

Capital Reporting Company  
Meeting 06-17-2010

1

WASHINGTON SUBURBAN SANITATION COMMISSION

Prince George's Community College

301 Largo Road - Largo Student Center

Largo, Maryland 20774

Wednesday, June 17, 2010

9:00 a.m.

Reported by Gervel A. Watts - Capital Reporting Company

Capital Reporting Company  
Meeting 06-17-2010

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

A P P E A R A N C E S

- SPEAKERS:
- Jim Neustadt
- Jerry Johnson
- Dr. Eleanor Ramsey
- Edward Norton

Capital Reporting Company  
Meeting 06-17-2010

3

1 P R O C E E D I N G S

2

3 MR. NEUSTADT: Good morning.

4 AUDIENCE: Good morning.

5 MR. NEUSTADT: Good morning. Everybody  
6 getting ready to go? Everybody get in their seats,  
7 please.

8 My name is Jim Neustadt, and thank you all for  
9 coming this morning. I'm director of communications  
10 and community relations for WSSC, and it is my pleasure  
11 to welcome you all here this morning.

12 Our goal is to convey to you the specific  
13 purpose, the methodology and the schedule of the  
14 disparity study project that is currently underway at  
15 WSSC. This meeting will end around -- at 11:00, and we  
16 have a lot of ample time at the end of the presentation  
17 for our speakers to respond to questions, specific to  
18 the disparity study. So in the interest of time, we  
19 ask that you hold your questions until we have reached  
20 that portion of the agenda after the presentation.

21 At that time we will answer as many questions  
22 as possible about the disparity study. If you are here

Capital Reporting Company  
Meeting 06-17-2010

4

1 to discuss some other issue about WSSC, we ask that you  
2 talk with some of our SLMBE staff in the back of the  
3 room. If they cannot answer right away, we've also  
4 provided a form in your packet to write down your  
5 questions. Please give your form to one of the  
6 representatives from the SLMBE office as you are  
7 leaving and we will follow up with you on those.

8 We will also continue to provide updates about  
9 the disparity study on our website at wsscwater.com.

10 Before we move on, there's a few people here I  
11 would like to acknowledge. I understand that Senator  
12 Exum is here. Welcome.

13 (Audience applauds.)

14 MR. NEUSTADT: I think I saw Delegate Brayboy  
15 walk into the room. Good morning.

16 (Audience applauds.)

17 MR. NEUSTADT: And Delegate Herman Taylor is  
18 here as well.

19 (Audience applauds.)

20 MR. NEUSTADT: I'm sure we're all aware this  
21 is an election year. It is --

22 (Audience laughs.)

Capital Reporting Company  
Meeting 06-17-2010

5

1 MR. NEUSTADT: -- just a little note. Every  
2 year it's an election year at WSSC and yesterday was  
3 election day, so I'd like to introduce our new chairman  
4 of the commission, that's Antonio Jones.

5 (Audience applauds.)

6 MR. NEUSTADT: Now I'd like to introduce to  
7 you Mr. Jerry N. Johnson. Mr. Johnson serves and  
8 general manager, CEO at WSSC. Prior to his appointment  
9 as general manager for the commission, Mr. Johnson  
10 served as the general manager of D.C. WASA, now D.C.  
11 Water, for 12 years where he guided D.C. WASA from an  
12 unrated agency to one with double -- A+ credit rating  
13 in two years. So let's give a warm welcome to Jerry  
14 Johnson.

15 (Audience applauds.)

16 MR. JOHNSON: I thank you very much, Jim.  
17 They had a double A when I left, so --

18 MR. NEUSTADT: Oh.

19 MR. JOHNSON: It kept going. Thank you very  
20 much for being here this morning, and especially for  
21 those persons who Jim took the time to introduce, our  
22 new chairman and members of the state legislature who

Capital Reporting Company  
Meeting 06-17-2010

6

1 are with us today. And I think that that bears out the  
2 significance of this project; that people have taken  
3 time out of their busy schedules to be here and to  
4 understand what we're about to undertake with this  
5 major -- major project. It is, at this point, one of  
6 the highest priorities for the entire commission at  
7 WSSC. We received a very interesting letter yesterday  
8 from the chief from the executive -- county executive  
9 in Montgomery County, reiterating the county's  
10 continued support for MBE programs, and for creating  
11 level playing fields where people can participate in  
12 the wealth and benefit of public funds that are being  
13 spent at WSSC. And we want to make sure that that's --  
14 that that's clearly known.

15           Also here today, I wanted to come personally  
16 to this meeting to do the introduction of the  
17 consultant who's going to be conducting the study, as  
18 well as to bring along with the senior staff from WSSC.  
19 And with us this morning is our deputy general manager.  
20 Sitting next to her is the new chairman, and we've got  
21 a chief customer care, our chief of strategic planning,  
22 our government relations officer. I'll come back to

Capital Reporting Company  
Meeting 06-17-2010

7

1 you, Towanda. Our plan operations director, our chief  
2 engineer, the district's director; and, of course, our  
3 acquisitions director, who plays a very key role in all  
4 the efforts that we're about to undertake associated  
5 with this project, our personnel director and then I'll  
6 take the time to introduce those who you may not know  
7 her, and I think that's fairly very unlikely; Towanda  
8 Livingston, who is director of our SLMBE office and is  
9 the project -- is the senior project sponsor. I am the  
10 executive project sponsor of this project. And also,  
11 Lynda Dorman, who was retained by the authority,  
12 specifically to manage this project.

13 Now, seated in the back we also have Mr. white  
14 from our communication's office and Tino Valentino from  
15 our personnel and field practice office.

16 So, we wanted to ensure that we had our senior  
17 staff here so that we can understand any current issues  
18 that you might have and anything that might come up  
19 related to this particular project and undertaking.  
20 And we can take those issues back and begin to address  
21 them.

22 So, thank you for being here Major. I want to

Capital Reporting Company  
Meeting 06-17-2010

8

1 start my brief remarks by starting my brief remarks  
2 introducing the staff and then I'm sure the question --  
3 next question is why are we conducting a disparity  
4 study.

5           The study to evaluate how well the commission  
6 countered procurement practices, promote equal  
7 opportunity in the award of contracts, evaluate the  
8 business market in this region, and determine if  
9 statistical disparity exist in awarding commission  
10 contracts in women-owned and minority-owned firms,  
11 relative to the availability of those firms in the  
12 marketplace.

13           On November 30th, the commission voted to  
14 extend the interim minority business enterprise program  
15 until April 30, 2011. That's a very critical date for  
16 us, and that sets the parameters for what we need to do  
17 as we're going about conducting this study. We'll talk  
18 about the schedule as far as the presentation but we  
19 anticipate the completing this work in November. And  
20 giving us time from December through the April 2011  
21 timeframe to actually get the new program in place and  
22 have the public get vetted and give people an

Capital Reporting Company  
Meeting 06-17-2010

9

1 opportunity to comment on it.

2           The action taken by the commission, I think,  
3 demonstrates a commitment in promoting job creation and  
4 stimulating the local economy by increasing contract  
5 opportunities for minority-owned and women-owned  
6 business enterprises.

7           The commission is equally committed to fair  
8 and best practice procurement policies. Our commitment  
9 requires and certain public interest demands that the  
10 commission ensure the completion of a comprehensive  
11 disparity study. We will hold ourselves accountable  
12 for the findings and the recommendations of the study.

13           The commission has embraced three basic core  
14 values related to this study: cooperation, transparency  
15 and accountability to characteristics that certainly  
16 speak well for the undertaking that we're about to get  
17 into. These core values are the foundation upon which  
18 the commissions will engage and integrate business  
19 community WSSC management and the disparity study as a  
20 partnership. I want to be sure to emphasis this term  
21 partnership.

22           Now, we had five firms that bid on this

Capital Reporting Company  
Meeting 06-17-2010

10

1 particular project. The firms were narrowed to three  
2 through a professional in-house evaluation panel and  
3 committee, and then joining us as a commissioner from  
4 each one of -- was the commissioner for each of the  
5 jurisdictions that conducted the interviews and made  
6 the final selection for this particular study.

7           Before I introduce the representatives from  
8 Mason Tillman I want to emphasize that the purpose of  
9 this community meeting is to strictly discuss the  
10 disparity study, the study's methodology, specific  
11 purpose and the schedule. With time provided we wanted  
12 to ensure that we've addressed your questions regarding  
13 the disparity study and possible ways to involve -- be  
14 involved in the process. We have staff available from  
15 the SLMBE office and other staff within other areas of  
16 WSSC as I introduced to you earlier, to address any  
17 questions that you might have regarding other matters  
18 related to WSSC.

19           Mason Tillman is a nationally recognized  
20 consultant in disparity -- consultant on disparity  
21 studies. The firm has a long history of designing and  
22 executing disparity studies since 1990. Mason

Capital Reporting Company  
Meeting 06-17-2010

11

1 Tillman's statistical model has been utilized in a 108  
2 disparity studies which resulted in sound findings,  
3 upon which public policy has been established, and none  
4 of which have been legally challenged. Likewise, no  
5 disadvantaged minority or women business enterprise  
6 program, based on the study, have ever been legally  
7 challenged.

8           It's now my pleasure to introduce Dr. Eleanor  
9 Ramsey, president of Mason Tillman, who will do a  
10 presentation this morning.

11           (Audience applauds.)

12           DR. RAMSEY: Thank you, Mr. Johnson. Good  
13 morning all.

14           AUDIENCE: Good morning.

15           DR. RAMSEY: I'd like to take this opportunity  
16 to personally thank you for coming out at this hour  
17 when, in fact, under normal circumstances, you would be  
18 in your office trying to make a little more money. So  
19 I recognize that it's a sacrifice of both time, but  
20 most importantly, the attention that you must give to  
21 your business on a daily basis, if not an hourly basis,  
22 in order to make it profitable and sustain.

Capital Reporting Company  
Meeting 06-17-2010

12

1           So thank you very much, and I trust that the  
2 conversation that we will have this morning will indeed  
3 result in your leaving with a better understanding of  
4 what our purpose is in performing this study, and an  
5 understanding of the method that we employ which is  
6 consistent with what the Supreme Court requires and  
7 those subsequent cases have demanded that we consider  
8 in doing this work.

9           With me this morning is Edward Norton, who's  
10 legal counsel to Mason Tillman, and has been our  
11 advisor in the performance of the disparity study since  
12 we did the first one in 1990 in Maricopa County, which  
13 is the location, the county in which Phoenix is  
14 located. So to him we owe a great debt for his insight  
15 and his ability to read the tea leaves.

16           In addition I'd like to talk about our  
17 purpose, and I'd like to lead with a partnership having  
18 been forged with those of you who are going to be very  
19 important in our success in performing this study. And  
20 then, as noted, to receive any questions and to provide  
21 answers to those, and to seek from you recommendations  
22 because you're insight, as entrepreneurs, is extremely

Capital Reporting Company  
Meeting 06-17-2010

13

1 valuable in this type of work because it is, at one  
2 level, an analysis of the contracting practices of the  
3 commission, but it's also a management audit, and it  
4 affords and an opportunity to bring to the commission  
5 some new thoughts about how the procurement process  
6 should work and how and what is necessary for you to  
7 have a profitable relationship.

8           So taking this opportunity to tell you about  
9 my firm, which I established in 1978, and it is engaged  
10 in public policy research. This is certainly right at  
11 the core of what we do. But we're also quite involved  
12 in ensuring that our work product is understood by our  
13 client and the client's constituents. And so the  
14 corporate communication, we think, is the necessary  
15 part of public communication and for the occasion of  
16 communication. So we strive to make our material  
17 comprehensible and useable and indeed, hopefully, it is  
18 bringing change in those communities where we have the  
19 good fortune of working.

20           We have done, as the general manager has  
21 noted, 108 studies around the country since the first  
22 study we did in Maricopa County in 1990. And we've

Capital Reporting Company  
Meeting 06-17-2010

14

1 worked in a number utility districts, small and large,  
2 around the country. We also worked in cities and  
3 counties and worked for a number of states. So we have  
4 a broad breadth of experience, particularly as it  
5 relates to understanding the procurement process. And  
6 then particularly, as it relates to the performance of  
7 a disparity study in addressing the legal requirements  
8 which Mr. Norton will talk about because it is really  
9 at the root of this study. It is dictated and driven  
10 by the Supreme Court's decision and the rules that it  
11 established for how local governments, non-federal  
12 entities, would have to perform, make decisions in  
13 order to establish programs that gave any special  
14 consideration to people of color, might know that that  
15 court's decision did not address women; it was not  
16 before the court. This study, and all others that we  
17 have performed have looked at the use of women,  
18 available women in the contracting process, but that is  
19 indeed not within the domain of what the court has  
20 established. But it's just clean and good public  
21 policy.

22 Our staff is very experienced in this work

Capital Reporting Company  
Meeting 06-17-2010

15

1 because this is clearly not the type of project that  
2 you want to OJT with. My staff also reflects the  
3 diversity of the community of which we are part, and  
4 our commitment to diversity is clearly reflected in our  
5 hiring practices as well.

6           We have taken that concept and have made it  
7 part of our corporate culture, and as we move around  
8 through country doing these studies, it's very  
9 important that we involve the local business community  
10 in our research and with the objective of leaving in  
11 our wake persons who can help the client and further  
12 its endeavors in this regard. And so we're very  
13 fortunate to have four local consultants who have  
14 elected to work with us, and to bring to this study, a  
15 local understanding, and some very highly specialized  
16 skills.

17           Sheila, who you know at SRD, is in the room.  
18 And Mr. Frazier is here someplace, as is Pat, his wife  
19 who is just a phenomenal manager. And we appreciate  
20 their presence. I'm not sure if our other consultant,  
21 V.J. is here. Mr. Boykin -- but we have two additional  
22 consultants; one, providing legal service, and the

Capital Reporting Company  
Meeting 06-17-2010

16

1 other providing data management and analysis service.

2           So to speak to the components of a disparity  
3 study, its objectives, and it is a statistical study at  
4 one level, it is also a management audit because it  
5 does afford us an opportunity to make recommendations  
6 and to make them based on observations about the  
7 process of procurement, as well as your perceptions of  
8 the process. And that, I'll talk about in a moment,  
9 but it's very critical to this work and very important  
10 and it's part of the strategy that I trust we will  
11 forge through this morning's presentation.

12           We are obligated to determine if a statistical  
13 disparity exist; if the utilization -- if the available  
14 businesses are being utilized at the level at present  
15 in that commission's market place. The market place  
16 will be determined once we've got our contracts to find  
17 out where the spend is because that would define our  
18 geographic marketplace.

19           We also have to determine if there any  
20 practices that the commission is engaged in, in its  
21 procurement process, which starts from the notice of  
22 solicitations to the completion of a contract, of if

Capital Reporting Company  
Meeting 06-17-2010

17

1 there are any practices, therein, that may have a  
2 negative impact and may have contributed to any  
3 identified disparity.

4           And then we need also to look at race-neutral  
5 practices that are being engaged in. And that speaks  
6 to the speaks to the basis basic as payment, basic as  
7 the placement contracts, how solicitations are  
8 advertized, composition of selection pals. All those  
9 things are factors which are basically from nature.  
10 And with or without a statistical disparity, a local  
11 government can address barriers that might arise in the  
12 evident in that process.

