523. It

1 applies to the review and approval of ordinances
2 enacted prior to February 22, 1993. We circulated
3 this both as a discussion draft and as a proposed
4 rule. We did not receive any comments on the
5 proposed rule opposing repeal of Part 523. And so it
6 generated very few comments and no tribe has
7 indicated to us that they would be impacted by this.

8 CHAIRWOMAN STEVENS: Thank you, Larry.

9 So the question before the Commission is the
10 adoption of the final rule to appeal Part 523, review
11 and approval of existing ordinance and resolution.
12 All in favor of the adoption moving forward to final
13 rule, please say "I."

14 VICE-CHAIRWOMAN COCHRAN: I.

15 COMMISSIONER LITTLE: I.

16 CHAIRWOMAN STEVENS: I. Those opposed, say
17 "no." With that, the motion is adopted and we will
18 send that repeal of 523 to the Federal Register.

19 Lastly, up for adoption is the final rule for
20 Part 514 fees. Do I have a motion to approve?

21 VICE-CHAIRWOMAN COCHRAN: Move.

22 COMMISSIONER LITTLE: Second.

23 CHAIRWOMAN STEVENS: Motion by Vice-Chairwoman
24 Cochran, second by Commission Little.

25 With the motion on the table and a second, is

1 there a discussion?

2 COMMISSIONER LITTLE: Madame Chair, I request
3 General Counsel explain this.

4 CHAIRWOMAN STEVENS: Hearing no objection, go
5 ahead, Larry.

6 LARRY ROBERTS: A very brief overview of the
7 final rule. The final rule would set forth a process
8 for the payment of late fees. It would set forth the
9 process for the collection of fingerprint fees
10 similar to the proposed rules.

11 It would move the collection and the payment of
12 fees to a quarterly basis, rather than a biannual
13 basis as currently in Part 514. It would have an
14 effective date of October 1st for the late fee
15 process and for the fingerprint fees. They would
16 have an implementation date of January 1st to move to
17 the quarterly process rather than the biannual.

18 CHAIRWOMAN STEVENS: Thank you, Larry.

19 All those in favor of the adoption of the final
20 rule Part 514 fees, please say, "I."

21 VICE-CHAIRWOMAN COCHRAN: I.

22 COMMISSIONER LITTLE: I.

23 CHAIRWOMAN STEVENS: I. If opposed, say "no."
24 With that, the motion is adopted. Part 514 fees is a
25 final rule and will be moved to the Federal Register.

1 So that is it for our new business.

2 VICE-CHAIRWOMAN COCHRAN: Madame chairwoman,
3 can I ask the General Counsel's office, this is the
4 first two to go to final rule?

5 LARRY ROBERTS: Yes, that is correct.

6 VICE-CHAIRWOMAN COCHRAN: Thank you.

7 CHAIRWOMAN STEVENS: So the starting line was
8 in November with our inquiry and as of today's public
9 meeting, we have got two of our first final rules out
10 that were drafted with the help of tribes and
11 contribution to tribes. So my thanks, my hands up to
12 Indian Country for rising to the occasion. This is
13 just a few of more that will be coming as we continue
14 along this process.

15 So, thank you, Vice-Chairwoman Cochran, for
16 bringing to everybody's attention how far we have
17 come, how quickly we have come and how inclusive we
18 have been as we move forward to final rules.

19 We are on agenda item number five for public
20 comment. This is the time that is intended for
21 individuals to make brief statements to the
22 commissioners, preferably supported by fact, on
23 current issues and that are within the jurisdiction
24 of the NIGC. It is not intended to be open forum for
25 debate. The Commission may or may not choose to

1 address issues that are brought up and the comments
2 raise.

3 If you would like to make public comment, we do
4 have a sign-in sheet. Do we have anyone that has
5 requested to make public comment?

6 Or, if you have just decided right now to make
7 public comment, we would welcome that, as well. We
8 will just take your name and your organization in a
9 moment. Just give us a minute, while some
10 deliberation happens.

11 Yes, Chief Mark Garrow from St. Regis Mohawk
12 Tribe.

13 MARK GARROW: I would like to make a comment
14 with regard to the training sessions that were spoken
15 of earlier by the Chief of Staff. I applaud the
16 efforts of the Gaming Commission and the Chief of
17 Staff's office, but I would ask this question and
18 offer this consideration. Realizing that it's a
19 relatively new program, I would say less than five
20 years, what mechanism is in place to evaluate the
21 effectiveness of the program, and has there been
22 measurable results as a result of the training
23 program that has been offered to Indian Country?

24 PAXTON MYERS: Thank you, Chief Garrow. That
25 is a very good question. And we are actually are in

1 that process now, going through surveys with tribes
2 and tribal leaders on what would they like to see
3 within the training catalog, what training do we need
4 to offer, what advanced trainings we need to offer.
5 So we are in those stages now.

6 I would welcome, definitely, any
7 recommendations or comments from tribes or from your
8 tribe on that process, how we can improve that
9 process, where can we make improvements to the
10 process, what training would you like to see. But,
11 again, we are going through that type of internal
12 evaluation now.

13 CHAIRWOMAN STEVENS: Paxton, do you mind if I
14 ask, after each of the trainings, is there an
15 evaluation form that we ask the participants to fill
16 out?

17 PAXTON MYERS: That is correct. We do have a
18 form, we do have a form that we ask the participants
19 to fill out. It's similar to, I am sure you have
20 done training, where you rate the trainer and that
21 you rate the overall effectiveness of the class. We
22 do go through and look at those and do some
23 evaluations based on those recommendations. We offer
24 specialized training to some of those trainings that
25 might need a little more assistance when they are

1 offering trainings. So we do take what general
2 comments we get back very, very seriously. We make
3 efforts to improve our training.

4 MARK GARROW: I would like to ask another
5 question.

6 CHAIRWOMAN STEVENS: Let's get a microphone.

7 MARK GARROW: I guess to clarify my question,
8 have you seen a measurable benefit in terms of the
9 number of audit findings or that type of thing?

10 PAXTON MYERS: Again, thank you for the
11 question. And that is where we are striving to. The
12 effective evaluation will be the amount of findings
13 we do find when we do audits or the amount of NOV's
14 or compliance issues that we are finding within the
15 various travel programs. We have seen not a
16 decrease, but we have seen issues that were prevalent
17 a few years ago and not be so prevalent now,
18 especially with our audit findings and some of our
19 compliance issues.

20 CHAIRWOMAN STEVENS: Thank you, Paxton, and
21 thank you, Chief Garrow.

22 One of the reasons why training and technical
23 assistance became a priority for us is, you know, the
24 purpose of training and technical assistance for our
25 agency is to keep track of compliance, but also

1 educate people. And if we are providing trainings
2 that aren't needed or are not addressing particular
3 issues or problems that are coming up in the
4 industry, then we are not doing our job. That is why
5 we are going, as Paxton said, through a review of our
6 catalog.

7 We are doing surveys to find out what they need
8 with the tribes. We are looking at advanced
9 trainings, realigning our curriculums so that it
10 better matches what the industry needs, or changes in
11 the industry, or what might be happening in a
12 particular region or particular state. So all those
13 things do play into how we evaluate our systems.