13           And then with that, we are obligated to  
14 prepare a legally defensive study that we've done in  
15 the other jurisdictions that we worked, and we do not  
16 intend to do anything less in this jurisdiction. So  
17 it's a very rigorous process, and it requires a strict  
18 adherence to those legal standards.

19           But there are clearly some challenges in doing  
20 this work. One, is in a community as diverse as Prince  
21 George's and Montgomery County, we have an obligation  
22 to identify all businesses that may be willing to do

Capital Reporting Company  
Meeting 06-17-2010

18

1 business with the commission. And that includes  
2 businesses that have never done business; businesses  
3 that don't even know of the opportunities that exist.  
4 But indeed would be willing but for the opportunity.

5           So that's a very important component of this  
6 work, and we're very arduous in our effort to ensure  
7 that we identify those businesses that are willing.  
8 Also note, we're in a period in history where a virtual  
9 office is probably more prominent and more numerous  
10 than those that have a concrete location and pay a  
11 monthly lease. So that is an additional component of  
12 this challenge.

13           We also have to ensure that all prime  
14 contracts awarded by the commission are subject to our  
15 review, and that the subcontracts that those clients  
16 award must also be identified. That in itself is an  
17 extraordinarily formidable task because the commission,  
18 like the other 108 clients that we have had, do not  
19 track all subcontractors. And so you cannot go to one  
20 place and identify all subcontractors. So we have to  
21 make a particularly arduous effort to identify a  
22 comprehensive picture of subcontracts because one part

Capital Reporting Company  
Meeting 06-17-2010

19

1 of our analysis is to determine the number of  
2 subcontract dollars awarded to people of color, and to  
3 women, of all subcontract dollars that was spent. So  
4 that's a challenge and I'll talk a moment about some of  
5 the strategies employed to address that challenge.

6           We also are challenged to offer some  
7 meaningful best management practices that could result  
8 in improved access to contracts by more contractors,  
9 more successful relationships with the commission if  
10 you secure a contract and a profitable relationship. I  
11 think many of you have been in situations where you  
12 were very happy that you received the contract; you  
13 commenced to do the work and someplace in the process  
14 you discovered you were losing money at the rate that  
15 BP is losing oil out of its --

16           (Audience laughs.)

17           DR. RAMSEY: That is an issue. We do have an  
18 obligation to make every effort to identify whatever  
19 might be a factor in that process, and to offer best  
20 management practices to address that. And again, as  
21 part of the partnership, because if you happened to  
22 have been in that situation, we now bring great insight

Capital Reporting Company  
Meeting 06-17-2010

20

1 to what you should have done differently and what you  
2 would had your client project manager had done  
3 differently. So we want to bring those, anticipate  
4 them, and build that into the report that we prepared  
5 and that comes about through the exchanges that we will  
6 have today.

7           So I'd like, at this point, to turn the  
8 presentation over to Mr. Norton, who will tell you  
9 about the legal underpinnings that dictate the process  
10 that we will use, and I'll discuss that process in some  
11 detail following his presentation.

12           MR. NORTON: Thank you, Dr. Ramsey. First, a  
13 little bit about my background. I have been directly  
14 involved in the issues of business contracting since my  
15 days 30 years ago as general counsel of U.S. Small  
16 Business Administration. And at that time, 8A program,  
17 which is based on social and economic disadvantage, was  
18 under a challenge in the Supreme Court. And was clear,  
19 from that decision, which was full of complexity, that  
20 we should -- would not be able, going forward, to run  
21 the 8A program on a racially-exclusive basis. It was a  
22 precursor of the subsequent decisions which made that

Capital Reporting Company  
Meeting 06-17-2010

21

1 point very, very clear.

2           And as a result, we at SBA came up with  
3 regulations which enabled people who could show their  
4 individual social and economic disadvantage that they  
5 could also participate in the program.

6           Subsequently, in 1988, I was retained by the  
7 New York City Metro Transportation Authority whose  
8 minority business program was under a challenge, but  
9 more importantly, there was a Supreme Court case  
10 pending which is Richmond v. Prosen that was looking at  
11 what Richmond was doing with its program. And it was  
12 clear that law continued to move in a direction that  
13 the use of race in contracting could not be the result  
14 of political decisions, or the corrections for historic  
15 injustice; it had to be based on facts. And that is  
16 the reason, with this study, we have to develop the  
17 facts that will determine what remedies are permissible  
18 under these Supreme Court requirements. And that is to  
19 say there has to be a compelling purpose. The facts of  
20 underutilization, systemic racial discrimination are  
21 what we have to find out. But to continue with the  
22 courts, reluctance to have race at the center of

Capital Reporting Company  
Meeting 06-17-2010

22

1 contracting, any remedies have to be narrowly tailored  
2 to correct what those findings have been.

3           And then the third point is that the findings  
4 of facts have to be updated periodically. And this  
5 again has to come back to the reality that its current  
6 circumstances, rather than historic circumstances. So  
7 this is where we are, in terms of what the law  
8 requires. And part of the reason we've been able to  
9 successfully complete disparity studies is because  
10 we've been mindful of these legal requirements. That  
11 is to say that we do not try and think creatively,  
12 albeit legally, about how to develop all the  
13 information that should put the commission in the best  
14 position to have an aggressive program that includes  
15 contracting opportunities for minorities and women.

16           To go back to the issue of systemic  
17 discrimination, what you're trying to establish is who  
18 is available; that's the first inquiry.

19           Who's available to do the work of the  
20 commission? Which is to say are they willing and able  
21 to do the commission's work?

22           The fact that you're here is one demonstration

Capital Reporting Company  
Meeting 06-17-2010

0

1 that you're willing, but you wouldn't be here if you  
2 had no interest in what the commission's opportunities  
3 are. "Able" has to do with whether or not you provide  
4 the services or do the work the commission is engaged  
5 in. And Dr. Ramsey will go on to explain how we make  
6 those determinations.

7 Utilization is who received the contract  
8 because what you're trying to establish is the people  
9 who will utilize how do they compare with those who are  
10 available. And if the availability is sufficiently  
11 below -- if the utilization is sufficiently below that  
12 availability, then you can begin to move toward a race-  
13 conscience program because what you are establishing by  
14 that reality that exists, is that the discrimination  
15 existing, it's not simply a matter of chance.

16 And this comes to the emphasis of the remedies  
17 having to be narrowly tailored, assuming the facts are  
18 established that would permit the use of race. This  
19 isn't to say the study will not have benefits  
20 independent of what we find on the use of race. As Dr.  
21 Ramsey indicated, this is very much a major management  
22 audit where we look at the way in which the commission

Capital Reporting Company  
Meeting 06-17-2010

24

1 does its contracting. We bring to it our experience  
2 around the country of best management practices that  
3 have been used, so as to increase the effectiveness of  
4 the commission's contracting opportunities for  
5 minorities and women to gain access to it.

6           Now, I should also be clear that these  
7 findings have to be ethnic group specific. We'd love  
8 to see the extent to which African-American's are  
9 utilized, Hispanics are utilized, Asian-American's are  
10 utilized in the commission's contract. And depending  
11 on what that statistical finding is, that determines  
12 the extent to which -- and women I should say. I  
13 didn't mean to leave it out, but to the extent to which  
14 you can have programs which take that into  
15 consideration. Depending on those findings you can  
16 have race-specific goals on the contracts, which those  
17 goals being tied to the availability of firms in those  
18 categories. And we will be as aggressive as possible  
19 in recommending to the commission of how they can  
20 structure a goal-based program that will provide  
21 maximum opportunities.

22           How we go about this is a daunting task. The

Capital Reporting Company  
Meeting 06-17-2010

25

1 biggest data challenge we have is obtaining who is in  
2 the subcontracting arena in the commission's area of  
3 operations, And that's because, as Dr. Ramsey mentioned  
4 to you, we have not yet been in a jurisdiction where  
5 all the subcontracts are maintained. You have minority  
6 data, you have disadvantage business data, and that's  
7 because the jurisdiction's interested in how they're  
8 doing with regards to those categories; however, the  
9 court requires, and it's our judgment, before the court  
10 made it clear that the comparison is between the  
11 various groups and all of the subcontractors. So we  
12 have to get all the subcontracting data, so we can make  
13 that statistical analysis. And we will depend very  
14 much on your assistance in helping us to make sure we  
15 have all the data that is available -- that is out  
16 there on who the subcontractors are, and we need your  
17 assistance very much in determining all the businesses  
18 who are available to do the work of the commission. I  
19 direct that to Dr. Ramsey, and how she does it.

20 DR. RAMSEY: Thank you. So to talk a moment,  
21 just to give you another overview of the study elements  
22 as noted, we are collecting prime and sub data on

Capital Reporting Company  
Meeting 06-17-2010

26

1 willing and able businesses; analyze the sub and prime  
2 utilization; one analysis of all the subcontracts and  
3 another analysis of all the prime contracts. They'll  
4 collect anecdotal account, which is your view of how  
5 the commission is doing its work and what the climate  
6 is like in the market area. And then we're going to  
7 have recommendations to remedy any areas that are  
8 identified, and those areas may be programmatic as well  
9 as other types of areas. And so that's our objective  
10 in terms of the key elements of the study.

11           So just to focus, for a moment, on the study  
12 contract area, we're going to analyze contracts which  
13 were awarded during the period of fiscal year 2004 to  
14 2009. So for that five-year period, we are going to be  
15 analyzing prime contracts awarded, and the sub  
16 contracts that were entered into by those prime  
17 contractors.

18           We're looking at all contracts with "for  
19 profit" entities during that time period, and  
20 effectively, all of the transactions of the commission.  
21 So that includes goods and general services; those  
22 would be none professional services. And then we're

Capital Reporting Company  
Meeting 06-17-2010

27

1 also looking at professional services and separating  
2 those from architectural and engineering, which clearly  
3 are professional, but yet having that distinction  
4 because there's some meaningful differences in those --  
5 the nature of those contracts, and the fourth category  
6 of construction services.

7           So that's the full array of contracts that are  
8 negotiated by the commission and they will all be  
9 examined both primes and sub contracts. So to speak to  
10 the process of the compilation of the contract data, we  
11 begin our process with collecting our prime contract  
12 awards. And as noted, in the slide, the data can come  
13 from various places. In an ideal world, the owners of  
14 People Soft, would have proceeded us, and we would be  
15 able to push a button and get a report.

16           In other circumstances it's a bit more  
17 challenging, and in some places it really going to a  
18 paper and is recording that information. But the full  
19 array of strategies must be employed as necessary in  
20 order to get a complete record, contracts awarded to  
21 identify the subcontracts that were used in the  
22 performance of that work. To ensure that we have a

Capital Reporting Company  
Meeting 06-17-2010

28

1 unique contract; that we do not have repetitive or  
2 duplicate contracts. We have classified contracts in  
3 one of the four industries, and that we're able to  
4 verify the ethnicity and gender of the contract award.  
5 And that process is multi-faceted, also. It is in its  
6 most simplistic form. We're able to take the utilized  
7 list of contractors, compare to certification sources  
8 where the companies have had their ethnicity or gender  
9 verified for purposes of business ownership. That's  
10 the simplest of the processes that are used, but that  
11 is not inclusive of all because all businesses that do  
12 business with the commission, or have done business  
13 with the commission are not certified. And so we have  
14 to then go beyond that and begin to probe more deeply.  
15 As we come to the list of processes that we use, one of  
16 those tasks is to actually call business owners if  
17 we're unable to get our information from a public  
18 source or through the internet, then we will actually  
19 call the business and ask for the ownership. It's at  
20 that level that our partnership is acted because we do  
21 need, if you receive such a call for you to answer the  
22 question, so we can correctly classify that prime

Capital Reporting Company  
Meeting 06-17-2010

29

1 contract or sub contract that you may have received.  
2 So we will be interfacing with you at various levels  
3 and that's clearly one of them.

4           The other area that we have to ensure is that  
5 we have captured all changes to the original award  
6 amount. I know for most of you, you would like to  
7 think of change orders and amendments as increasing  
8 your dollars, or where there, experiences that  
9 businesses have, when it decreases the dollars. And so  
10 we have to ensure that we have secured information on  
11 all changes to the value of the contract. The prime  
12 contract value change is fairly straightforward. The  
13 records of the commission will show any changes in that  
14 amount, subcontractor changes are not this transparent.

15           And another area in which we will need to have  
16 this partnership is to check with those businesses  
17 identified as having received the subcontract to find  
18 out if indeed you were used as a subcontractor, and to  
19 find out what the commitment was and what the actual  
20 pay amount was. So again, that information can  
21 ultimately only be verified through our interface with  
22 you, as the business owner.

Capital Reporting Company  
Meeting 06-17-2010

30

1           Because the subcontracting utilization is  
2 sufficiently complex, we have, over the years, devised  
3 ways and identified aspects of the procurement process,  
4 the record keeping of our clients. But we're able to  
5 give some insights, from their records, are able to  
6 compile some of those subcontracts. The ultimate  
7 process does take us back to both a prime, and a sub,  
8 but we begin by looking at proposals, looking at bids,  
9 statements of qualifications, documents that would  
10 normally carry a listing of subcontractors, at least  
11 those who are visible to the client, but we would start  
12 with that. We look at invoices; with some of our  
13 clients there is a requirement, particularly on a  
14 professional side, to list the companies that are  
15 performing work that are required to be licensed, and  
16 so that sometimes reveals information.

17           Closeout reports there's sometimes tracking of  
18 who provided the goods in the construction world. Who  
19 provided the specified equipment? Are the warranties  
20 in place that provides us with some insight on who the  
21 subcontractors were?

22           We have large project managers on both the

Capital Reporting Company  
Meeting 06-17-2010

31

1 professional side and in the construction. Their  
2 process of managing the projects brings them in touch  
3 and contact with companies, all companies performing.  
4 So that becomes another source for us.

5           As I've indicated we will survey the prime  
6 contractors and ask them who they used. That, too, is  
7 just a partial process because it really gives you a  
8 100 percent, but it's another vista to give us some  
9 insight on subcontracting. And then we always survey  
10 the identified subcontracting, so that our report of  
11 spend with subcontractors is accurate; and the accuracy  
12 relies upon that company listed to tell us exactly what  
13 they received in payment during the life of the  
14 contract, or the day they found out that they had been  
15 listed on the contract and work was completed and they  
16 were never used. So it depends on where we are in the  
17 process, what it is that that survey reveals, but it is  
18 very important.

19           The availability, count of willing and able  
20 businesses is critical to a disparity study. It is --  
21 we have defined in our firm as the Achilles heel  
22 because most of the lawsuits that have successfully

Capital Reporting Company  
Meeting 06-17-2010

32

1 challenged local programs, and I might note the lawyers  
2 that have taken these cases on have been very  
3 strategic, and with few exceptions, they have  
4 successfully reversed and created a disarming of --  
5 have required local governments by the court -- has  
6 requirements local governments to disband their  
7 programs. And so we want to be in this business to be  
8 very careful, and to be mindful of the law, and be as  
9 creative as you can and thinking out of the box, but  
10 always keep the eye very focused on what those  
11 requirements are.

12           And so for availability, it is required by  
13 case law that you identify businesses that are willing  
14 and able. To get to that point, we start with  
15 companies who have submitted a bid, who are clearly  
16 willing and for those who are successful in submitting  
17 that bid, they're able, as were those who were  
18 unsuccessful, they were able to package and meet the  
19 requirements to get that bid submitted. So those group  
20 of businesses are clearly defined as willing and able.

21           And then the court says that there's another  
22 population, in some communities quite significant, who

Capital Reporting Company  
Meeting 06-17-2010

33

1 have not submitted a bid in any form over the life of  
2 the study period; and those businesses must be  
3 identified as well. And that is a little more complex  
4 to identify those businesses. They're not readily at  
5 hand, but they existed in the community. And, no  
6 doubt, in this room today are some businesses that have  
7 not received a contract, have not bid, and have not  
8 even been aware that there may be something that they  
9 sell that the commission buys. That population needs  
10 to be identified.

11           As for those of you who are in the room, as  
12 Mr. Norton has noted, you clearly are willing; you've  
13 taken the time to be present. So you'll get counted as  
14 willing in this pool. There are a lot of other  
15 businesses out there that we have yet to know about,  
16 and there are many techniques that we employ to try to  
17 find those and I'll talk about those in a moment.

18           But that constitutes the potential, and those  
19 that are not present, do not appear on a government  
20 list of one sort or another, that we also want to  
21 identify. We will then have to determine that they're  
22 willing, you cannot presume that a business is willing

Capital Reporting Company  
Meeting 06-17-2010

34

1 if it has not come forward.

2           We'll look at these different sources in order  
3 to compile that list. And I should note that one thing  
4 that makes this challenge -- makes the identification  
5 of willing and able businesses, and I might note that  
6 our obligation is to identify all businesses owned by  
7 people of color, businesses owned by women and  
8 businesses owned by Caucasian males. They all  
9 constitute this pool that have to be identified in  
10 order to successfully perform the availability  
11 analysis.

12           What is particularly challenging about this  
13 enumeration process is that most businesses are small,  
14 and most businesses have fewer than five employees.  
15 And a lot of those businesses are virtual, but they do  
16 business in this country and they do business in this  
17 area. And the process requires that we seek those out,  
18 identify them, count them, and establish whether they  
19 can provide the commission's contract. And also, a  
20 significant portion of the businesses in the two  
21 counties that's serviced by the commission are owned by  
22 people of color and women. So we have a very diverse

Capital Reporting Company  
Meeting 06-17-2010

35

1 business community but when one looks at the census,  
2 these numbers are derived from the census; these are  
3 businesses that file tax returns. And as you know, you  
4 have colleagues who were doing business and they don't  
5 file a tax return to report their corporate activities.  
6 But nevertheless, they're there.

7 Well, at least if we target those who have  
8 elected to do that filing, and if they're working for  
9 the government they're obligated to do the filing  
10 because the kind of thing that is required includes  
11 ensuring that you have a fictitious business name and  
12 you report your taxes to the county. But nevertheless,  
13 there is that challenge, and this gives you a profile  
14 of what's potentially there as businesses that might  
15 very well be willing.

16 So that is part of what we must do. We're  
17 looking in different places trying to identify these  
18 businesses that might very well be willing to do  
19 business with the commission, could be counted and it  
20 would be the utilization that the commission has  
21 engaged in procuring for the four different areas, and  
22 that would be the population that would be prepared to

Capital Reporting Company  
Meeting 06-17-2010

36

1 take that utilization, and you compare it to the  
2 availability; that's our standard.

3           And so from payment records, we're able to get  
4 some information from leaders lists. Those lists have  
5 made them successful, unsuccessful. The vendor list  
6 that the commission maintains, and has maintained over  
7 the years is another source. Certified lists with  
8 various local government, state government, federal  
9 government, all of that potentially yields information.

10           And then we turn to trade associations and  
11 that is where we give way from government sources,  
12 where willingness can be presumed to have it to have it  
13 to verify willingness. And it's also that area where  
14 the partnership, again, becomes important because you  
15 are a member of an association, and that association  
16 may be a casual one, or may be a very formal one, and  
17 there is a membership list. And that list might be a  
18 published list which is generally available to the  
19 public. It may be held very tightly by the membership,  
20 and it may be very informal; it may be just a series of  
21 e-mails.

22           So it comes in different forms, but those are

Capital Reporting Company  
Meeting 06-17-2010

37

1 potentially willing businesses. We would know whether  
2 they were willing because you would need to contact  
3 them and verify, but we do need you to help us in  
4 identifying those sources that will enable us to get to  
5 this pool of potential business -- potentially willing  
6 businesses so we can get a comprehensive enumeration of  
7 businesses in the market area. Chambers of Commerce,  
8 both Metropolitan Chambers, as well as the various  
9 ethnic chambers. And now there are Women Chambers that  
10 have come into the forefront in many communities.  
11 Those are all sources in this group of potential  
12 businesses.

13           This meeting has a very wide distribution of  
14 notices, and we have an excellent attendance this  
15 morning. And I thank you for being counted as a  
16 business willing to do business. So outreach will  
17 continue and it is yet another strategy to try to  
18 ensure that businesses that are in the marketplace that  
19 are willing, get enumerated.

20           Once we compile this list of willing  
21 businesses, we have to address the other standard. And  
22 that is: are those businesses able to do the work of

Capital Reporting Company  
Meeting 06-17-2010

38

1 government? And in this case, are they able to do the  
2 commission's work?

3           So we will look at our pool of willing  
4 businesses, and we'll ask the question: how many  
5 contracts and what's the largest contract that a  
6 business owned by a women or a person of color has  
7 received? It will give us a sense of what the capacity  
8 is in that pool. And certainly, one measure of  
9 capacity is a successful completion of a contract.

10           The other -- another issue that is very  
11 critical in assessing what capacity is needed by an  
12 agency is to determine the size of the contracts  
13 awarded. Most governmental entities, the commission  
14 not being an exception, award very large contracts.  
15 But also, most governments award a lot of very small  
16 contracts.

17           The average state awards some place around 60  
18 percent of their contracts are under \$50,000. I do  
19 not, today, know the size and the distribution of  
20 contracts that have been commissioned by size because  
21 we have not reached that point of analyzing the data.  
22 But I anticipate it will be a number of small contracts

Capital Reporting Company  
Meeting 06-17-2010

39

1 that the commission also awards.

2           So, we need to know in addressing the question  
3 of capacity, what is the size of the -- what capacity  
4 is needed to do the job? And that way you can  
5 determine whether your pool is able to address that.  
6 Not, can they do all contracts, but can they do some of  
7 those contracts. And thus, when we do the prime  
8 analysis, we will put a cap on the size of contracts  
9 that we analyze to reflect the capacity in the pool of  
10 businesses that we've identified as willing. What's  
11 notable about that is that if there is a finding of  
12 disparity for formal prime contracts, there really is  
13 not a remedy that you can put in place. You cannot set  
14 aside contracts and say that African-Americans were  
15 statistically underutilized at the prime level, and  
16 therefore, we're going to set aside a group of  
17 contracts for which only African-Americans can get it.  
18 That's not allowed by the rule. You can have a goal  
19 placed on a contract, and the prime must meet it. And  
20 any prime can submit a bid and must demonstrate that it  
21 is met; but that's at the subcontracting level. With  
22 the subcontracts, we'll analyze subcontracts will

Capital Reporting Company  
Meeting 06-17-2010

40

1 analyze all subcontracts.

2           The court has clearly given us guidance that  
3 at a subcontract level, it's the client that makes the  
4 decision as to what capacity is needed to perform the  
5 work that they have been engaged to do by a  
6 governmental entity. So at the subcontracting level,  
7 there is no threshold; at the prime contracting level,  
8 there is. On the other hand, at the prime contracting  
9 level what is the meaningful analysis is to look at the  
10 size of the disparity for informal contracts where  
11 advertising is not required, where capacity issues are  
12 not present. So we will have an analysis of all  
13 informal contracts to see what the distribution is and  
14 if there is a disparity, and then we will look at prime  
15 contracts, but capping them to address the capacity  
16 concern, at some level to be determined.

17           So, that's our approach to giving us a  
18 rigorous availability count, and to be in compliance  
19 with the requirements of the law. So the court has  
20 said once you have identified all the other contracts,  
21 your prime contracts on one side of your analysis, your  
22 subcontracts at another, and you've identified the

Capital Reporting Company  
Meeting 06-17-2010

41

1 available firms, those firms that performed prime  
2 contracts and those that performed only subcontracts.  
3 We'll have those two pools of businesses, two analyses  
4 that we have to perform. And this is a hypothetical.  
5 This is ABC America; no place known to man. So it is  
6 our hypothetical.

7           We have in this hypothetical, and it mirrors  
8 what the court says we must do in our analysis; we have  
9 to identify total dollars. And so we would have total  
10 dollars that was spent in this case on our client  
11 contracts and then we have identified all of our ethnic  
12 groups and women within those groups. And it has 30  
13 percent of this pool in this hypothetical community are  
14 owned by minority businesses, and as Mr. Norton had  
15 note in our report, we will break out for each ethnic  
16 group by women and men. So we'll have white men, white  
17 women. We'll have African-American men/women, Asian-  
18 American men/women, Hispanic and Native American. So  
19 females would be able to see their participation  
20 distinct from males, and then also combined.

21           So in our hypothetical, 30 percent of the  
22 contracts -- contractors in this community are minority

Capital Reporting Company  
Meeting 06-17-2010

42

1 businesses. So the court said these are minority  
2 businesses willing and able to do this community  
3 subcontract. And thus, 30 percent of the dollars  
4 should be awarded to this population. If less than 30  
5 percent is awarded, then that underutilization is  
6 deemed to be statistically significant, that  
7 constitutes discrimination. That is disparity; that is  
8 the basis in which a race-based remedy can be put in  
9 place. And it can be put in place for subcontracting  
10 by putting a goal on prime contracts and requiring that  
11 that goal be met, or a good faith effort be  
12 demonstrated and it can be placed under the goal of  
13 informal contracts which do not have to be advertised.  
14 So there are some creative things that can be done, but  
15 there must be a finding of statistically significant  
16 underutilization.

17           The third leg of the disparity study:  
18 availability is one, utilization is another. The third  
19 one is anecdotal. Anecdotal is the point at which we  
20 must interface with our business community to determine  
21 what your experience is. It is a source, as the court  
22 has said, to explain the numbers; your perceptions

Capital Reporting Company  
Meeting 06-17-2010

43

1 about your experiences. And this is not an imposition  
2 to document whether it did happen and what time and  
3 place, but the court has said this is an opportunity to  
4 put into this process those experiences that businesses  
5 feel they have had, and as you know, we see things from  
6 different levels. You're talking to a project manager  
7 with whom you're having a problem, may very well see it  
8 differently from the way you see it. So we recognize  
9 different views, but the court has said it's your view,  
10 and your view is credible and it should be given an  
11 audience in a context of a disparity study. And so  
12 there will be 50 in-depth interviews with those  
13 businesses that will make themselves available for a  
14 telephone interview, which will average an hour to an  
15 hour and a half, unless it begins to really roll and  
16 people want to talk for longer. And we will negotiate  
17 a time that's consistent with the schedule  
18 availability, be it day, evening, or weekend of the  
19 business community. So we're very flexible in that  
20 regard, but what we do want to do, though, is hear from  
21 you.

22 I think it's important to know that these

Capital Reporting Company  
Meeting 06-17-2010

44

1 interviews are recorded, but as we prepare our report,  
2 our report does not identify the voice that is giving  
3 us the account. We're very protective of the business  
4 community because we're very sensitive and aware of  
5 some consequences that flow sometimes with speaking  
6 your mind. So we will ensure that there's anonymity  
7 for the speakers, and when we record, report out that  
8 information; we're really looking for patterns and  
9 practices as opposed to John Jones's experience. And  
10 so it relates to patterns and practices, and it is an  
11 excellent source for identifying areas that could be  
12 addressed, that are perceived to exist and secure  
13 constituents to the commission. It's very important to  
14 know what your perceptions are, and it provides, again,  
15 a management tool. So we will use that data in that  
16 regard. One of the things we're asking you today is in  
17 the form, the survey form that's in your packet, I  
18 think it's question number three, asks will you be  
19 interviewed, and I trust you will all agree to that,  
20 to afford us an opportunity to hear from you, and also  
21 to give you a direct opportunity to put into the record  
22 your concerns, perceptions and your recommendations for

Capital Reporting Company  
Meeting 06-17-2010

45

1 best management practices to afford and increase  
2 opportunity for you in this area because the anecdotal  
3 is so important, and it can be extraordinarily rich and  
4 very informative.

5           One of the things I'd like to do is just give  
6 you some idea of some of the areas in which we have  
7 been able to collect anecdotal information in various  
8 communities around the country. And there's some  
9 patterns that are fairly consistent in the country,  
10 and there's some more regional in nature, but we have  
11 found in communities that there are still examples  
12 related to us by the business community of  
13 stereotyping, based on gender, or based on race.  
14 There's a perception that if you are an African-  
15 American business, you are certainly a business that's  
16 going to fail in performance of your work, and the  
17 initial presumption, if there's a criticism that you  
18 have done something incorrect, or you will not be  
19 capable of performing that work, that is a very  
20 prevalent notion. I have no idea whether that notion  
21 persists in this region, or whether it is even to be  
22 found within the commission. But that's something to

Capital Reporting Company  
Meeting 06-17-2010

46

1 think about.

2           One of the other things that we've learned in  
3 doing the interviews is that businesses very often,  
4 when we begin to talk about their experiences, will  
5 classify them as: "I'm just a small business and that's  
6 why." And it may be that you're just a small business,  
7 but we need to think beyond that to find out, is there  
8 something going on that is a pattern? That there is  
9 indeed a barrier that not all small businesses are  
10 encountering. And this type of study is a forum to  
11 elicit that information and to get you to think about  
12 those experiences that you tuck away and say it's a  
13 small business phenomenon.

14           And as some businesses have described, it's  
15 just so personally painful to be an adult member of the  
16 business community and have experiences that are  
17 stereotypic in nature. The kind of businesses that are  
18 selling product and arrange to go to have an interview  
19 and may arrive at the location, and at that point, the  
20 receptionist now puts the diction together with her  
21 perceptions, and says that the manager, the person you  
22 were suppose to meet is not available, but you know

Capital Reporting Company  
Meeting 06-17-2010

47

1 that that meeting has been confirmed and the person is  
2 indeed there, but now they realize that the person of  
3 color has come to sell a product, and they do not wish  
4 to engage in that. That is a problem in places  
5 throughout the country; whether it is a problem here or  
6 not, I don't know. But again, reflect on that; those  
7 are the kinds of experiences the court says has merit.