14 And audit findings in terms of reduce, the goal
15 is to keep compliance issues down. Whether they are
16 audits or whether they are enforcement issues within
17 an operation, the goal is to keep those down and have
18 the tribe as a regulatory body monitor them and keep
19 them in compliance instead. So I appreciate your
20 question.

21 Do we have others that want to make public
22 comments or have questions?

23 Let's get a microphone to you.

24 JASON GILES: Just real quick, on the MICS
25 Class II Regulations, Section 543. This Jason Giles,

1 National Gaming Association, Executive Director.
2 Will the Commission be announcing further
3 consultation with tribes between now and the
4 effective date of October 2012?

5 CHAIRWOMAN STEVENS: On the current Class II
6 MICS that are on the books?

7 JASON GILES: Part 543 and 542, the one packet
8 I'm looking at now.

9 CHAIRWOMAN STEVENS: And just for everybody,
10 just reminding everybody, we currently have a Tribal
11 Advisory Committee in place right now taking a look
12 at Part 543, minimum internal control standards for
13 Class II Gaming. We are still in that process.
14 Their meetings are continuing to go on. As this
15 group reviews an alternative standard that was
16 proposed to us by the Poarch Creek Band and other
17 tribes.

18 In terms of the current regulation, that has
19 been on the books for three and a half years now, but
20 has not become effective, you know, I think our goal
21 is to have a replacement for that, because it is a
22 different document. What we heard from the tribes
23 was that even that particular rate that is on the
24 books right now and in the Federal Register sort of
25 pending an effective date is out of date. And that

1 there was another draft that was put together, I
2 think prior to our arrival, that the Poarch Band and
3 other tribes used to formulate their alternative
4 standards.

5 So I think our goal is to, you know, put a new
6 543 out there that is relevant. Because our
7 understanding is that what is currently there is not
8 relevant. So that is where we are going with that.

9 JASON GILES: We are asking, will that be done
10 with consultation of the tribes?

11 CHAIRWOMAN STEVENS: Sorry I, missed that part.

12 JASON GILES: Before a new one is put out.

13 CHAIRWOMAN STEVENS: Certainly, we will.

14 JASON GILES: Okay. Other public comments? If
15 not, we do have on the agenda item number six,
16 announcements. Again, Paxton announced some
17 training, the week of February 14th through 16.
18 Which one was that? The machine training.

19 And some others that are in the works for the
20 rest of the year, each region will have its own
21 regional training. Please watch for that on our web
22 site under Training and Technical Assistance.

23 Again, we have consultations coming up for
24 rules that are in process now. The next consultation
25 is January 30th at Aqua Caliente, the day before the

1 western Indian gaming conference begins in Palm
2 Springs.

3 The one after that is February 16th at Squaxin
4 Island, Shelton, Washington, immediately following
5 the Affiliated Tribes of Northwest Indian's Winter
6 Conference. And then the next one planned after that
7 is February 22nd at La Isleta Hard Rock in
8 Albuquerque, New Mexico. Everyone is welcome to
9 attend.

10 I over heard Vice-Chairwoman Cochran talking to
11 someone. Just because we have them in regions
12 doesn't mean that other regions aren't able to
13 attend. We just have them in regions so we bring the
14 Commission to the tribes. And, you know, it is not
15 restricted to those tribes in that particular region.
16 It is actually helpful when we have tribes from other
17 regions come to a different region, so there is some
18 understanding of how these rules affect tribes in
19 other regions.

20 So those are our consultations that are coming
21 up. We anticipate the next public meeting to be in
22 April. We are looking at trying to tag on somehow to
23 the National Indian Gaming Association's annual
24 conference to get in and capture as many attendees as
25 we can and reduce resources, travel resources for

1 both tribes and the Commission. When we do have that
2 published, when we have a date confirmed, we will put
3 it on our web site.

4 I think our goal has been to publish our public
5 meeting date in advance, more in advance as they have
6 been. This is our third public meeting and we are,
7 like our training, trying to plan them out in areas
8 that will get broad attendance and we can reduce the
9 travel costs for everybody involved. So after the
10 one we hope will be April, it will be three to
11 four months after that in another location.

12 So those are the announcements that we have.
13 Is there anything else from the commissioners? Okay.
14 So that adjourns the public meeting.

15 Do I have a motion to adjourn?

16 COMMISSIONER LITTLE: I just definitely want to
17 thank our staff, you know. I think sometimes we
18 overlook the many hours they put in. Especially, you
19 know, Paxton and Larry, they do great jobs, but a lot
20 of our regional staff, and we talk about training and
21 we talk about we do these specified trainings where
22 we plan them in advance.

23 But our regional staff, like Cindy and Keith,
24 they will go out and do a site visit and they will
25 come across an issue and they will do some technical

1 assistance and training right then and there. And
2 they do a great job at it and sometimes I think we
3 don't give them enough credit. Those relationships
4 and those abilities, that ability to go in there and
5 work directly with the tribe, and it fosters a great
6 working relationship. And, you know, it demonstrates
7 the partnership that we have with the tribes and our
8 strength in this industry.

9 I am very grateful for the hard work our staff
10 does and very grateful to be able to be in the
11 position to see that. So I want to thank all of them
12 and thank all the attendees here today for coming.
13 Thank you.

14 CHAIRWOMAN STEVENS: Okay. With that, motion
15 to adjourn?

16 COMMISSIONER LITTLE: So moved.

17 VICE-CHAIRWOMAN COCHRAN: Second.

18 CHAIRWOMAN STEVENS: All right. We are
19 adjourned. So thank you all for attending, and hope
20 to see you in April.

21 (The proceedings were concluded at 3:10 p.m.)

22 - - -

23

24

25

CERTIFICATE

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

I, ELIZABETH CORDOBA, Registered Professional Reporter, certify that I was authorized and did stenographically report the foregoing proceedings and that this transcript, pages 1 through 42, is a true record of the proceedings.

I further certify that I am not a relative, employee, attorney, or counsel for any of the parties nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor am I financially interested in the action.

Dated this 8th day of February, 2012.