8           Now the court has been very clear that you  
9 cannot base a race-based program on anecdotal  
10 information, but it does color the numbers. It does  
11 provide a backdrop for this process; but it cannot be a  
12 substitute for a finding of statistical disparity.  
13 There are also exchanges that we have had in interviews  
14 where businesses have described difficulty in getting  
15 bid information; inadequately lead time. And sometimes  
16 the businesses have been have determined the shorter  
17 the lead time, the more likely it is that the agency  
18 has already made a selection and they just need to have  
19 sufficient numbers in order to go forward with their  
20 intended procurement. Those may or may not be things  
21 that you have encountered. The businesses are still  
22 thriving, they're finally successful and they get a

Capital Reporting Company  
Meeting 06-17-2010

48

1 bid, they get a good price and they decide that they  
2 really are not going to go forward with the  
3 procurement. Is it because they really changed their  
4 requirement needs, or is it because they discovered who  
5 the bidder was? Those are issues that have surfaced in  
6 some of the studies that we have done.

7           There is still concern about excessive  
8 monitoring; the failure of an agency to allow the  
9 contractor to be a contractor. And it will assert  
10 independence when there is a problem, but they will not  
11 provide independence when the consultant is performing  
12 his or her work. Those are issues that businesses have  
13 identified. Again, not aware of what may exist here.  
14 I want you to reflect on those kinds of things to see  
15 if there's something that you can add to this because  
16 it is very important. If these issues do persist and  
17 are present, that they are articulated and they are  
18 expressed in this study.

19           Late payments; another area that has reared  
20 its head, and is prevalent in any communities. In some  
21 places it's just come to be such an extreme condition  
22 that vendors find that when attempting to do business

Capital Reporting Company  
Meeting 06-17-2010

49

1 with suppliers, be it a rental agency, or a  
2 manufacturer they're seeking to get supplies from, when  
3 they ask who is your client base, and they discover  
4 certain governmental entities, that they find they  
5 cannot get credit for the supplies, or negotiate a  
6 lease because the business community feels that they  
7 are at risk of not being paid because they can see that  
8 that particular vendor, dealing with those public  
9 agencies, will not be paid.

10           So those are not minor issues, if they exist.  
11 And it may be that in this environment, it does not  
12 have those, but that's what I'd like you to give some  
13 thought to because we do want to talk with you, if you  
14 have experiences, that can help to describe what the  
15 environment is like and what it is that persists as you  
16 go forward to do business.

17           Prime contractors and suppliers; another area  
18 where there's been emphasis, the construction world,  
19 there's still communities where prime contractors  
20 receive their contracts. They are not required to  
21 state who the subcontractors are, but rather to give  
22 their utilization plan that does not leave the

Capital Reporting Company  
Meeting 06-17-2010

50

1 contractor nameless. And when they receive the notice  
2 that they have been a successful low bidder then they  
3 go about with a price to try to get subcontractors to  
4 agree to perform that so they can then list a named  
5 subcontractor. And it is too often the case of  
6 subcontractors who find themselves trying to meet  
7 payroll, feel that they can't possibly meet that low  
8 bid when indeed their bid would be considerably higher,  
9 and often finds find themselves belly up on those  
10 experiences. Again, may or may not be something is at  
11 play here. And not just with the commission, but in  
12 the market area as well. And I think it's important to  
13 keep in mind that the end goal is not just an account  
14 of what the commission is doing, but it really is where  
15 the marketplace forces that affect the ability to do  
16 business and to do it profitably.

17           So those are issues that I'd like you to give  
18 some thought to as we invite you to help us in the  
19 process of finding interviewees and your volunteering  
20 as a current business owner to be a interviewee, and we  
21 ask you also to think about your affiliations and  
22 places that you think we can turn, in order to get

Capital Reporting Company  
Meeting 06-17-2010

51

1 lists of businesses so we can get a comprehensive list  
2 of available businesses. And you know may other people  
3 who have retired, who have some insights that have new  
4 businesses or mature businesses, people whose  
5 businesses just did not take, for a variety of reasons.  
6 Those can be good candidates for interviews as well.

7           Former government employees have been inside  
8 and have heard those discussions are another excellent  
9 source of information and we will certainly welcome an  
10 opportunity to interview them if you could assist us in  
11 identifying them. And if you've been a subcontractor  
12 or we've had some interesting interviews with people  
13 who worked for majority firms and who bring insights on  
14 how those decisions are made and what the strategies  
15 are, and have seen the impact when that's been an  
16 adverse set of conditions. So we don't have a preset  
17 sense of what things are; we want to get from you  
18 information and like you to be our partner in helping  
19 in that process.

20           At this point, as it was noted at the  
21 beginning, we do want to turn the meeting over to you,  
22 to afford you an opportunity to tell us what your

Capital Reporting Company  
Meeting 06-17-2010

52

1 questions are, or about your experience, and also, just  
2 reinforce the fact that I would like you all to agree  
3 to be interviewed to complete the survey that is before  
4 you. And I might note that it's a condition of your  
5 exit that you must surrender it and it has to be  
6 properly noted that you will work with us in that  
7 regard.

8           So with that, can I ask if there are any  
9 questions in the room?

10           THE REPORTER: Make sure they use the  
11 microphone.

12           DR. RAMSEY: Oh, yes. We have a mic in front.  
13 Unfortunately, there's only one mic, so if you don't  
14 mind coming forward.

15           Are you without speech today? No questions?  
16 Comments? Yes, sir?

17           Thank you. Please state your name, your  
18 business, and your organization affiliation.

19           MR. NASSAH: Stephen Nassah. I work for PBS &  
20 J; we are a prime AE firm. My question is, in terms of  
21 handing over the form as we're willing to participate  
22 in your survey as a business owner, which I am not, I

Capital Reporting Company  
Meeting 06-17-2010

53

1 thought --

2 DR. RAMSEY: Please. Put your business, the  
3 name of the business, your name and your title.

4 I appreciate the fact that there are people  
5 today who are here representing their business and are  
6 not necessarily the owners of the business. Although  
7 that might be an objective that you have for today, you  
8 are getting, you're only signing one side of the check;  
9 and in time will sign both sides, but we would  
10 appreciate talking with you as well, as I noted,  
11 certainly employees are a good insight to what happens  
12 in an organization.

13 Do I have a question elsewhere in the house?  
14 Yes ma'am?

15 MS. NANCE: I think my voice will carry. My  
16 name's Kim Nance. I'm with KFC Consultant Services. I  
17 would also like to ask you if your company if will look  
18 at contract re-awards to the same company and  
19 approximately how many times, or if it's truly being  
20 competitive?

21 DR. RAMSEY: It's an interesting question. We  
22 will look at the number of awards per contractor, and

Capital Reporting Company  
Meeting 06-17-2010

54

1 we have a section in our report that we use to call  
2 high rollers. And our clients were a little uneasy  
3 with: high rollers," we now call it "frequently used"  
4 contractors. So we will count for each contractor or  
5 prime contractor -- we will count the number of  
6 contracts that they receive, and we will report out the  
7 percent of contracts that go to the small set. For the  
8 last client we worked with, roughly 60 percent of its  
9 2,100 -- roughly 60 of its 2,100 vendors received 60  
10 percent of its dollars.

11 So we think that's important -- I think that  
12 our clients really haven't anticipated the frequency of  
13 the repeat business that companies receive. And so  
14 that indeed will be reported out, and I think the data  
15 will allow us to regularly identify them. But thank  
16 you that is an important part of the procurement  
17 process.

18 Yes ma'am? Come forward, or if you have a  
19 good voice, we'll take you from wherever you wish to  
20 speak.

21 MS. HARGROVE: First, I'd like to say about  
22 the program WSSC has now is really a good program. I'm

Capital Reporting Company  
Meeting 06-17-2010

55

1 hoping that with this disparity study that you're doing  
2 it's only going to improve. So I do have to say that  
3 first of all.

4 The second question I have, or comment I want  
5 to make, I think you answered this question. You said  
6 of your minority-owned --

7 DR. RAMSEY: Can you hear her all right?

8 THE REPORTER: No, it's not that, just to make  
9 sure they say their names.

10 DR. RAMSEY: Yes, please.

11 MS. HARGROVE: The name of my company is  
12 Stella's New Groove, and I'm Stella Hargrove.

13 You said when you break down the different  
14 people that you're looking at, different groups,  
15 African-American, Asian, women-owned and Caucasians, in  
16 that -- excuse me, you're also going to look at each  
17 one of those to see how much of it is African-American  
18 and how much of that are women?

19 DR. RAMSEY: Yes.

20 MS. HARGROVE: Okay, and that's for each  
21 group. And then once you do that, you're also going to  
22 say, okay from that women group, are you going to say

Capital Reporting Company  
Meeting 06-17-2010

56

1 ten percent was given to African-American, five percent  
2 to Asian or whatever? That's my question: is that also  
3 a part of the study?

4 DR. RAMSEY: Yes. What we'll do, for each  
5 industry -- there are four industries, so when we  
6 report out, let's just take for an example professional  
7 service. When we report out for professional service  
8 findings of disparity, first we will report the  
9 availability of each ethnic group combined, African-  
10 Americans performing that are available to do  
11 professional services. And within that group of  
12 African Americans we will separate out, the percent of  
13 that -- let's say ten percent was African-Americans,  
14 we'll determine what percent were women-owned African-  
15 American businesses and what percent were male-owned  
16 African-American businesses. And when we do the  
17 utilization analysis, we'll look at utilization for all  
18 African-Americans, then African-American men and  
19 African-American women. So you'd be able to see that  
20 and that's true for each ethnic group, including  
21 Caucasians. So it would be Caucasian males, and  
22 Caucasian females. So you will be able to see the

Capital Reporting Company  
Meeting 06-17-2010

57

1 dollars awarded to the group of which you were a part  
2 and to all other groups, and to the availability of  
3 those respected gender groups.

4 Sir, and then this lady is next. Yes, sir?

5 MR. DUKE: My name is name is Rudy Duke with  
6 Nextel Solutions. We do IT consulting, web solutions  
7 and training.

8 One of the problems I found with the process  
9 of the SLMBE process is a lot of contracts are written  
10 -- a lot of bids are written in a way that sort of  
11 dissuades the small business.

12 DR. RAMSEY: Yes.

13 MR. DUKE: And so I want you to reiterate how  
14 you're going to identify those businesses that may not  
15 even bid on a contract because of the points that  
16 dissuade you from bidding on it. I know you're going  
17 to look at the SLMBE listing, for one.

18 DR. RAMSEY: Yes.

19 MR. DUKE: But I think to the extent that you  
20 can identify those that didn't even bid on most things,  
21 it would go a long way towards identifying some of the  
22 areas of improvement.

Capital Reporting Company  
Meeting 06-17-2010

58

1 DR. RAMSEY: Okay. Thank you. I'd like ask  
2 you, before answering your question, what  
3 recommendations do you have for the formulation of IT  
4 RFPs so that they are not perceived as targeted to  
5 launch businesses?

6 MR. DUKE: Well, that's a good question. In  
7 fact, you filled out my survey with that already. So I  
8 can refer to my survey. I think one of the biggest  
9 problems I've had is with our company is the insurance  
10 and sometimes bonding requirements. They're geared  
11 towards construction companies. And so the  
12 requirements are very strict for construction  
13 companies, in terms of injuries and things like that,  
14 when we're doing the IT services contract, redesigning  
15 the website, for example, you should not be subjected  
16 to those expensive insurance and bonding requirements.  
17 So that's the number one turn off for us that makes us  
18 not even want to invest the time in bidding. I've  
19 taken this all the way up to the top in the past couple  
20 of years, but so far nothing's happened.

21 DR. RAMSEY: Well, we're in a new day, and the  
22 answer your question is: your field is certainly a

Capital Reporting Company  
Meeting 06-17-2010

59

1 particularly challenging one because you are much more  
2 able to have virtual offices than a company that's  
3 doing construction, or -- architectural engineering has  
4 gone virtual as well, but nevertheless, what we need to  
5 do are several things. We will obviously use any  
6 listing that the commission has. From that we move out  
7 to look at other certifications. The state  
8 certification, per what the department -- the U.S.  
9 Department of Commerce has. We'll look at any other  
10 local listing small, or minority listed businesses.  
11 And then from there we start moving into the arena  
12 where there's a greater reliance on the business  
13 community itself because that's what we're looking for,  
14 association, and associations have members; some of  
15 whom never done government contract, others would  
16 prefer that they not, but a contract is a contract, and  
17 most people say yes if they think it's going to be  
18 accessible without too great of an expense.

19           So we will look in that arena as well. And  
20 then we're doing the outreach in an effort to get  
21 people to think about, okay it's worth saying at least  
22 I want to be counted because that's going to increase

Capital Reporting Company  
Meeting 06-17-2010

60

1 the availability number for my particular ethnic group.  
2 And the higher that number, the more likely you are to  
3 be in a position to have a disparity, assuming there's  
4 not a considerable use of that ethnic group in the  
5 actual practices of the commission.

6 So we are using a fairly wide spread net to  
7 capture those businesses, but it does require, once we  
8 move out of the formal channels, that we are able to  
9 get level cooperation from the business community.

10 I appreciate the comments, and I appreciate  
11 your willingness to be interviewed, and we will call  
12 you.

13 Yes, ma'am?

14 MS. MARTONE: Good morning. My name is Gina  
15 Martone, and I represent Women Construction Owners and  
16 Executives U.S.A. I have a couple questions.

17 The first one would be: will the study have an  
18 oversight committee? And if so, who will be  
19 participating on the oversight committee? And also in  
20 relation to how people are identified in businesses. I  
21 know we've been discussing MBE and WBE, but are you  
22 also looking into DBEs, where sometimes those small

Capital Reporting Company  
Meeting 06-17-2010

61

1 disadvantage businesses may not necessarily be referred  
2 as minority or women? How do you break that down, and  
3 are they counted?

4           The third question would be of the interviews  
5 that I --

6           DR. RAMSEY: You're taxing me now, but I'm up  
7 to it.

8           (Audience laughter.)

9           MS. MARTONE: Of the interviews that you are  
10 doing, in-depth interviews, how many, and what  
11 percentage of those would be of women-owned businesses?  
12 Do you break those down to be sure that the interviews  
13 are reflective of the entire community?

14           DR. RAMSEY: Okay. I'm going to leave the  
15 first question to last, and Mr. Johnson might speak to  
16 that because that's above my pay grade.

17           The question of BDEs, in the context of this  
18 study, that's not a distinction that we make. All  
19 businesses on any list, DBE lists so they -- the  
20 essentials -- the narrowing, unified certification  
21 lists which would be one of those places and now,  
22 nationally, all recipients of federal funding, and

Capital Reporting Company  
Meeting 06-17-2010

62

1 particularly U.S. Department of transportation funding,  
2 they're all in one list, even if they're certified by  
3 local entity. So there's a unified list; that DBE  
4 list, as we know, by definition, includes white males  
5 as well as businesses owned by women and people of  
6 color.

7           So when we put that list into our list --  
8 listing, we again asking for the ethnicity and gender.  
9 We're not concerned about DBE status; we only want to  
10 know is it a Caucasian female, Caucasian male, African  
11 American male, female, et cetera. So that's the  
12 process. So those titles go away, and I might note  
13 that when you come into our data base as a company, if  
14 you don't come from a list that has established what  
15 your ethnicity and gender is, then we will make inquiry  
16 of you. This is a self-declared status. The court  
17 does not require that we certify and only count as a  
18 minority a woman, a company who has been certified. So  
19 that's important. If you think you are an African-  
20 American, you think you're a Hispanic American, that  
21 satisfies your classification. That's the answer to  
22 that question.