ELIZABETH CORDOBA
Registered Professional Reporter

&	4	additional 6:14	38:15
& 1:13 10:24	42 42:6	18:13 21:15	aggressive 23:11
0	46 6:3	address 6:21 10:19	ago 35:17
0.074 26:5 28:24	5	19:15 27:19 33:1	agua 22:17
0.074. 28:12	502 21:19,25	addressed 27:16	ahead 31:5
074 29:3	514 30:20 31:13,20	addressing 36:2	airport 6:16
1	31:24	adjourn 40:15 41:15	albuquerque 22:20
1 1:13 42:6	518 22:7	adjourned 41:19	39:8
10 27:24	523 29:13,25 30:5	adjourns 40:14	allow 3:8
100 19:6	30:10,18	adjusted 7:10	alternative 37:15
14th 10:24 38:17	537 21:19,25	administrator 14:19	38:3
154 6:2	542 37:7	adopt 25:4,18 29:3	altimus 2:6 9:23
16 10:24 38:17	543 36:25 37:7,12	adopted 24:22 25:3	amount 35:12,13
16th 22:18 39:3	38:6	29:8 30:17 31:24	analysis 26:6,6,14
18 6:2	556 21:20 22:2	adoption 25:10,12	28:16
1993 30:2	558 21:22 22:2	29:12 30:10,12,19	announced 38:16
1st 28:25 31:14,16	559 22:6	31:19	announcements
2	573 21:23 22:2	advance 8:25 40:5,5	38:16 40:12
2 4:24	6	40:22	announcing 37:2
2,309 5:22	659 5:22	advanced 7:20 8:1,3	annual 39:23
200 7:25 15:20	8	8:11,13 9:4,6 10:8	answer 18:11
2011 5:21 26:10	83 5:23	34:4 36:8	anticipate 39:21
2012 1:9 6:1 9:3	8th 42:14	advantage 12:11	anybody 5:7 23:18
10:25 11:1 22:1	9	advertise 17:19,20	appeal 30:10
37:4 42:14	95 18:23	advertisement	appeals 22:7 24:8
2013 16:5	a	14:23 16:19	appearances 2:1
209 5:25	abc 12:17	advertisements 15:3	applaud 33:15
21st 19:9 22:2	abilities 41:4	17:15	applications 15:20
22 30:2	ability 41:4	advisory 37:11	applies 30:1
22nd 22:19 39:7	able 39:12 41:10	affairs 14:8 17:22	appointed 18:7
25 1:9	access 27:4,10,12	17:24	appraisal 17:6
27 22:1	28:19	affect 39:18	appreciate 23:13
285 6:2	accessing 26:23	affiliated 39:5	24:4 36:19
2:08 1:9	accommodating	afternoon 3:3,14,21	approval 17:12
3	23:7	agencies 11:7,15	29:14 30:1,11
30 24:25	accomplish 13:11	agency 3:9 4:10,11	approve 25:13
300 8:2	accounts 26:23	4:12,17,21 5:14	29:15 30:20
30th 11:22 22:16,21	acknowledge 23:3,9	12:13,19 14:5 15:9	april 39:22 40:10
38:25	acronyms 15:11,15	15:18 16:17,24 18:6	41:20
31 26:10	action 42:11,12	18:17,22,25 19:5,21	aqua 38:25
3:10 41:21	actively 23:23	23:11 26:10 27:13	area 6:24 9:17 11:10
		35:25	14:11 16:7,23 18:8
		agency's 16:5	18:9
		agenda 1:2 4:23 5:8	areas 4:7 6:16,23
		5:10 21:9,10 32:19	9:15 17:13 40:7

<p>arizona 11:5,5,11 arranged 11:16 arrival 38:2 asked 13:15 23:4 asking 21:4 38:9 assess 28:6 assessment 13:25 19:10 27:20 assessments 16:4 assistance 4:8 5:14 5:19 10:3 13:6 34:25 35:23,24 38:22 41:1 assisting 10:18 associate 3:12 association 37:1 association's 39:23 attend 39:9,13 attendance 40:8 attended 6:3 attendees 39:24 41:12 attending 3:4 5:24 6:14 18:18 41:19 attention 32:16 attorney 2:5 20:19 42:9,11 attorneys 23:5 audience 6:6 audit 10:9,17,20,21 13:3 14:19 28:3 35:9,18 36:14 auditor 10:12 14:20 17:15 audits 10:7,11 35:13 36:16 authorized 42:4 available 10:20 aware 21:17</p>	<p>background 21:20 21:20 25:25 band 37:16 38:2 based 9:14 34:23 basically 20:10 29:25 basis 25:6 31:12,13 beginning 7:23 9:13 9:20 11:21 18:20 27:25 begins 39:1 believe 16:21 benefit 35:8 benefits 27:14 better 20:7 27:21,21 36:10 biannual 31:12,17 bids 16:19,24 billingsley 18:3 bit 18:19 24:20 bits 13:19 biweekly 13:2 body 36:18 books 37:6,19,24 brief 31:6 32:21 briefly 25:24 bring 19:9 39:13 bringing 32:16 broad 40:8 broken 20:10 brought 33:1 bsee 14:10,13,14,17 15:2,21 17:18 budget 26:23 budgets 4:18 6:18 building 4:8 13:5,7 13:8 16:7,20 20:22 24:15 buildings 16:14,16 16:23 bureau 14:10 business 3:9,10 4:1 4:22 5:4,14 19:19 19:20 25:9 26:18 32:1</p>	<p style="text-align: center;">c</p> <p>calculate 28:7 calculations 28:2 caliente 22:17 38:25 called 10:21 calls 13:3 capture 39:24 care 4:2 casino 1:13 10:24 catalog 7:5,8,9,10 7:14,21,22 8:6,17 8:20 9:2,4 34:3 36:6 cater 13:7 cater's 13:5 center 9:16 26:18 century 19:9 certain 27:4 certainly 38:13 certificate 42:1 certify 42:4,8 chair 31:2 chairwoman 2:3,3 3:3,12,15,21,22 4:4 5:16 18:12 20:16 22:21 23:1,15,16,21 24:13 25:8,15,17,18 25:23 26:1 28:21 29:6,7,17,19,20,21 30:8,14,16,21,23,23 31:4,18,21,23 32:2 32:2,6,7,15 34:13 35:6,20 37:5,9 38:11,13 39:10 41:14,17,18 challenge 6:11,13 challenges 6:4 10:1 changes 14:18 36:10 chewing 24:10 chief 2:5 4:24 5:2,12 5:17 12:22 15:1,1 16:11,15 17:18 18:14,14,22 20:11 23:19 25:19,21 26:2 33:11,15,16,24</p>	<p>35:21 chief's 24:11 chitimacha 9:21,22 choose 32:25 cindy 2:6 9:22,23 40:23 circulated 24:15 30:2 circulating 24:25 circumstances 21:12 city 10:25 clarify 35:7 class 7:23 34:21 36:25 37:5,13 classes 7:23,23 cleanup 14:22 close 17:8 22:2 closely 22:5 25:5,5 closes 22:1 clue 15:13 cochran 2:3 3:12,21 3:22 23:1,21 25:17 29:6,19,21 30:14,21 30:24 31:21 32:2,6 32:15 39:10 41:17 collaborate 9:8 11:14 collaboration 14:15 collection 31:9,11 college 7:22 combination 8:15 come 5:10 8:12 11:10 23:8 32:17,17 39:17 40:25 comes 29:10 coming 3:15 4:3 8:5 14:23 16:1 23:3 27:17,19 28:4,10 32:13 36:3 38:23 39:20 41:12 commanding 18:15 commend 12:2,14 comment 5:7 12:1 21:4,16,18,25 22:1</p>
<p style="text-align: center;">b</p> <p>back 4:20 8:18,22 14:2,5,14,17 18:15 19:7,25 27:20 35:2</p>			