Capital Reporting Company  
Meeting 06-17-2010

63

1           In terms to our interviews, there are 50  
2 interviews that will be conducted with business owners,  
3 and it is our intent and our process to try to bring  
4 balance to that listing. And that is really the only  
5 time we turn to the census to look to see what the  
6 distribution is of women to minorities to white males,  
7 so that we get within our pool, our target at least.  
8 We are targeting relative to those percentages.

9           The actual interviewees are really determined  
10 by the people who will agree to the interview, but we  
11 start out by having a niche for each group, an account.  
12 And then within each, we're trying to get across the  
13 50, a representation in each of the four industries,  
14 because there are different parameters, as the  
15 gentlemen just noted, professional services is  
16 different from a construction concern.

17           So we're going to get balance across  
18 industries; we will make every effort to give balance  
19 across ethnicity and gender. So that is our objective.  
20 We've been quite successful, in the past, in getting  
21 that balance. And so to the question of the oversight  
22 committee, here is Mr. Johnson.

Capital Reporting Company  
Meeting 06-17-2010

64

1 MR. JOHNSON: Thank you very much for that  
2 question. Ultimately, the oversight of this complete  
3 activity is that of the appointed commissioners of  
4 WSSC, there are six members, I believe, from Montgomery  
5 and Prince George's County.

6 I am the executive sponsor of the project.  
7 Towanda Livingston is senior sponsor of the project.  
8 We don't want to over bureaucratize it, but there will  
9 be internal management group that will be also advising  
10 on project as we're going through -- going through the  
11 various phases.

12 And before I take my seat, let me introduce  
13 Senator David Harrington, who came in after the initial  
14 introductions were done.

15 (Audience applauds.)

16 MR. JOHNSON: Also, Mr. Prim - Commissioner  
17 Prim Agawald (phonetic), one of the commissioners  
18 representing WSSC.

19 (Audience applauds.)

20 DR. RAMSEY: I might add, will you make your  
21 list available to us for the study?

22 MS. MARTONE: Yes.

Capital Reporting Company  
Meeting 06-17-2010

65

1 DR. RAMSEY: Thank you very much. Any other  
2 questions? Yes, sir.

3 MR. EMINA: John Emina, Quickcom Contracting,  
4 Inc. I'm a very small company, and I'm getting  
5 familiar with this business process and the minority  
6 business, as far as getting work and what-have you. My  
7 problem is that all I want to do is subcontract right  
8 now. I'm a very small business, locally, P.G. County.  
9 And there have been requirements of sorts that only the  
10 prime would have, and from my understanding about this  
11 economical or these revenues, these monies, is to touch  
12 base with small companies like me, who have the  
13 capability, but may not have, you know, as far as the  
14 same criteria's if you don't want to be a prime. Like  
15 this gentlemen here, he wants to be a prime; I just  
16 want to sub to him. You know? But I've had the same  
17 thing that he has, you know. And in that point  
18 whereas, it gets frustrating, you know. I'm not saying  
19 WSSC -- why should I fill out something for WSSC that I  
20 know I'm not going to get it, and I can't sub to him to  
21 get it?

22 I mean how do you -- how is this business

Capital Reporting Company  
Meeting 06-17-2010

66

1 process going to be more in the way that people can be  
2 mentored, like an MBE program? Or how are companies  
3 like WSSC making sure primes are pulling people up, so  
4 we could distribute that wealth and our neighborhoods  
5 can change?

6 DR. RAMSEY: Is your recommendation a mentor  
7 protege program?

8 MR. EMINA: Yes.

9 DR. RAMSEY: All right. Any other  
10 recommendations that you have, sir?

11 MR. EMINA: Small bonding insurance.

12 DR. RAMSEY: Thank you.

13 MR. EMINA: Small bonding insurance.

14 DR. RAMSEY: Thank you. I guess we're getting  
15 a similar interest, so let's go to the gentlemen in the  
16 light blue and then the lady next to you, sir.

17 MR. DOH: My name is Austin Doh, and I'm with  
18 DAD Environmental Construction. And my question is  
19 based on the small contracts. This is based on my  
20 experience doing work in P.G. County, and some other  
21 work advertised by SLMBE certified and MBE certified  
22 and MB certified.

Capital Reporting Company  
Meeting 06-17-2010

67

1           What I realize is that a lot of the small  
2 projects which fall under the requirements for bonding  
3 appear longer to make it a bigger contract, so that  
4 they can exclude the smaller companies as being prime.  
5 My question is are you going to locate -- how many  
6 percent of the amount of money that the agency spends  
7 will be put for small projects for -- I believe their  
8 business 100,000. How many percent of the projects,  
9 (inaudible) will be spent that so there is competition  
10 from smaller companies that cannot get bonding?

11           DR. RAMSEY: You're talking about the practice  
12 of bundling contracts. Do you have some  
13 recommendations as to what standard should be used in  
14 determining what contract should be separated out from  
15 a larger contract?

16           MR. DOH: Yes, but --

17           DR. RAMSEY: The gentleman needs the mic  
18 again. Give him the mic for just one more second.

19           MR. DOH: What I want to recommend is that  
20 right now there's a project that the business is  
21 bidding; it's for landscaping owned by the county, in  
22 Montgomery County, P.G. County, and it will only be

Capital Reporting Company  
Meeting 06-17-2010

68

1 awarded to one person, so a small company like my  
2 company who wants to work in P.G. County, I can't bid  
3 on this. When you work in other counties, it becomes a  
4 bigger project. So if they could make sure that a  
5 certain amount of those projects, for example, like  
6 landscaping, should not be putting as one because a  
7 small company will not have the resources to go to  
8 Montgomery County and do the same work, and come to  
9 P.G. County. So if they could just break them down to  
10 smaller projects -- I know it would be extra work, in  
11 terms of their management, but by doing this, they will  
12 help the smaller companies and it would benefit us as a  
13 whole.

14 DR. RAMSEY: Thank you very much, sir. The  
15 gentlemen in the back, the lady there and we'll come to  
16 this side. Thank you.

17 MR. DAVIS: Thank you. I'm Rodney Davis,  
18 owner of GreenCo Services, which is a building  
19 maintenance company.

20 It's more of a statement than question. I'm  
21 third generation business in the Washington Metro area.  
22 Unified services and my father help founded the 8A

Capital Reporting Company  
Meeting 06-17-2010

69

1 program. I heard a young lady here talk about how do  
2 we get into business? How do we talk someone who's had  
3 their business for a long time? You want to be the  
4 repeat customer with that entity, so you're fighting to  
5 get into the door.

6 This gentlemen here talks about he wants to be  
7 a small contractor because he can't bid on the  
8 Montgomery County stuff. Three generations of doing  
9 this, so what I would do in his situation is find out  
10 who the prime contractor is and go to him and say,  
11 "This building in Prince George's County I can do for  
12 you. Let me have a piece of that."

13 I've had to start over three times. Dad has  
14 built this large business. We have sized out of the 8A  
15 program, and we're back down to zero again. Damn it,  
16 what do I do?

17 Okay. Mom is in the 8A program, a whole  
18 different industry because we couldn't compete in the  
19 same industry in the 8A program. That was our niche;  
20 we knew how to write those contracts. We knew how to  
21 get those bonds. We knew how to utilize those  
22 government services from WSSC. We've been a contractor

Capital Reporting Company  
Meeting 06-17-2010

70

1 for the WSSC for 30 years.

2 All of that is based on knowing who your  
3 competitors are; knowing who your primes are, in the  
4 area in which you want to go to do business with, and  
5 go knock on their doors. The pendulum business roles  
6 are --I'll be real brief, I'm sorry. The pendulum  
7 roles -- sometimes the municipality says we're going to  
8 break down into every little entity so that this group  
9 can all have a piece. Then the budgets get tight and  
10 the municipalities says no, it's easier for us to deal  
11 with one contract and let that sub, let that prime  
12 contractor sub it out to its entities. Those of you  
13 that are in small business, we can't sit in a room like  
14 this and whine about why we can't get business. What  
15 we have to do is go out and know who has it and go  
16 shake their hands.

17 DR. RAMSEY: Okay. Thank you for your  
18 recommendation. There's a lady there, and then we'll  
19 come to this side.

20 MS. STRETCHER: Candace Stretcher, Deland,  
21 Hampton and Associates. I actually have two questions,  
22 but they are closely related. The first being,

Capital Reporting Company  
Meeting 06-17-2010

71

1 understanding that the intent is to have 50  
2 interviewees. I mean, clearly, just based on the turn  
3 out today, there will be some of us, you know, don't  
4 get an opportunity to be among those 50. My question  
5 is: how does the other -- how do the other comments  
6 sort of get filtered or get entered into this process?

7 My second question is -- understanding the  
8 timeline, in that, the intent is to have this disparity  
9 study, I guess, completed by November 2010, and then to  
10 have an opportunity to comment. What is the intent, in  
11 terms of kind of reaching out to this business  
12 community, beyond November 2010?

13 What is the communication strategy, beyond  
14 just this meeting?

15 DR. RAMSEY: To the first question, and that  
16 is, how does the input get incorporated? The comments  
17 from this meeting and the meeting we held yesterday  
18 will be incorporated, and woven into the anecdotal  
19 accounts, and will be taken into consideration in the  
20 recommendation. There is my response to that, and  
21 life, thereafter, is --

22 MR. JOHNSON: Thank you very much, Candace.

Capital Reporting Company  
Meeting 06-17-2010

72

1 I'm not sure that I really understand, you know, after  
2 November. After November, what we'll be doing is  
3 vetting a new legally sufficient program that hopefully  
4 levels the playing field and does the kinds of things  
5 that we ought to be doing as an organization.  
6 Disparity studies, having lived through this is  
7 Richmond, disparity studies like this have to be done  
8 about every five years because you have to work with  
9 current information. So certainly that would be  
10 something that would take place after November of 201.  
11 And then if there are changes and adjustments that need  
12 to be made in the existing program of things that we're  
13 doing within the organization, I think that I would not  
14 want to presume that certain things would happen, but  
15 rather, wait for the outcome of this effort to tailor  
16 to the kinds of things that will come to us as a result  
17 of this undertaking. With regard to other meetings and  
18 other kinds of input, it's my intent to try to make  
19 this as transparent a process as possible. I have, on  
20 a number of occasions, prior to yesterday, which was  
21 our first public meeting, advised people that we were  
22 undertaking this study, and we're doing the kinds of

Capital Reporting Company  
Meeting 06-17-2010

73

1 things to get to this point. We had our first public  
2 meeting yesterday, which was a meeting before the  
3 commissioners of WSSC. We had another meeting last  
4 night in Montgomery County. We have this one today,  
5 here in Prince George's County, and we will intend to  
6 have other meetings that would talk about the progress  
7 of where we're going, where we are, and how we're  
8 getting to that November timeframe, between and  
9 November. We simply have not set those up, in terms of  
10 having a specific date and time, but we will do some  
11 benchmarks; we'll come back and report out and get some  
12 additional input as we go through the process. Dr.  
13 Ramsey is very familiar with, and has done many number  
14 of times, in working with various communities across  
15 the country, and they have several models that we're  
16 looking at, in terms of how that might be accomplished.

17 DR. RAMSEY: We have questions over here.  
18 Yes, ma'am?

19 MS. SIMMONS: Yes. Hi. My name Melika  
20 Simmons, and I compass local (inaudible). We are a  
21 woman and minority-owned small business. My question  
22 is kind of duck-tailing what the young lady who spoke

Capital Reporting Company  
Meeting 06-17-2010

74

1 about re-awards, and also, the gentleman talking about  
2 whose side of the fence you're on. Is there any intent  
3 or mechanism to adjust for the confounders of nepotism  
4 and cronyism?

5 I mean, it's always good when's it us and not  
6 them. So she's speaking about, what about those  
7 companies that always get contracts over and over  
8 again? And the gentleman said, "Well, I've been doing  
9 the same business for 30 years." So it could be a good  
10 thing if you're the person who's getting the contract.  
11 I don't want to necessarily demonize those who have  
12 gotten the business, if they're actually qualified, but  
13 is there something in your study where you have a  
14 mechanism to kind of identify those have been passed  
15 on, or given contracts to family members who are  
16 starting companies, who may not be qualified? And how  
17 are you going to address it, or find out whether or not  
18 they have the qualification or if it's just kind of  
19 more cronyism?

20 DR. RAMSEY: That obviously -- I shouldn't say  
21 obviously. From a statistical standpoint, that's a  
22 difficult issue because that, at one level, involves

Capital Reporting Company  
Meeting 06-17-2010

75

1 getting into the process of the selection, and to know  
2 what a requirement was on a given contract. So that's  
3 a more difficult question to address in the confines of  
4 the study, from a statistical standpoint. It is the  
5 kind of information that in some jurisdictions, the  
6 jury can be anecdotal. Businesses are free to share  
7 what they think is the explanation for the experiences  
8 they are having or not having, relative to an entity.

9           So that's the kind of thing that I would  
10 expect would be presented as a condition, if in fact  
11 there is some pattern of that in the commission, or  
12 even in the market area. So I think it's in the  
13 anecdotal that that might.

14           MS. SIMMONS: So you don't expect to see that  
15 in your utilization at all?

16           DR. RAMSEY: In terms of the qualifications of  
17 the firms that perform the work, I think that's a  
18 little difficult to look to see, as I indicated  
19 earlier, you can see the patterns of repeat business in  
20 the statistics that can raise the question of why there  
21 are patterns of repeat business, so that will emerge.

22           The other thing that a study can address is

Capital Reporting Company  
Meeting 06-17-2010

76

1 for the businesses trying to get in, there are models  
2 now around the country where there have been small  
3 business programs that have been put in place.  
4 Programs that limit the bidders, proposers to people  
5 who meet a certain size standards; that's one way of  
6 dealing with the company that has had repeat business  
7 and is not any longer fit for that, but allows for a  
8 point of entry. And there are a couple of programs  
9 that I've seen just recently, one in the state of  
10 Illinois, the prior governor had put in a program where  
11 they bid architectural and engineering services, and  
12 they selected a certain size, maximum size, and they  
13 gave a number of contracts. I think it was something  
14 like 27 in one year, to businesses that qualified  
15 within that program. And then to have businesses say  
16 that was the point of entry. That was the place in  
17 which they got an opportunity to show what their skills  
18 were, and subsequent work built upon that. So there  
19 are models for entry. Although this doesn't readily,  
20 from a statistical standpoint, yield who the persons --  
21 what their qualifications were, but we certainly will  
22 know who the bidders are and who the successful bidders

Capital Reporting Company  
Meeting 06-17-2010

77

1 are. The issue ultimately is how do you get work and  
2 how do you get in. There are some effective models  
3 that could be implored. And some of them can be  
4 implored, even if you don't have a statistical finding  
5 of disparity because they are just best management  
6 practices that are statistical in nature.