<p>23:2 24:25 32:20 33:3,5,7,13 comments 3:9 5:7 20:9 21:8 22:10,10 22:24 23:7 24:17 30:4,6 33:1 34:7 35:2 36:22 38:14 commission 1:1 2:2 3:6,6,23 4:6 5:18 7:1,13 8:15 14:3 17:3,7,12 18:11 19:16 20:11,21,24 21:2,2,9,17 22:5,8 22:15,25 23:8,22 24:24,24 25:6 26:3 27:17 28:5 30:9,24 32:25 33:16 37:2 39:14 40:1 commission's 27:24 commissioner 2:4 3:13,14 12:1,16 16:15 25:14,16,21 29:5,16,17,22,24 30:15,22 31:2,22 40:16 41:16 commissioners 32:22 40:13 commissions 6:8 7:19,25 committee 37:11 communication 12:25 comparing 24:21 complete 9:3,4 14:21 17:24 27:3 completed 5:22 completing 7:9 compliance 2:6 10:12,14 14:7,25 15:17 17:21,24 24:9 35:14,19,25 36:15 36:19 comptroller 26:25 27:6 28:10</p>	<p>concluded 41:21 concludes 18:10 conduct 10:13 conducting 15:5,23 15:24 17:14 conducts 4:21 conference 13:2 22:22 39:1,6,24 confirmed 40:2 conjunction 14:9 15:2 connected 42:11 consider 24:24 consideration 33:18 constantly 20:3 consult 4:10 21:11 consultation 4:7 20:22 22:18,19 24:14,16 37:3 38:10 38:24 consultations 22:14 38:23 39:20 consulting 22:16 consuming 19:22 continue 9:8 13:2 32:13 continuing 12:14 37:14 contract 13:4 contractor 13:16 contracts 19:4 24:7 contribution 32:11 control 27:2 37:12 cordoba 1:19 42:3 42:19 correct 9:21,23 32:5 34:17 cost 6:14 13:23 16:10 costs 6:17 40:9 counsel 2:4 5:3 20:12,14,17 23:20 29:23 31:3 42:9,11 counsel's 32:3</p>	<p>counsels 6:10 country 18:5,6,21 22:16 24:16 32:12 33:23 couple 9:20 course 8:22 15:11 courses 7:20 8:11,13 8:22,23,24 10:8,8 cover 20:20 covering 5:1 credit 41:3 creek 37:16 crossed 27:11 current 28:25 32:23 37:5,18 currently 14:6 17:2 21:7,18 26:25 28:23 28:25 31:13 37:10 38:7 curriculums 36:9 curtain 4:20 cutting 19:18 cycle 25:12</p> <hr/> <p style="text-align: center;">d</p> <hr/> <p>dan 3:13 4:5 daniel 2:4 data 28:15 date 29:10 31:14,16 37:4,25,25 40:2,5 dated 42:14 dawn 18:14 19:23 19:24 20:5 day 22:21 24:25 25:6,6 38:25 42:14 dc 9:19 13:9,12 16:7 16:23 deadlines 23:6 deal 29:9 dealing 16:2 18:24 debate 32:25 december 26:10 decided 33:6 decrease 35:16</p>	<p>definitely 10:5 13:24 34:6 40:16 definitions 21:19 delays 26:22 deliberation 33:10 demonstrates 41:6 department 9:9,11 11:5 19:1,2 24:22 26:20 27:7 deputy 12:22 15:1 16:11,14 17:18 18:14 description 15:3,5 15:16 descriptions 14:7,22 determinations 4:19 determined 3:6 development 17:23 different 5:23 9:19 10:16 12:23 13:1,9 13:12 16:10 37:22 39:17 diligently 27:8 direction 19:17 directive 10:10 directly 41:5 director 2:6 7:8 8:4 10:11,15 11:10,16 14:7,9 15:18,23 17:20,21 18:2 37:1 directors 13:4 18:7 discuss 16:12 discussion 21:12 25:20 29:21 30:3 31:1 discussions 17:17 division 5:21 7:16 10:7,10 24:9 divisional 12:21 divisions 12:23 13:1 document 37:22 doi 13:7,15,16,19,20 13:22 14:11 15:9 19:10 27:20</p>
---	--	--	--

<p>doing 3:7 4:25 6:5 6:20 9:13 13:22 19:19,20 20:2 24:5 24:19 26:14,14 36:4 36:7 don 14:15 draft 23:25 24:15,18 24:21 30:3 38:1 drafted 32:10 drafting 14:6 17:25 drafts 21:13 22:9 24:3 due 28:25 durbin 18:8</p>	<p>equipment 10:4 especially 7:15 35:18 40:18 established 7:18,18 8:2 11:17 evaluate 33:20 36:13 evaluation 26:15 34:12,15 35:12 evaluations 14:1 34:23 everybody 3:19 4:25 18:18 28:22 37:9,10 40:9</p>	<p>30:18 31:25 37:24 fee 25:11,12,19,25 26:4 28:1,1,6,7,11 28:12,22 31:14 fees 30:20 31:8,9,12 31:15,20,24 field 3:8 figure 13:10 fill 34:15,19 final 14:21 17:10 21:16 24:17 28:13 29:1,9,12 30:10,12 30:19 31:7,7,19,25 32:4,9,18 finalized 17:9 finalizing 24:23 25:1 finally 4:10 17:1 28:11 finance 14:7 17:21 17:25 financial 26:19 27:5 28:15</p>	<p>form 34:15,18,18 formulate 38:3 forth 31:7,8 forum 32:24 forward 3:25 4:1 8:20 11:25 14:3 21:6,16 27:17,23 30:12 32:18 fosters 41:5 four 4:7 8:24 11:8 25:9 40:11 fourth 3:16 fraction 26:9 front 12:10 19:11 full 7:1 27:9,12 28:19 fully 15:9 26:22 functions 14:12 further 8:25 9:12 22:14 37:2 42:8 future 28:6 fy 5:21</p>
e			
<p>earlier 4:10 33:15 easier 6:25 19:19,20 easily 12:5 eastern 7:16 edge 19:18 edits 24:1 educate 36:1 effective 31:14 35:12 37:4,20,25 effectiveness 33:21 34:21 efficiencies 20:3 efficient 18:25 efforts 33:16 35:3 either 6:23 14:13 16:6 elizabeth 1:19 42:3 42:19 embarked 4:5 20:24 employee 12:21 17:5 42:9,10 employees 13:9 19:6 21:22,23 employer 17:4,5 enacted 30:2 enforcement 14:10 21:24 24:9 36:16 environmental 14:10</p>	<p>everybody's 32:16 everyone's 6:17 exactly 8:9 examine 28:12 executive 14:19 37:1 existing 29:14 30:11 experience 6:6 explain 25:22 29:23 31:3</p>	<p>financially 42:12 financing 26:19 find 9:9 35:13 36:7 finding 35:14 findings 35:9,12,18 36:14 fingerprint 31:9,15 fingers 27:10 first 4:15 6:1 15:8 20:24 25:11 32:4,9 fit 7:10 10:15 five 8:24 17:2 21:17 27:24 32:19 33:19 florida 1:14 3:5 focus 4:7 folks 15:14 16:22 17:10 followed 4:18 following 3:1 26:5 39:4 foregoing 42:5</p>	<p>game 8:14 9:5 gaming 1:1 2:2 3:23 5:18 6:8 7:1,19,24 7:25 8:14 10:23 11:5,5,23 22:22 26:2 33:16 37:1,13 39:1,23 garrow 33:11,13,24 35:4,7,21 general 2:4 4:2 5:3 20:12,14,17 23:20 29:23 31:3 32:3 35:1 generated 30:6 gentlemen 18:5 gerber 18:3 getting 4:25 7:25 14:14 26:11 giles 36:24,25 37:7 38:9,12,14</p>
f			
<p>earlier 4:10 33:15 easier 6:25 19:19,20 easily 12:5 eastern 7:16 edge 19:18 edits 24:1 educate 36:1 effective 31:14 35:12 37:4,20,25 effectiveness 33:21 34:21 efficiencies 20:3 efficient 18:25 efforts 33:16 35:3 either 6:23 14:13 16:6 elizabeth 1:19 42:3 42:19 embarked 4:5 20:24 employee 12:21 17:5 42:9,10 employees 13:9 19:6 21:22,23 employer 17:4,5 enacted 30:2 enforcement 14:10 21:24 24:9 36:16 environmental 14:10</p>	<p>facel 6:4 faces 23:2 facility 22:6,17 facing 6:12 fact 32:22 fall 20:15 family 19:11 far 6:1 32:16 fault 14:24 favor 29:4 30:12 31:19 fbi 11:7 fbms 26:24 28:19 february 10:24 11:1 11:3 22:1,2,16,18 22:19 30:2 38:17 39:3,7 42:14 federal 5:19 11:6 16:1 19:11 22:4,11 23:11 26:23 27:14</p>	<p>financially 42:12 financing 26:19 find 9:9 35:13 36:7 finding 35:14 findings 35:9,12,18 36:14 fingerprint 31:9,15 fingers 27:10 first 4:15 6:1 15:8 20:24 25:11 32:4,9 fit 7:10 10:15 five 8:24 17:2 21:17 27:24 32:19 33:19 florida 1:14 3:5 focus 4:7 folks 15:14 16:22 17:10 followed 4:18 following 3:1 26:5 39:4 foregoing 42:5</p>	<p>game 8:14 9:5 gaming 1:1 2:2 3:23 5:18 6:8 7:1,19,24 7:25 8:14 10:23 11:5,5,23 22:22 26:2 33:16 37:1,13 39:1,23 garrow 33:11,13,24 35:4,7,21 general 2:4 4:2 5:3 20:12,14,17 23:20 29:23 31:3 32:3 35:1 generated 30:6 gentlemen 18:5 gerber 18:3 getting 4:25 7:25 14:14 26:11 giles 36:24,25 37:7 38:9,12,14</p>
g			

<p>give 3:11 5:12 24:1 33:9 41:3</p> <p>glaring 6:19</p> <p>go 8:7 9:16 10:4,12 11:19 12:19 13:16 14:2,21 15:13 16:16 31:4 32:4 34:22 37:14 40:24 41:4</p> <p>goal 17:14,14,20,22 36:14,17 37:20 38:5 40:4</p> <p>going 4:23 5:5 8:7 8:17 10:10,18,19 11:4,21 12:8 13:21 14:5 16:9,10 17:9 20:8,13,19 23:20 25:2,3 26:14 28:17 34:1,11 36:5 38:8</p> <p>good 3:3,8,14,21 33:25</p> <p>government 9:18</p> <p>grateful 41:9,10</p> <p>great 19:3 40:19 41:2,5</p> <p>ground 12:10</p> <p>group 11:6,12 37:15</p> <p>guess 35:7</p> <p>gum 24:10</p>	<p>hearing 3:25 21:8 31:4</p> <p>held 1:12 12:20,21</p> <p>help 8:11 13:8 24:9 32:10</p> <p>helpful 12:9 39:16</p> <p>helping 15:14 20:6 23:25</p> <p>hicks 2:6</p> <p>highest 27:7</p> <p>hires 16:2</p> <p>hit 17:13</p> <p>hoenig 2:5 20:19</p> <p>hollywood 1:14</p> <p>hope 7:21 8:18 13:25 17:7 22:12 40:10 41:19</p> <p>hoped 13:14</p> <p>hopefully 7:21 11:4 15:25 16:16 17:11 27:9</p> <p>host 11:7</p> <p>hosted 5:23</p> <p>hosting 6:23</p> <p>hotel 1:13</p> <p>houle 18:15 20:5</p> <p>hours 5:22 6:2 40:18</p> <p>hr 14:12</p>	<p>improve 34:8 35:3</p> <p>improvements 13:18 27:22 34:9</p> <p>include 17:3</p> <p>inclusive 26:8 32:17</p> <p>increase 26:17 28:18</p> <p>increases 27:14</p> <p>incredibly 19:22</p> <p>indian 1:1 2:2 11:11 18:6,21 22:16,22 24:16 32:12 33:23 39:1,23</p> <p>indian's 39:5</p> <p>indicated 30:7</p> <p>individual 12:21</p> <p>individuals 32:21</p> <p>industry 26:7,16 28:17 36:4,10,11 41:8</p> <p>information 23:5 26:11 27:5 28:14</p> <p>infrastructure 13:17 27:15,18</p> <p>initiative 18:24 19:21</p> <p>initiatives 4:5,13 5:1 5:2 20:15</p> <p>innovative 8:5,12 9:9</p> <p>inquiry 21:3 32:8</p> <p>instance 15:12</p> <p>intended 32:20,24</p> <p>interest 18:21</p> <p>interested 7:17 42:12</p> <p>interim 18:6,7</p> <p>interior 9:9 19:1,2 24:22 25:3,6 26:20 27:7</p> <p>internal 26:19,21,22 27:15 28:1 34:11 37:12</p> <p>internally 4:17 19:14 26:15 27:5</p>	<p>intertwined 24:12</p> <p>interviews 15:6,23 15:24 17:14</p> <p>introductory 7:23</p> <p>investigations 21:20 21:21</p> <p>involved 40:9</p> <p>irs 11:7</p> <p>island 22:18 39:4</p> <p>isleta 22:20 39:7</p> <p>issue 10:5,10 21:12 29:1,9 40:25</p> <p>issues 6:20 11:2,13 26:22 27:1,1,8 32:23 33:1 35:14,16 35:19 36:3,15,16</p> <p>issuing 21:13</p> <p>item 4:23 25:9 32:19 38:15</p> <p>items 5:19 25:10</p> <p>iv 14:8</p>
<p>h</p>	<p>i</p>	<p>january 1:9 22:21 31:16 38:25</p> <p>jason 36:24,25 37:7 38:9,12,14</p> <p>job 1:20 15:2,15 36:4 41:2</p> <p>jobs 24:6 40:19</p> <p>john 18:2</p> <p>joining 4:3</p> <p>july 4:6 28:25</p> <p>june 28:13,24</p> <p>jurisdiction 32:23</p>	
<p>half 37:19</p> <p>handles 14:11 26:19</p> <p>hands 24:11 32:11</p> <p>happen 8:25</p> <p>happening 36:11</p> <p>happens 33:10</p> <p>happy 18:10</p> <p>hard 1:13 6:16,18 11:16,17 20:2 22:20 39:7 41:9</p> <p>harder 6:17</p> <p>hear 3:20 7:15</p> <p>heard 4:15,16 6:13 37:22 39:10</p>	<p>idea 27:21</p> <p>ideas 8:5,12 9:10,11 14:16</p> <p>identified 4:7 21:10 21:11</p> <p>ii 36:25 37:5,13</p> <p>imagine 11:15 24:2</p> <p>immediately 27:16 39:4</p> <p>impacted 30:7</p> <p>implementation 31:16</p> <p>important 12:4 19:12</p>	<p>k</p> <p>keep 7:12,12 35:25 36:15,17,18</p> <p>keeping 12:25</p> <p>keith 2:6 40:23</p> <p>ken 18:3</p> <p>key 21:22,23</p> <p>kind 9:1 10:16</p> <p>know 4:16,18 6:15 8:19,24 9:14 10:3</p>	