7 Yes, ma'am?

8 MS. KAHLIL: I just want to ask you a  
9 question. You were talking about the entry. Okay.  
10 Suppose you're just getting started with business and  
11 you want to do business with --

12 DR. RAMSEY: Excuse me. Name and business?

13 MS. KAHLIL: I'm sorry. My name is Deborah  
14 Kahlil at Trieter Engineering. We're a construction  
15 company. We were trying to find out how -- if you have  
16 no real experience -- this is just in general. If you  
17 don't have any real experience with getting into a  
18 field that you want to get into, but you see the  
19 contracts coming out, how are you supposed to get in  
20 with no experience?

21 I mean, you know, you maybe have the qualified  
22 personnel and that kind of thing, but you haven't

Capital Reporting Company  
Meeting 06-17-2010

78

1 actually done a lot of the contracting and that kind of  
2 thing. How does that work? I mean, are you all going  
3 to be looking at that? Are you going to be looking at  
4 how somebody can actually get work as being a newbie,  
5 so to speak?

6 DR. RAMSEY: Yes. Again, one of the areas  
7 that we can gather some insights on that is through the  
8 anecdotal, through information that you might have as a  
9 business owner, as to what would afford you an  
10 opportunity to be competitive.

11 As I noted a moment ago, small business  
12 programs is another tool that's being used by local  
13 government to bring -- to give small business an  
14 environment where they're competing with similarly  
15 situated business. So the potential for your being  
16 successful is greatly enhanced if all of the people,  
17 who are in the pool, bring the same level of experience  
18 into it.

19 MS. KAHLIL: I have another question.

20 DR. RAMSEY: Yes. Before asking me the next  
21 question, give me your recommendation as to what you  
22 think will be useful.

Capital Reporting Company  
Meeting 06-17-2010

79

1 MS. KAHLIL: I mean, the gentleman was just  
2 here a minute ago, talking about mentoring and that  
3 kind of thing. I think there should be more mentoring  
4 for certain pools of people --

5 DR. RAMSEY: Okay.

6 MS. KAHLIL: -- such as newbies, and then to  
7 make a mediator. I mean, you don't need a lot with the  
8 experienced people because they pretty much already  
9 know what to do. You need more guidance for where to  
10 go to get these contracts. We need direction because a  
11 lot of times the contracts are there, but you don't  
12 where to go get the doggone things. You know, there  
13 are so many organizations, you can't really get in  
14 unless you get some kind of program where it brings  
15 them together, and you can look at them that way. But  
16 then when you do that, you still out of the ball park  
17 if you're a newbie. There's just no way. So it's like  
18 -- you know, I don't know what to say. It's just a  
19 grind.

20 DR. RAMSEY: Okay.

21 MS. KAHLIL: I just have one more question.

22 DR. RAMSEY: Yes, please.

Capital Reporting Company  
Meeting 06-17-2010

80

1 MS. KAHLIL: In identifying people like the  
2 ones we've talked about who constantly get these  
3 contracts. How do you know that these contracts are  
4 not already preselected?

5 How will you be able to find out if these  
6 people have already been preselected to constantly get  
7 these contracts, or to get new contracts in certain  
8 areas as they're coming out, before they even hit the  
9 public?

10 I'm going through that right now with  
11 something. I've got a protest going on with congress  
12 and everybody else about this stuff, and it's just  
13 crazy. You know, because they're just preselecting,  
14 then they go through the solicitation process. The  
15 solicitation process is just in vain because they  
16 already know who's going to get the contract, and then  
17 you're booted out anyway. You know what I'm saying?  
18 It's just ridiculous of the way they're doing stuff,  
19 and I just want to know if this is going to help with  
20 that?

21 DR. RAMSEY: Again, this may be a situation  
22 where, through the anecdotal, and hopefully, you will

Capital Reporting Company  
Meeting 06-17-2010

81

1 agree to be interviewed, and you can identify those.  
2 It may lead to having a recommendation that asks the  
3 commission to consider the issue of prior contracts for  
4 amending the contract, or re-issuing the contract to  
5 the same company before having any multi-year contract.  
6 To the extent that that's a problem, that can be  
7 identified, and have some of the characteristics of it  
8 come out in the anecdotal accounts. What also can be  
9 helpful, the anecdotal has proven for us to be very  
10 effective in given us additional questions to ask of  
11 the data that we are analyzing. So I can't immediately  
12 see what that question might be, but further  
13 exploration, interviewing with you, it may help us  
14 identify some questions to be asked. In fact, this  
15 "frequently used" contractor analysis that we now do,  
16 really came about because businesses mentioned that  
17 factor, and we just ran an analysis of the data, and  
18 indeed what has emerged on that, was what people had  
19 asserted. So if you would agree to be interviewed, you  
20 may help us in formulating ways to look at the  
21 statistics to address that. Thank you.

22 MS. KAHLIL: You're welcome. Thank you.

Capital Reporting Company  
Meeting 06-17-2010

82

1 DR. RAMSEY: Yes, sir?

2 MR. HARROD: My name is Kelly Harrod. I'm  
3 K.L. Harrod Concrete and Asphalt, and I am an SOB,  
4 small business. I think what you guys are doing is  
5 very appreciated. I actually participated in the Urban  
6 America (phonetic) project, and without the requirement  
7 that you guys have in place, I would not have been a  
8 part of that job. So I think that if you continue to  
9 enforce the prime and the general contractors to  
10 involve SOBs, this program will go a long way.

11 Can you explain the purpose of the SIMTRAC a  
12 little bit more? Thank you.

13 DR. RAMSEY: You want an explanation of the  
14 SIMTRAC?

15 MR. HARROD: Yes.

16 DR. RAMSEY: I don't know if I'm the best  
17 person to do that, but my understanding of SIMTRAC is  
18 the process similar in prime contractors must register  
19 and enlist the subcontractors that they plan to use  
20 that are going to fulfill their commitments to the  
21 small minority business program.

22 Yes, sir?

Capital Reporting Company  
Meeting 06-17-2010

83

1 MR. TUCKER: My name is Warren Tucker of  
2 Tucker Construction. I think it's a good idea about  
3 the mentoring program. You mentioned earlier about the  
4 minorities, and I think there are a lot of contractors  
5 coming out for construction. I think that mentoring is  
6 very important because I had a guy on my payroll that I  
7 was carrying for six months with 45 years experience  
8 with WSSC; everybody knew him. His counterpart of 15  
9 years, I put him on the payroll, and I do power, gas  
10 and everything else but water and sewer: very difficult  
11 to get into. Very difficult and frustrating. So I'm  
12 carrying these guys and I'm going to these meetings,  
13 pre-bid meetings, you know, to get your name out there,  
14 hand your card out, submit your resume there. So I did  
15 that. I didn't get one call. No, I got a couple of  
16 calls, but apparently, the prime bidder got awarded the  
17 contract so we didn't get called. So I'm carrying  
18 these guys on my payroll because I'm thinking, you  
19 know, how can you lose with 45 years experience with  
20 WSSC? I don't have it; I've got 20 years experience in  
21 fiber optics, cable, conduit and everything else, but I  
22 had to let these guys go. I got frustrated and said

Capital Reporting Company  
Meeting 06-17-2010

84

1 the heck with it. So I think that the mentoring  
2 program is good. I think that they should deal with  
3 legitimate minority companies. You know, the SLMBE  
4 thing, you know, there are a lot of alphabets in that  
5 soup there. I'm a minority business owner, I'm going  
6 to jump in bed with that. I'm a small business owner,  
7 hey, I'm going to jump in bed with that. So you get  
8 all these different alphabets together -- why is it  
9 separated? Do away with the SLMBE. It's a long  
10 process to get an MBE; it took me about six months to  
11 get it. We need to be appreciative. We need to get  
12 that work because we invest our time, our money to pay  
13 the lawyers to get awards and certification, but what  
14 does it mean? So if you're a small business,  
15 regardless of what race you are, you know, the same  
16 thing. I've been meetings with WSSC where I've had  
17 people sit behind me, and a man got up and started  
18 talking about, you know, minority participation, and  
19 started laughing in the back of me and said, "Don't  
20 worry about it, it's in my wife's name." You know what  
21 I mean? I think you should interview people, check  
22 them out for a while, and see if they are legitimate

Capital Reporting Company  
Meeting 06-17-2010

85

1 MBE's, so that they can get some of this work. The  
2 mentoring program is an absolute must. I mean, that's  
3 got to be number one. You can't dilute it. Don't mix  
4 it up with anything else. You've got to have the  
5 mentoring program, and we'll be fine after that.

6 DR. RAMSEY: Okay. Will you interview with  
7 us?

8 MR. TUCKER: Yeah. I got it right here.

9 DR. RAMSEY: All right. Thank you, sir.

10 MR. TALUB: Hi. I'm Roy Talub with Business  
11 Promotion Consultants. I have a question on the  
12 process. First off, I really think that you ought to  
13 consider accepting e-mails so that people can send  
14 directly to you their comments, not just relying on  
15 what you get here, and what they have the time to write  
16 because after a couple of hours, you got to get back to  
17 work and make some money. And it gives them the time  
18 to think about exactly what is it they want to say.

19 Another thing is, with respect to the records  
20 that you're going to look at, are those records going  
21 to include things such as the correspondence and notes  
22 and debriefings and materials, or are they just limited

Capital Reporting Company  
Meeting 06-17-2010

86

1 to the contracts themselves?

2           And finally, you said you were interviewing 50  
3 folks. I know you have to cut it off at some point,  
4 but you might want to consider, if there are other  
5 people who have very valid information, that you  
6 consider obtaining that information in a quota beyond  
7 50 because, frankly, I don't think 50 is a high enough  
8 number.

9           DR. RAMSEY: Okay. Thank you. To your first  
10 question, we do accept your e-mail comments. I'm  
11 pleased that you mentioned that because I had forgotten  
12 to use that slide. Here is the e-mail address if you  
13 would like to do that. You raised the question of the  
14 analysis of correspondence and related material. I'm  
15 not certain of where it fits in. One of the things  
16 that we will need to do, in collecting subcontractor  
17 records, is to go through the files. There may be  
18 issues that arise that we would then go back and look  
19 at that. One would be that if you find that an MBE was  
20 listed and didn't get used, we can go back to the files  
21 to see if we can find records of substitution. That  
22 would be the formal process for that removal, or

Capital Reporting Company  
Meeting 06-17-2010

87

1 correspondence related to that.

2           It may also come from the anecdotal  
3 information about processes that we would then go back  
4 to see if there's any evidence it so that we will know  
5 it effectively operated. So there is the potential to  
6 use that in an effort to explain, again, what the  
7 practices are, so it is not being excluded from the  
8 process.

9           The interviews of 50 are really driven by two  
10 things; one, our experience has shown that 50  
11 interviews, or really 25, can give you a sense of the  
12 community and sufficient information to make  
13 recommendations, but ultimately, it is a budget-driven  
14 decision. And so, that is a factor. But we will  
15 accept information from other applicants. We're not  
16 closed to accepting that information.

17           MR. TALUB: Thank you.

18           DR. RAMSEY: I know that I am beginning to  
19 intrude on your ability to make a little money today, I  
20 know there are a couple of others. If you'd like, I  
21 can take two more questions. Is there anyone who  
22 hadn't an opportunity to speak, to ask a question?

Capital Reporting Company  
Meeting 06-17-2010

88

1 I would be available to talk to anyone  
2 thereafter. I thought I saw a question in the back  
3 because I know the gentleman down here is going for a  
4 two-for.

5 MR. BEST: Yes. My name is Anthony Best. I'm  
6 from A Ace Jordan Plumbing, mechanical. I have two  
7 questions.

8 DR. RAMSEY: You're cheating, but go on.

9 MR. BEST: Real quick. Does the commission --  
10 over the years, I've noticed that they won't  
11 reciprocate the plumbing/mechanical licenses with the  
12 District of Columbia. I noticed that that's kind of a  
13 little issue for us. I thought might be something --  
14 they reciprocate Maryland state and Virginia, but they  
15 will not entertain reciprocating their licensing with  
16 the District of Columbia, which might allow a little  
17 more minority participation in that area.

18 Also, I'd like to know, when plumbing and  
19 heating solicitations come out, they come out to us on  
20 the CCR and stuff like that, but they're very, very  
21 large. I mean, hardly ever do we even see any  
22 solicitations for plumbing, with the commission itself,

Capital Reporting Company  
Meeting 06-17-2010

89

1 for plumbing on a small scale for a small business. I  
2 don't know if they list small business up to \$13  
3 million, but I was hoping that you all might entertain  
4 looking at that.

5 DR. RAMSEY: I'm curious. From your business  
6 plan, what would you define as a small contract?

7 MR. BEST: Up to \$100,000.

8 DR. RAMSEY: Is there any comment on the  
9 reciprocal or is that a side bar?

10 MR. JOHNSON: I think that's something that  
11 you can ask the chief engineer; he's better to address  
12 that question. If you see Mr. Gani with the blue  
13 jacket on, he can talk about the reciprocal  
14 arrangement. We license plumbers in Prince George's,  
15 and so that's the issue. Most of the plumbing that we  
16 do is pretty big plumbing. We're doing huge pipes and  
17 distribution systems, and that sort of thing, and  
18 within our own operation, we have a maintenance group  
19 that does a lot of the small plumbing that we  
20 subsidize. I think we do have some small contracts,  
21 but I think that is some good input. If you have any  
22 recommendations, we'll be glad to take those here

Capital Reporting Company  
Meeting 06-17-2010

90

1 today.

2 MR. BEST: Thank you.

3 DR. RAMSEY: Okay. Thank you very much.

4 Please make sure you leave the survey with a  
5 representative upon your exit. And, once again, I  
6 thank you all for sharing your morning with us, so go  
7 back and make some money.

8 (Whereupon, at 11:09 a.m.,  
9 the proceedings were concluded.)

10 \* \* \* \* \*

11

12

13

14

15

16

17

18

19

20

21

22

Capital Reporting Company  
Meeting 06-17-2010

91

1 CERTIFICATE OF NOTARY PUBLIC

2 I, GERVEL A. WATTS, the officer before whom  
3 the foregoing deposition was taken, do hereby certify  
4 that the testimony that appears in the foregoing pages  
5 was recorded by me and thereafter reduced to  
6 typewriting under my direction; that said deposition is  
7 a true record of the proceedings; that I am neither  
8 counsel for, related to, nor employed by any of the  
9 parties to the action in which this testimony was  
10 taken; and further, that I am not a relative or  
11 employee of any counsel or attorney employed by the  
12 parties hereto, nor financially or otherwise interested  
13 in the outcome of this action.