<p>10:13 12:9,12 16:5 18:24 19:13,14,16 19:16,24 20:1 23:3 23:4,10,10,17 24:8 24:11,15 25:24 28:17 35:23 37:20 38:5 39:14 40:17,19 41:6 known 18:18 knows 12:18</p>	<p>location 40:11 locations 16:20 logistical 11:2,13 logistically 13:10 logistics 11:20 look 3:24 4:1,11 13:16 18:25 34:22 37:11 looking 7:14,20 10:9 36:8 37:8 39:22 lot 4:16 6:25 8:10 9:14 19:14 23:5,10 40:19</p>	<p>metro 16:23 mexico 22:20 39:8 michael 2:5 20:19 microphone 35:6 36:23 mics 15:11,13 36:24 37:6 migration 13:18,20 mike 23:13 mind 34:13 minimum 37:12 minute 33:9 missed 38:11 mission 7:13 mixed 6:5 mohawk 33:11 moment 33:9 monitor 20:3 36:18 month 11:21 months 16:1 40:11 morongo 22:22 motion 12:2 25:13 25:15 29:2,3,8,15 29:17 30:17,20,23 30:25 31:24 40:15 41:14 move 5:4 8:20 14:3 20:8 21:6 30:21 31:11,16 32:18 moved 25:14 29:16 31:25 41:16 moving 7:20 11:24 12:17 19:17 21:16 27:23 30:12 multiple 11:15 myers 2:5 5:12,16 5:17 9:24 12:16 26:1,2 33:24 34:17 35:10</p>	<p>37:1 39:23 nbc 26:18,25 27:2,6 27:11 28:19 near 28:6 nearly 14:20 17:24 need 4:2 8:11 10:2 10:11 15:19 27:16 27:22 28:7 34:3,4 34:25 36:7 needed 12:5,6 15:16 36:2 needs 10:1 12:4,15 13:17 16:18 27:15 27:18,19 36:10 new 7:24 9:3,9 15:4 16:16 17:2 19:12 22:20 25:9 32:1 33:19 38:5,12 39:8 nice 12:9 nige 3:4 32:24 nj371981 1:20 northwest 39:5 notice 21:3,13,14 nov's 35:13 november 32:8 number 4:5 5:24 15:22 24:2 25:9,10 28:9 32:19 35:9 38:15</p>
<p>l</p>	<p>m</p>	<p>o</p>	<p>objection 31:4 objectives 9:3 occasion 32:12 october 31:14 37:4 offer 7:3,11 8:5 10:8 16:17 33:18 34:4,4 34:23 offered 33:23 offering 12:12 35:1 office 3:25 4:15 13:9 13:25 16:4 18:15,23 20:11,19,24 23:19 23:19 24:12 32:3 33:17</p>
<p>la 22:19 39:7 lance 18:8 larry 2:4 20:13,15 20:16,17 22:23 23:4 23:15 24:13 25:8 29:22,24 30:8 31:5 31:6,18 32:5 40:19 larry's 17:10 lastly 30:19 late 24:22 31:8,14 leaders 34:2 learning 15:10 lease 16:6 leased 16:19 led 26:22 level 6:5 7:23 8:1,2 27:7 levels 8:2 licenses 21:22 22:6 limitations 19:14 limited 27:4 linda 18:7 line 12:10,25 32:7 list 11:19 25:11 little 2:4 3:13,14 10:2 12:1,16 16:15 20:25 24:20 25:14 25:16,21 29:5,16,18 29:22,24 30:15,22 30:24 31:2,22 34:25 40:16 41:16 located 6:15,22</p>	<p>machine 8:14 9:5 38:18 madame 31:2 32:2 major 4:13 5:1,2 making 20:21 21:14 21:15 25:2 manage 23:5 manageable 15:22 management 21:21 21:23 24:7 26:24 manager 14:20 march 11:1,3 17:22 26:13 mark 33:11,13 35:4 35:7 matches 36:10 matter 24:10 mean 39:12 measurable 33:22 35:8 mechanism 33:20 meeting 1:2 3:5,17 3:24 5:9 16:11 18:20 32:9 39:21 40:5,6,14 meetings 3:7 12:21 12:22 37:14 member 20:17 met 12:23</p>	<p>name 3:22 5:17 33:8 nation 20:18 national 1:1 2:2 3:23 5:18 26:2,18</p>	

<p>officer 2:6 10:12,14 14:25 15:17 officials 21:21,23 ogc 24:11 okay 20:9 25:8 28:21 29:8 38:14 40:13 41:14 oklahoma 10:25 once 27:19 oneida 20:18 ongoing 12:20 15:19 16:5 open 12:25 16:13 21:18 32:24 operating 4:17 18:22 operation 12:17 18:17 36:17 operations 4:11 5:14 9:7 12:17 14:5 19:21 26:8,9 opportunities 7:3 20:4 opportunity 3:13,18 5:6 9:16 opposed 6:25 29:7 30:16 31:23 opposing 30:5 options 16:9,12 order 21:5 ordinance 30:11 ordinances 24:7 29:14 30:1 organization 20:3,7 33:8 organizing 4:12 outdated 8:23 outlined 5:2 outreach 9:12 overall 13:6 26:21 34:21 overhaul 27:3 overlook 40:18 overlooked 12:5</p>	<p>overview 31:6</p> <hr/> <p style="text-align: center;">p</p> <hr/> <p>p.m. 1:9 41:21 packet 37:7 pages 42:6 palm 22:17 39:1 paper 14:16 part 5:4,9,9 21:7,19 21:19,20,22,23 22:6 22:7 25:7 29:13,25 30:5,10,20 31:13,20 31:24 37:7,12 38:11 participants 5:23 6:2 34:15,18 participation 5:9 particular 29:9 36:2 36:12,12 37:23 39:15 parties 42:9,10 partner 11:4 partnered 9:10 partnership 41:7 parts 21:25 22:2,8 patient 23:22 24:2 paul 18:3,8 paxton 2:5 5:11,15 5:16,17 9:24 12:16 19:8,23 20:5 25:23 26:1,2 29:11 33:24 34:13,17 35:10,20 36:5 38:16 40:19 pay 17:5 payment 31:8,11 pd 14:8,25 pd's 14:15,19 pechanga 10:24 pending 37:25 people 16:5 27:6 36:1 percent 18:23 28:24 29:3 performance 17:6 period 22:1 25:1</p>	<p>periods 21:25 phase 17:25 phoenix 11:3 15:4 18:4,9 pieces 13:20 piggy 19:7 piggyback 13:22 place 6:9 19:3 33:20 37:11 places 15:25 plan 13:5,7 27:24 40:7,22 planned 11:1 39:6 plate 23:12 play 27:23 36:13 please 30:13 31:20 38:21 plus 19:6 poarch 37:16 38:2 point 22:11,25 28:14 points 20:20 policies 17:1,3 policy 17:4 24:16,21 24:21,21,25 25:3,4 portal 9:25 position 7:6 14:6,9 14:22 15:5 17:19 41:11 positions 15:6,18,21 17:16,19,21 possibly 11:6 potential 16:16,20 preferably 32:22 preliminary 16:8,25 21:12 22:9 25:11,19 25:25 26:6 28:2,22 premature 26:15 premium 17:5 prepare 22:5 preparing 24:18 present 14:2 23:2 28:5 presented 17:7 25:13,19</p>	<p>pretty 23:6 prevalent 35:16,17 previously 4:16 primary 12:10 21:21,22 printed 22:4 prior 30:2 38:2 priority 35:23 probably 18:23 19:24 26:13 problems 36:3 procedures 17:1 proceedings 1:6 3:1 41:21 42:5,7 process 8:17 14:6,12 15:11 20:25 21:6 25:2 26:11,13 28:1 28:8 31:7,9,15,17 32:14 34:1,8,9,10 37:13 38:24 processes 4:18 professional 42:4,19 program 13:7 33:19 33:21,23 programs 35:15 progress 7:5 20:21 projects 12:24 properties 7:18 8:3 proposed 21:13,14 21:18 22:3,6 30:3,5 31:10 37:16 provide 3:17 15:10 providing 36:1 public 1:2 3:5,7,8,16 3:19,24 4:2 5:6 14:8 17:22,24 21:4,4,8 21:15 32:8,19 33:3 33:5,7 36:21 38:14 39:21 40:4,6,14 publication 22:12 publicly 18:4 23:9 23:14 publish 40:4 published 22:13 40:2</p>
--	--	---	---

<p>pulling 4:20 purpose 35:24 purview 20:15 put 8:22 14:16 38:1 38:5,12 40:2,18</p>	<p>recognition 17:5 recommend 26:4 28:11 29:22 recommendation 25:24 29:2 recommendations 14:2 27:17 28:4 34:7,23 recommended 14:18 record 20:17 23:18 42:7 records 26:20 recruit 17:3 redrafting 14:8 reduce 36:14 39:25 40:8 regard 3:10 20:23 22:3,14 33:14 region 2:6 11:4,8,9 12:3 15:4 18:3,4 36:12 38:20 39:15 39:17 regional 6:23 10:11 10:15,25 11:10,16 11:18,22 13:3 14:9 15:17,23 18:2,7 38:21 40:20,23 regions 8:8 11:23,24 12:5,6,14 13:12 39:11,12,13,17,19 regis 33:11 register 22:4,11 30:18 31:25 37:24 registered 42:3,19 regular 24:6 regulated 9:6 regulating 10:23 11:23 regulation 21:5 22:8 37:18 regulations 21:1 22:7 24:4 36:25 regulators 12:10,11 12:13</p>	<p>regulatory 4:9 20:20,23 21:3,7,9 22:15,24 36:18 reiterate 23:17 related 9:6 relationship 4:8 20:22 24:14 41:6 relationships 41:3 relative 42:8,10 relatively 33:19 relevant 38:6,8 relocate 16:6 remain 26:5,7,16 28:18 remind 4:24 28:22 reminding 37:10 remote 6:15 rent 27:14 repeal 29:13,25 30:5 30:18 replacement 37:21 report 4:24 5:5,13 5:18 13:15 18:10 20:6,14 25:7 42:5 reported 1:19 reporter 42:4,19 reporter's 1:6 reporting 26:21 reports 3:25 5:1 representatives 16:11 request 11:11 25:21 31:2 requested 33:5 resolution 30:11 resolutions 29:14 resolve 27:1,8 resort 10:24 resources 39:25,25 rest 38:20 restricted 39:15 result 33:22 results 33:22 retirements 18:2</p>	<p>retool 8:6 retooled 8:21 return 3:7 revamp 13:21 review 4:9 7:9 12:18 18:17 20:20,23 21:3 21:7,9 22:15,24 24:18,23 25:2 28:4 29:13 30:1,10 36:5 reviewed 21:1,5 22:10 reviewing 7:7 24:7 24:17 reviews 37:15 revised 24:25 revisions 23:8 rewritten 14:25 rewrote 15:2 right 25:2 26:16 27:9 33:6 37:11,24 41:1,18 rising 32:12 road 12:7 roberts 2:4 20:13,16 20:17 22:23 23:15 24:13 29:23,24 31:6 32:5 rock 1:13 22:20 39:7 room 11:14 12:18 rpr 1:19 rule 21:14,15,16 29:13 30:4,5,10,13 30:19 31:7,7,20,25 32:4 rules 21:18,18,19 22:3,6 23:20 31:10 32:9,18 38:24 39:18 run 10:5 17:10 runs 16:21 rural 6:23 9:15</p>
<p>q</p> <p>qualifications 15:17 quarter 6:1 8:19 quarterly 31:12,17 question 23:23 30:9 33:17,25 35:5,7,11 36:20 questions 14:4 18:11,13 22:25 23:7 36:22 quick 10:22 36:24 quickly 32:17 quite 7:19 18:19</p>	<p>r</p> <p>raise 33:2 rate 25:12,25 26:5 28:12,13,23,25 29:1 34:20,21 37:23 rd's 8:7 reach 6:21 7:2 9:19 10:5 12:14 reaching 12:3 readily 10:20 reading 23:25 reads 23:18 ready 14:23 real 10:22 36:24 realigning 36:9 realignment 12:19 12:20 16:3 realizing 33:18 really 8:3,19 10:3 11:17 12:2,9 19:11 19:12 20:2 realm 11:7 reasons 26:5 35:22 receive 30:4 received 22:9</p>	<p>s</p> <p>safety 14:10 saint 18:8</p>	