14

15

-----

16

GERVEL A. WATTS

17

Notary Public in and for the

18

State of Maryland

19

20

21 My commission expires:

22 June 7, 2012

Capital Reporting Company

Meeting 06-17-2010

Page 1

<p>_____</p> <p>\$</p> <p><b>\$100,000</b> 89:7</p> <p><b>\$13</b> 89:2</p> <p><b>\$50,000</b> 38:18</p> <p>_____</p> <p>1</p> <p><b>100</b> 31:8</p> <p><b>100,000</b> 67:8</p> <p><b>108</b> 11:1 13:21 18:18</p> <p><b>11:00</b> 3:15</p> <p><b>11:09</b> 90:8</p> <p><b>12</b> 5:11</p> <p><b>15</b> 83:8</p> <p><b>17</b> 1:13</p> <p><b>1978</b> 13:9</p> <p><b>1988</b> 21:6</p> <p><b>1990</b> 10:22 12:12 13:22</p> <p>_____</p> <p>2</p> <p><b>2,100</b> 54:9</p> <p><b>20</b> 83:20</p> <p><b>2004</b> 26:13</p> <p><b>2009</b> 26:14</p> <p><b>201</b> 72:10</p> <p><b>2010</b> 1:13 71:9,12</p> <p><b>2011</b> 8:15,20</p> <p><b>2012</b> 91:22</p> <p><b>20774</b> 1:11</p> <p><b>25</b> 87:11</p> <p><b>27</b> 76:14</p> <p>_____</p> <p>3</p> <p><b>30</b> 8:15 20:15</p>	<p>41:12,21 42:3,4 70:1 74:9</p> <p><b>301</b> 1:10</p> <p><b>30th</b> 8:13</p> <p>_____</p> <p>4</p> <p><b>45</b> 83:7,19</p> <p>_____</p> <p>5</p> <p><b>50</b> 43:12 63:1,13 71:1,4 86:2,7 87:9,10</p> <p>_____</p> <p>6</p> <p><b>60</b> 38:17 54:8,9</p> <p>_____</p> <p>7</p> <p><b>7</b> 91:22</p> <p>_____</p> <p>8</p> <p><b>8A</b> 20:16,21 68:22 69:14,17,19</p> <p>_____</p> <p>9</p> <p><b>9:00</b> 1:14</p> <p>_____</p> <p>A</p> <p><b>a.m</b> 1:14 90:8</p> <p><b>A+</b> 5:12</p> <p><b>ABC</b> 41:5</p> <p><b>ability</b> 12:15 50:15 87:19</p> <p><b>able</b> 0:3 20:20 22:8,20 26:1 27:15 28:3,6 30:4,5 31:19 32:14,17,18,20 34:5 36:3 37:22 38:1 39:5 41:19</p>	<p>42:2 45:7 56:19,22 59:2 60:8 80:5</p> <p><b>absolute</b> 85:2</p> <p><b>accept</b> 86:10 87:15</p> <p><b>accepting</b> 85:13 87:16</p> <p><b>access</b> 19:8 24:5</p> <p><b>accessible</b> 59:18</p> <p><b>accomplished</b> 73:16</p> <p><b>account</b> 26:4 44:3 50:13 63:11</p> <p><b>accountability</b> 9:15</p> <p><b>accountable</b> 9:11</p> <p><b>accounts</b> 71:19 81:8</p> <p><b>accuracy</b> 31:11</p> <p><b>accurate</b> 31:11</p> <p><b>Ace</b> 88:6</p> <p><b>Achilles</b> 31:21</p> <p><b>acknowledge</b> 4:11</p> <p><b>acquisitions</b> 7:3</p> <p><b>across</b> 63:12,17,19 73:14</p> <p><b>acted</b> 28:20</p> <p><b>action</b> 9:2 91:9,13</p> <p><b>activities</b> 35:5</p> <p><b>activity</b> 64:3</p> <p><b>actual</b> 29:19 60:5 63:9</p> <p><b>actually</b> 8:21 28:16,18 70:21 74:12 78:1,4</p>	<p>82:5</p> <p><b>add</b> 48:15 64:20</p> <p><b>addition</b> 12:16</p> <p><b>additional</b> 15:21 18:11 73:12 81:10</p> <p><b>address</b> 7:20 10:16 14:15 17:11 19:5,20 37:21 39:5 40:15 74:17 75:3,22 81:21 86:12 89:11</p> <p><b>addressed</b> 10:12 44:12</p> <p><b>addressing</b> 14:7 39:2</p> <p><b>adherence</b> 17:18</p> <p><b>adjust</b> 74:3</p> <p><b>adjustments</b> 72:11</p> <p><b>Administration</b> 20:16</p> <p><b>adult</b> 46:15</p> <p><b>adverse</b> 51:16</p> <p><b>advertised</b> 42:13 66:21</p> <p><b>advertising</b> 40:11</p> <p><b>advertized</b> 17:8</p> <p><b>advised</b> 72:21</p> <p><b>advising</b> 64:9</p> <p><b>advisor</b> 12:11</p> <p><b>AE</b> 52:20</p> <p><b>affect</b> 50:15</p> <p><b>affiliation</b> 52:18</p> <p><b>affiliations</b> 50:21</p> <p><b>afford</b> 16:5 44:20</p>
---	---	--	---

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 2

<p>45:1 51:22 78:9</p> <p><b>affords</b> 13:4</p> <p><b>African</b> 45:14 56:9,12,14 62:10,19</p> <p><b>African-American</b> 41:17 55:15,17 56:1,16,18,19</p> <p><b>African-Americans</b> 39:14,17 56:13,18</p> <p><b>African-American's</b> 24:8</p> <p><b>Agawald</b> 64:17</p> <p><b>agencies</b> 49:9</p> <p><b>agency</b> 5:12 38:12 47:17 48:8 49:1 67:6</p> <p><b>agenda</b> 3:20</p> <p><b>aggressive</b> 22:14 24:18</p> <p><b>ago</b> 20:15 78:11 79:2</p> <p><b>albeit</b> 22:12</p> <p><b>allow</b> 48:8 54:15 88:16</p> <p><b>allowed</b> 39:18</p> <p><b>allows</b> 76:7</p> <p><b>alphabets</b> 84:4,8</p> <p><b>already</b> 47:18 58:7 79:8 80:4,6,16</p> <p><b>am</b> 7:9 52:22 64:6 82:3 87:18 91:7,10</p> <p><b>amending</b> 81:4</p>	<p><b>amendments</b> 29:7</p> <p><b>America</b> 41:5 82:6</p> <p><b>American</b> 41:18 45:15 56:15 62:11,20</p> <p><b>Americans</b> 56:10,12</p> <p><b>among</b> 71:4</p> <p><b>amount</b> 29:6,14,20 67:6 68:5</p> <p><b>ample</b> 3:16</p> <p><b>analyses</b> 41:3</p> <p><b>analysis</b> 13:2 16:1 19:1 25:13 26:2,3 34:11 39:8 40:9,12,21 41:8 56:17 81:15,17 86:14</p> <p><b>analyze</b> 26:1,12 39:9,22 40:1</p> <p><b>analyzing</b> 26:15 38:21 81:11</p> <p><b>anecdotal</b> 26:4 42:19 45:2,7 47:9 71:18 75:6,13 78:8 80:22 81:8,9 87:2</p> <p><b>anonymity</b> 44:6</p> <p><b>answer</b> 3:21 4:3 28:21 58:22 62:21</p> <p><b>answered</b> 55:5</p> <p><b>answering</b> 58:2</p> <p><b>answers</b> 12:21</p> <p><b>Anthony</b> 88:5</p> <p><b>anticipate</b> 8:19</p>	<p>20:3 38:22</p> <p><b>anticipated</b> 54:12</p> <p><b>Antonio</b> 5:4</p> <p><b>anyone</b> 87:21 88:1</p> <p><b>anything</b> 7:18 17:16 85:4</p> <p><b>anyway</b> 80:17</p> <p><b>apparently</b> 83:16</p> <p><b>appear</b> 33:19 67:3</p> <p><b>appears</b> 91:4</p> <p><b>applauds</b> 4:13,16,19 5:5,15 11:11 64:15,19</p> <p><b>applicants</b> 87:15</p> <p><b>appointed</b> 64:3</p> <p><b>appointment</b> 5:8</p> <p><b>appreciate</b> 15:19 53:4,10 60:10</p> <p><b>appreciated</b> 82:5</p> <p><b>appreciative</b> 84:11</p> <p><b>approach</b> 40:17</p> <p><b>approximately</b> 53:19</p> <p><b>April</b> 8:15,20</p> <p><b>architectural</b> 27:2 59:3 76:11</p> <p><b>arduous</b> 18:6,21</p> <p><b>area</b> 25:2 26:6,12 29:4,15 34:17 36:13 37:7 45:2 48:19 49:17 50:12 68:21 70:4 75:12 88:17</p> <p><b>areas</b> 10:15 26:7,8,9 35:21</p>	<p>44:11 45:6 57:22 78:6 80:8</p> <p><b>arena</b> 25:2 59:11,19</p> <p><b>arise</b> 17:11 86:18</p> <p><b>arrange</b> 46:18</p> <p><b>arrangement</b> 89:14</p> <p><b>array</b> 27:7,19</p> <p><b>arrive</b> 46:19</p> <p><b>articulated</b> 48:17</p> <p><b>Asian</b> 41:17 55:15 56:2</p> <p><b>Asian-American's</b> 24:9</p> <p><b>aside</b> 39:14,16</p> <p><b>aspects</b> 30:3</p> <p><b>Asphalt</b> 82:3</p> <p><b>assert</b> 48:9</p> <p><b>asserted</b> 81:19</p> <p><b>assessing</b> 38:11</p> <p><b>assist</b> 51:10</p> <p><b>assistance</b> 25:14,17</p> <p><b>associated</b> 7:4</p> <p><b>Associates</b> 70:21</p> <p><b>association</b> 36:15 59:14</p> <p><b>associations</b> 36:10 59:14</p> <p><b>assuming</b> 0:17 60:3</p> <p><b>attempting</b> 48:22</p> <p><b>attendance</b> 37:14</p>
--	---	---	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 3

<p><b>attention</b> 11:20</p> <p><b>attorney</b> 91:11</p> <p><b>audience</b> 3:4 4:13,16,19,22 5:5,15 11:11,14 19:16 43:11 61:8 64:15,19</p> <p><b>audit</b> 0:22 13:3 16:4</p> <p><b>Austin</b> 66:17</p> <p><b>authority</b> 7:11 21:7</p> <p><b>availability</b> 0:10,12 8:11 24:17 31:19 32:12 34:10 36:2 40:18 42:18 43:18 56:9 57:2 60:1</p> <p><b>available</b> 0:10 10:14 14:18 16:13 22:18,19 25:15,18 36:18 41:1 43:13 46:22 51:2 56:10 64:21 88:1</p> <p><b>average</b> 38:17 43:14</p> <p><b>award</b> 8:7 18:16 28:4 29:5 38:14,15</p> <p><b>awarded</b> 18:14 19:2 26:13,15 27:20 38:13 42:4,5 57:1 68:1 83:16</p> <p><b>awarding</b> 8:9</p> <p><b>awards</b> 27:12 38:17 39:1 53:22</p>	<p>84:13</p> <p><b>aware</b> 4:20 33:8 44:4 48:13</p> <p><b>away</b> 4:3 46:12 62:12 84:9</p> <hr/> <p style="text-align: center;"><b>B</b></p> <hr/> <p><b>backdrop</b> 47:11</p> <p><b>background</b> 20:13</p> <p><b>balance</b> 63:4,17,18,21</p> <p><b>ball</b> 79:16</p> <p><b>bar</b> 89:9</p> <p><b>barrier</b> 46:9</p> <p><b>barriers</b> 17:11</p> <p><b>base</b> 47:9 49:3 62:13 65:12</p> <p><b>based</b> 11:6 16:6 20:17 21:15 45:13 66:19 70:2 71:2</p> <p><b>basic</b> 9:13 17:6</p> <p><b>basically</b> 17:9</p> <p><b>basis</b> 11:21 17:6 20:21 42:8</p> <p><b>BDEs</b> 61:17</p> <p><b>bears</b> 6:1</p> <p><b>becomes</b> 31:4 36:14 68:3</p> <p><b>bed</b> 84:6,7</p> <p><b>begin</b> 7:20 27:11 28:14 30:8 46:4</p> <p><b>beginning</b> 51:21 87:18</p> <p><b>begins</b> 43:15</p> <p><b>behind</b> 84:17</p>	<p><b>believe</b> 64:4 67:7</p> <p><b>belly</b> 50:9</p> <p><b>benchmarks</b> 73:11</p> <p><b>benefit</b> 6:12 68:12</p> <p><b>benefits</b> 0:19</p> <p><b>best</b> 9:8 19:7,19 22:13 24:2 45:1 77:5 82:16 88:5,9 89:7 90:2</p> <p><b>better</b> 12:3 89:11</p> <p><b>beyond</b> 28:14 46:7 71:12,13 86:6</p> <p><b>bid</b> 9:22 32:15,17,19 33:1,7 39:20 47:15 48:1 50:8 57:15,20 68:2 69:7 76:11</p> <p><b>bidder</b> 48:5 50:2 83:16</p> <p><b>bidders</b> 76:4,22</p> <p><b>bidding</b> 57:16 58:18 67:21</p> <p><b>bids</b> 30:8 57:10</p> <p><b>bigger</b> 67:3 68:4</p> <p><b>biggest</b> 25:1 58:8</p> <p><b>bit</b> 20:13 27:16 82:12</p> <p><b>blue</b> 66:16 89:12</p> <p><b>bonding</b> 58:10,16 66:11,13 67:2,10</p> <p><b>bonds</b> 69:21</p> <p><b>booted</b> 80:17</p> <p><b>box</b> 32:9</p> <p><b>Boykin</b> 15:21</p> <p><b>BP</b> 19:15</p>	<p><b>Brayboy</b> 4:14</p> <p><b>breadth</b> 14:4</p> <p><b>break</b> 41:15 55:13 61:2,12 68:9 70:8</p> <p><b>brief</b> 8:1 70:6</p> <p><b>bring</b> 6:18 13:4 15:14 19:22 20:3 24:1 51:13 63:3 78:13,17</p> <p><b>bringing</b> 13:18</p> <p><b>brings</b> 31:2 79:14</p> <p><b>broad</b> 14:4</p> <p><b>budget-driven</b> 87:13</p> <p><b>budgets</b> 70:9</p> <p><b>build</b> 20:4</p> <p><b>building</b> 68:18 69:11</p> <p><b>built</b> 69:14 76:18</p> <p><b>bundling</b> 67:12</p> <p><b>bureaucratize</b> 64:8</p> <p><b>business</b> 8:8,14 9:6,18 11:5,21 15:9 18:1,2 20:14,16 21:8 25:6 28:9,12,16,19 29:22 32:7 33:22 34:16 35:1,4,11,19 37:5,16 38:6 42:20 43:19 44:3 45:12,15 46:5,6,13,16 48:22 49:6,16 50:16,20</p>
--	--	---	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 4