<p>savings 13:23 schedule 22:12,15 23:11 scheduled 16:13,14 scrutinizing 6:18 second 25:16,17,18 29:3,18,19,20 30:22 30:24,25 41:17 section 17:10 36:25 see 8:9 9:24 12:9 13:17 16:9,17 17:18 19:23 23:2 34:2,10 41:11,20 seeing 27:13,13 seeking 21:15 seen 35:8,15,16 sees 10:15 self 22:8 seminole 1:13,13 3:4 send 30:18 senior 2:5 13:3,4 20:18 sense 19:6 sent 13:15 14:14 16:20 21:3,9 27:20 september 11:22 seriously 35:2 service 18:5 services 15:9 16:17 19:4 sessions 33:14 set 28:11,13 31:7,8 sharing 4:21 sheet 33:4 shelton 39:4 ship 18:16 shop 23:4 short 14:11 23:6 show 26:17 28:18 showing 26:6 side 9:5,7 15:15 23:8 sign 33:4 similar 7:22 23:19 31:10 34:19</p>	<p>similarly 24:11 site 6:24 10:13 38:22 40:3,24 six 38:15 size 19:5 slight 28:18 slow 16:2 small 26:8,9 solicit 16:19 soon 6:10 22:13 sophisticated 6:7 sorry 38:11 sort 4:11,20 37:24 speak 3:13 26:12 specialized 34:24 specific 6:24 specified 40:21 spends 18:23 spoken 33:14 spot 10:14 springs 22:17 39:2 squaxin 22:18 39:3 st 18:3 33:11 stable 26:7,17 28:18 staff 2:5 4:24 5:1,3 5:12,17 10:20 12:22 13:3,4 15:1,2 16:11 16:15 17:17,18 18:14,14 19:23 20:6 22:4 23:12 25:20,22 26:2 28:3 33:15 40:17,20,23 41:9 staff's 18:22 20:11 23:19 33:17 staffing 17:13 stages 9:13,20 16:8 16:25 17:2,6,23 24:17 27:25 28:3 34:5 standard 37:15 standardize 28:8 standardized 28:9 standardizing 28:1 standards 37:12 38:4</p>	<p>stands 28:23 started 21:2 starting 32:7 state 36:12 statements 32:21 statistics 5:20 status 12:24 stay 16:7 steffani 2:3 3:12,22 4:4 stenographically 42:5 stepped 23:12 stevens 2:3 3:3 4:4 18:12 22:21 23:16 25:8,15,18,23 28:21 29:7,17,20 30:8,16 30:23 31:4,18,23 32:7 34:13 35:6,20 37:5,9 38:11,13 41:14,18 stop 12:7 streamlining 4:12 20:4 strength 41:8 striving 35:11 submit 16:24 submitted 26:9 28:16 subsidy 17:4 successful 9:25 summary 22:23 supported 32:22 sure 16:22 25:3 34:19 survey 8:8 surveys 8:18 34:1 36:7 sworn 6:10 synopsis 11:25 system 13:19,20 16:1 26:21,24 27:3 systems 13:21 19:3 19:7,8 36:13</p>	<p style="text-align: center;">t</p> <p>table 25:10 29:2,12 30:25 tag 39:22 tailor 7:11 tailoring 12:15 take 4:2 33:8 35:1 taken 8:21 10:16 talk 40:20,21 talking 4:14 39:10 task 28:10 tasked 7:7 8:4 taught 8:23 team 13:5,7,8 19:10 teams 10:17 techies 19:16 technical 4:8 5:13 5:13 35:22,24 38:22 40:25 technology 10:23 11:24 19:12,18 telling 27:11 tentative 16:13 term 29:1 terms 19:5,11 20:25 24:14 35:8 36:14 37:18 tests 9:21 thank 3:20 4:3,4 5:16 12:16 18:4,13 20:5,16 23:15 24:12 24:13 25:8 26:1 29:10,24 30:8 31:18 32:6,15 33:24 35:10 35:20,21 40:17 41:11,12,13,19 thanks 3:15 20:5 32:11 thing 35:9 things 7:2,7 15:12 16:10 19:19 24:19 36:13 think 3:16 10:16 12:4 18:12 28:24</p>
--	--	---	---

<p>37:20 38:2,5 40:4 40:17 41:2 third 3:5,16 40:6 thoughts 3:20 three 12:20 16:21 17:20 27:24 37:19 40:10 thursday 15:7 time 15:8 18:19,23 19:22 23:12 24:20 26:4 28:14,20 32:20 times 6:18 7:12 8:10 today 3:15,19 4:3,14 5:19 20:18,20 25:11 26:12 41:12 today's 32:8 told 18:21 total 5:22 13:21 tour 16:13,16 towering 12:3 tracie 2:3 track 35:25 train 15:14 trainer 34:20 training 4:9 5:13,20 5:21,22 6:2,5,17,23 6:24 7:3,5,8,9,21 8:4,6,9,14,16,20 9:1,4,5,10,14,16,18 10:6,14 11:1,8,11 11:24,25 12:3,8,12 12:15 14:20 33:14 33:22 34:3,3,10,20 34:24 35:3,22,24 38:17,18,21,22 40:7 40:20 41:1 trainings 5:23,24 6:2,3,14 7:11,12,16 9:6 10:22 11:19,22 34:4,14,24 35:1 36:1,9 40:21 transcript 1:6 42:6 transition 13:14 transparency 3:17</p>	<p>transparent 20:25 transportation 17:4 travel 9:6 17:4 35:15 39:25 40:9 tribal 6:10 9:17 12:13 21:15 26:8 34:2 37:10 tribe 9:17,21,22 30:6 33:12 34:8 36:18 41:5 tribes 3:8 4:16 5:24 6:3,6,7,8,13,15,22 6:24 7:3,15,24 8:9 8:11,25 9:12,15,19 10:2,6,9 11:8,10 19:17 20:2 21:4,8 21:11 25:1,5 26:12 28:15 32:10,11 34:1 34:7 36:8 37:3,17 37:22 38:3,10 39:5 39:14,15,16,18 40:1 41:7 troubleshoot 27:1 true 42:6 try 7:1 12:7 24:9 trying 6:21 7:2 11:13 13:10 19:15 39:22 40:7 tuesday 15:7 turn 5:11 6:9 10:16 20:13 turning 28:17 two 12:21 15:3,6,20 16:21,22,22 17:8,11 17:16 18:2,7 20:20 23:2 27:10,12 32:4 32:9 type 8:9 11:7 15:12 17:17 34:11 35:9</p> <p style="text-align: center;">u</p> <p>understanding 27:21 38:7 39:18 upcoming 10:22 25:12 29:1</p>	<p>update 12:24 22:3 28:7 updated 28:8 updating 27:25 use 10:4 utilization 16:4 utilize 19:1 utilized 15:9</p> <p style="text-align: center;">v</p> <p>vallo 18:8 various 17:2 35:15 varying 17:6,23 vice 2:3 3:12,21,22 23:1,15,21 25:17 29:6,19,21 30:14,21 30:23 31:21 32:2,6 32:15 39:10 41:17 visit 10:13 40:24</p> <p style="text-align: center;">w</p> <p>waiting 13:6 walking 24:10 want 3:11,19 4:16 4:24 8:9,10 11:19 12:2,13 18:4,13,17 19:18 23:3,9,17 24:24 28:21 36:21 40:16 41:11 wanted 23:13 washington 39:4 watch 38:21 watching 23:24 way 1:13 4:20 11:21 14:1 ways 18:25 we've 9:10 web 9:14,24 38:21 40:3 week 10:19 13:15 14:1 15:6,24 16:12 16:14,20 38:17 weeks 14:24 16:21 16:22,22 17:8,12,16 27:10,12,19</p>	<p>welcome 3:19,24 33:7 34:6 39:8 went 26:20 27:2 western 22:22 39:1 whittled 15:21 winter 39:5 wisconsin 20:18 work 3:18 7:5 9:25 23:3,10 25:4,5,5 41:5,9 working 5:20 10:7 11:2,6,11,12,17 12:13 13:5,13 14:14 17:2 19:25 20:1 22:5,11 24:8,8 26:25 27:8 28:3 41:6 works 38:19 wrapping 4:1 write 23:25</p> <p style="text-align: center;">y</p> <p>year 11:18 24:22 27:24 28:13 29:10 38:20 years 6:9 8:24,24 10:17 28:9 33:20 35:17 37:19 young 19:15</p>
--	---	--	--