<p>52:18,22 53:2,3,5,6 54:13 57:11 59:12 60:9 63:2 65:5,6,8,22 67:8,20 68:21 69:2,3,14 70:4,5,13,14 71:11 73:21 74:9,12 75:19,21 76:3,6 77:10,11,12 78:9,11,13,15 82:4,21 84:5,6,14 85:10 89:1,2,5</p> <p><b>businesses</b> 16:14 17:22 18:2,7 25:17 26:1 28:11 29:9,16 31:20 32:13,20 33:2,4,6,15 34:5,6,7,8,13,14, 15,20 35:3,14,18 37:1,6,7,12,18,2 1,22 38:4 39:10 41:3,14 42:1,2 43:4,13 46:3,9,14,17 47:14,16,21 48:12 51:1,2,4,5 56:15,16 57:14 58:5 59:10 60:7,20 61:1,11,19 62:5 75:6 76:1,14,15 81:16</p> <p><b>busy</b> 6:3</p> <p><b>button</b> 27:15</p> <p><b>buys</b> 33:9</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p><b>cable</b> 83:21</p>	<p><b>Candace</b> 70:20 71:22</p> <p><b>candidates</b> 51:6</p> <p><b>cap</b> 39:8</p> <p><b>capability</b> 65:13</p> <p><b>capable</b> 45:19</p> <p><b>capacity</b> 38:7,9,11 39:3,9 40:4,11,15</p> <p><b>Capital</b> 1:22</p> <p><b>capping</b> 40:15</p> <p><b>capture</b> 60:7</p> <p><b>captured</b> 29:5</p> <p><b>card</b> 83:14</p> <p><b>care</b> 6:21</p> <p><b>careful</b> 32:8</p> <p><b>carry</b> 30:10 53:15</p> <p><b>carrying</b> 83:7,12,17</p> <p><b>case</b> 21:9 32:13 38:1 41:10 50:5</p> <p><b>cases</b> 12:7 32:2</p> <p><b>casual</b> 36:16</p> <p><b>categories</b> 24:18 25:8</p> <p><b>category</b> 27:5</p> <p><b>Caucasian</b> 34:8 56:21,22 62:10</p> <p><b>Caucasians</b> 55:15 56:21</p> <p><b>CCR</b> 88:20</p> <p><b>census</b> 35:1,2 63:5</p> <p><b>center</b> 1:10 21:22</p> <p><b>CEO</b> 5:8</p>	<p><b>certain</b> 9:9 49:4 68:5 72:14 76:5,12 79:4 80:7 86:15</p> <p><b>certainly</b> 9:15 13:10 38:8 45:15 51:9 53:11 58:22 72:9 76:21</p> <p><b>CERTIFICATE</b> 91:1</p> <p><b>certification</b> 28:7 59:8 61:20 84:13</p> <p><b>certifications</b> 59:7</p> <p><b>certified</b> 28:13 36:7 62:2,18 66:21,22</p> <p><b>certify</b> 62:17 91:3</p> <p><b>cetera</b> 62:11</p> <p><b>chairman</b> 5:3,22 6:20</p> <p><b>challenge</b> 18:12 19:4,5 20:18 21:8 25:1 34:4 35:13</p> <p><b>challenged</b> 11:4,7 19:6 32:1</p> <p><b>challenges</b> 17:19</p> <p><b>challenging</b> 27:17 34:12 59:1</p> <p><b>chambers</b> 37:7,8,9</p> <p><b>chance</b> 0:15</p> <p><b>change</b> 13:18 29:7,12 66:5</p> <p><b>changed</b> 48:3</p> <p><b>changes</b> 29:5,11,13,14 72:11</p>	<p><b>channels</b> 60:8</p> <p><b>characteristics</b> 9:15 81:7</p> <p><b>cheating</b> 88:8</p> <p><b>check</b> 29:16 53:8 84:21</p> <p><b>chief</b> 6:8,21 7:1 89:11</p> <p><b>circumstances</b> 11:17 22:6 27:16</p> <p><b>cities</b> 14:2</p> <p><b>City</b> 21:7</p> <p><b>classification</b> 62:21</p> <p><b>classified</b> 28:2</p> <p><b>classify</b> 28:22 46:5</p> <p><b>clean</b> 14:20</p> <p><b>clear</b> 20:18 21:1,12 24:6 25:10 47:8</p> <p><b>clearly</b> 6:14 15:1,4 17:19 27:2 29:3 32:15,20 33:12 40:2 71:2</p> <p><b>client</b> 13:13 15:11 20:2 30:11 40:3 41:10 49:3 54:8</p> <p><b>clients</b> 18:15,18 30:4,13 54:2,12</p> <p><b>client's</b> 13:13</p> <p><b>climate</b> 26:5</p> <p><b>closed</b> 87:16</p> <p><b>closely</b> 70:22</p> <p><b>Closeout</b> 30:17</p> <p><b>colleagues</b> 35:4</p> <p><b>collect</b> 26:4 45:7</p>
--	---	--	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 5

<p><b>collecting</b> 25:22 27:11 86:16</p> <p><b>College</b> 1:9</p> <p><b>color</b> 14:14 19:2 34:7,22 38:6 47:3,10 62:6</p> <p><b>Columbia</b> 88:12,16</p> <p><b>combined</b> 41:20 56:9</p> <p><b>comes</b> 0:16 20:5 36:22</p> <p><b>coming</b> 3:9 11:16 52:14 77:19 80:8 83:5</p> <p><b>commenced</b> 19:13</p> <p><b>comment</b> 9:1 55:4 71:10 89:8</p> <p><b>comments</b> 52:16 60:10 71:5,16 85:14 86:10</p> <p><b>Commerce</b> 37:7 59:9</p> <p><b>commission</b> 0:4,22 1:8 5:4,9 6:6 8:5,9,13 9:2,7,10,13 13:3,4 16:20 18:1,14,17 19:9 22:13,20 24:19 25:18 26:5,20 27:8 28:12,13 29:13 33:9 34:21 35:19,20 36:6 38:13 39:1 44:13 45:22 50:11,14 59:6 60:5 75:11 81:3 88:9,22 91:21</p>	<p><b>commissioned</b> 38:20</p> <p><b>commissioner</b> 10:3,4 64:16</p> <p><b>commissioners</b> 64:3,17 73:3</p> <p><b>commissions</b> 9:18</p> <p><b>commission's</b> 0:2 16:15 22:21 24:4,10 25:2 34:19 38:2</p> <p><b>commitment</b> 9:3,8 15:4 29:19</p> <p><b>commitments</b> 82:20</p> <p><b>committed</b> 9:7</p> <p><b>committee</b> 10:3 60:18,19 63:22</p> <p><b>communication</b> 13:14,15,16 71:13</p> <p><b>communications</b> 3:9</p> <p><b>communication's</b> 7:14</p> <p><b>communities</b> 13:18 32:22 37:10 45:8,11 48:20 49:19 73:14</p> <p><b>community</b> 1:9 3:10 9:19 10:9 15:3,9 17:20 33:5 35:1 41:13,22 42:2,20 43:19 44:4 45:12 46:16 49:6 59:13 60:9 61:13 71:12 87:12</p>	<p><b>companies</b> 28:8 30:14 31:3 32:15 54:13 58:11,13 65:12 66:2 67:4,10 68:12 74:7,16 84:3</p> <p><b>company</b> 1:22 31:12 53:17,18 55:11 58:9 59:2 62:13,18 65:4 68:1,2,7,19 76:6 77:15 81:5</p> <p><b>compare</b> 0:9 28:7 36:1</p> <p><b>comparison</b> 25:10</p> <p><b>compass</b> 73:20</p> <p><b>compelling</b> 21:19</p> <p><b>compete</b> 69:18</p> <p><b>competing</b> 78:14</p> <p><b>competition</b> 67:9</p> <p><b>competitive</b> 53:20 78:10</p> <p><b>competitors</b> 70:3</p> <p><b>compilation</b> 27:10</p> <p><b>compile</b> 30:6 34:3 37:20</p> <p><b>complete</b> 22:9 27:20 52:3 64:2</p> <p><b>completed</b> 31:15 71:9</p> <p><b>completing</b> 8:19</p> <p><b>completion</b> 9:10 16:22 38:9</p> <p><b>complex</b> 30:2 33:3</p> <p><b>complexity</b> 20:19</p> <p><b>compliance</b> 40:18</p> <p><b>component</b></p>	<p>18:5,11</p> <p><b>components</b> 16:2</p> <p><b>composition</b> 17:8</p> <p><b>comprehensible</b> 13:17</p> <p><b>comprehensive</b> 9:10 18:22 37:6 51:1</p> <p><b>concept</b> 15:6</p> <p><b>concern</b> 40:16 48:7 63:16</p> <p><b>concerned</b> 62:9</p> <p><b>concerns</b> 44:22</p> <p><b>concluded</b> 90:9</p> <p><b>concrete</b> 18:10 82:3</p> <p><b>condition</b> 48:21 52:4 75:10</p> <p><b>conditions</b> 51:16</p> <p><b>conducted</b> 10:5 63:2</p> <p><b>conducting</b> 6:17 8:3,17</p> <p><b>conduit</b> 83:21</p> <p><b>confines</b> 75:3</p> <p><b>confirmed</b> 47:1</p> <p><b>confounders</b> 74:3</p> <p><b>Congress</b> 80:11</p> <p><b>conscience</b> 0:13</p> <p><b>consequences</b> 44:5</p> <p><b>consider</b> 12:7 81:3 85:13 86:4,6</p> <p><b>considerable</b> 60:4</p> <p><b>considerably</b> 50:8</p> <p><b>consideration</b></p>
---	---	--	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 6

<p>14:14 24:15 71:19</p> <p><b>consistent</b> 12:6 43:17 45:9</p> <p><b>constantly</b> 80:2,6</p> <p><b>constituents</b> 13:13 44:13</p> <p><b>constitute</b> 34:9</p> <p><b>constitutes</b> 33:18 42:7</p> <p><b>construction</b> 27:6 30:18 31:1 49:18 58:11,12 59:3 60:15 63:16 66:18 77:14 83:2,5</p> <p><b>consultant</b> 6:17 10:20 15:20 48:11 53:16</p> <p><b>consultants</b> 15:13,22 85:11</p> <p><b>consulting</b> 57:6</p> <p><b>contact</b> 31:3 37:2</p> <p><b>context</b> 43:11 61:17</p> <p><b>continue</b> 4:8 21:21 37:17 82:8</p> <p><b>continued</b> 6:10 21:12</p> <p><b>contract</b> 0:7 9:4 16:22 19:10,12 24:10 26:12 27:10,11 28:1,4 29:1,11,12 31:14,15 33:7 34:19 38:5,9 39:19 53:18 57:15 58:14 59:15,16</p>	<p>67:3,14,15 70:11 74:10 75:2 80:16 81:4,5 83:17 89:6</p> <p><b>contracting</b> 13:2 14:18 20:14 21:13 22:1,15 24:1,4 40:7,8 65:3 78:1</p> <p><b>contractor</b> 48:9 50:1 53:22 54:4,5 69:7,10,22 70:12 81:15</p> <p><b>contractors</b> 19:8 26:17 28:7 31:6 41:22 49:17,19 54:4 82:9,18 83:4</p> <p><b>contracts</b> 8:7,10 16:16 17:7 18:14 19:8 24:16 26:3,12,15,16,18 27:5,7,9,20 28:2 38:5,12,14,16,18 ,20,22 39:6,7,8,12,14,1 7 40:10,13,15,20,2 1 41:2,11,22 42:10,13 49:20 54:6,7 57:9 66:19 67:12 69:20 74:7,15 76:13 77:19 79:10,11 80:3,7 81:3 86:1 89:20</p> <p><b>contributed</b> 17:2</p> <p><b>conversation</b> 12:2</p> <p><b>convey</b> 3:12</p> <p><b>cooperation</b> 9:14</p>	<p>60:9</p> <p><b>core</b> 9:13,17 13:11</p> <p><b>corporate</b> 13:14 15:7 35:5</p> <p><b>correct</b> 22:2</p> <p><b>corrections</b> 21:14</p> <p><b>correctly</b> 28:22</p> <p><b>correspondence</b> 85:21 86:14 87:1</p> <p><b>counsel</b> 12:10 20:15 91:8,11</p> <p><b>count</b> 31:19 34:18 40:18 54:4,5 62:17</p> <p><b>counted</b> 33:13 35:19 37:15 59:22 61:3</p> <p><b>countered</b> 8:6</p> <p><b>counterpart</b> 83:8</p> <p><b>counties</b> 14:3 34:21 68:3</p> <p><b>country</b> 13:21 14:2 15:8 24:2 34:16 45:8,9 47:5 73:15 76:2</p> <p><b>county</b> 6:8,9 12:12,13 13:22 17:21 35:12 64:5 65:8 66:20 67:21,22 68:2,8,9 69:8,11 73:4,5</p> <p><b>county's</b> 6:9</p> <p><b>couple</b> 58:19 60:16 76:8 83:15 85:16 87:20</p> <p><b>course</b> 7:2</p>	<p><b>court</b> 12:6 14:16,19 20:18 21:9,18 25:9 32:5,21 40:2,19 41:8 42:1,21 43:3,9 47:7,8 62:16</p> <p><b>courts</b> 21:22</p> <p><b>court's</b> 14:10,15</p> <p><b>crazy</b> 80:13</p> <p><b>created</b> 32:4</p> <p><b>creating</b> 6:10</p> <p><b>creation</b> 9:3</p> <p><b>creative</b> 32:9 42:14</p> <p><b>creatively</b> 22:11</p> <p><b>credible</b> 43:10</p> <p><b>credit</b> 5:12 49:5</p> <p><b>criteria's</b> 65:14</p> <p><b>critical</b> 8:15 16:9 31:20 38:11</p> <p><b>criticism</b> 45:17</p> <p><b>cronyism</b> 74:4,19</p> <p><b>culture</b> 15:7</p> <p><b>curious</b> 89:5</p> <p><b>current</b> 7:17 22:5 50:20 72:9</p> <p><b>currently</b> 3:14</p> <p><b>customer</b> 6:21 69:4</p> <p><b>cut</b> 86:3</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p><b>D.C</b> 5:10,11</p> <p><b>Dad</b> 66:18 69:13</p>
--	---	--	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 7

<p><b>daily</b> 11:21</p> <p><b>Damn</b> 69:15</p> <p><b>data</b> 16:1 25:1,6,12,15,22 27:10,12 38:21 44:15 54:14 62:13 81:11,17</p> <p><b>date</b> 8:15 73:10</p> <p><b>daunting</b> 24:22</p> <p><b>David</b> 64:13</p> <p><b>Davis</b> 68:17</p> <p><b>day</b> 5:3 31:14 43:18 58:21</p> <p><b>days</b> 20:15</p> <p><b>DBE</b> 61:19 62:3,9</p> <p><b>DBEs</b> 60:22</p> <p><b>deal</b> 70:10 84:2</p> <p><b>dealing</b> 49:8 76:6</p> <p><b>Deborah</b> 77:13</p> <p><b>debriefings</b> 85:22</p> <p><b>debt</b> 12:14</p> <p><b>December</b> 8:20</p> <p><b>decide</b> 48:1</p> <p><b>decision</b> 14:10,15 20:19 40:4 87:14</p> <p><b>decisions</b> 14:12 20:22 21:14 51:14</p> <p><b>decreases</b> 29:9</p> <p><b>deemed</b> 42:6</p> <p><b>deeply</b> 28:14</p> <p><b>defensive</b> 17:14</p> <p><b>define</b> 16:17 89:6</p> <p><b>defined</b> 31:21</p>	<p>32:20</p> <p><b>definition</b> 62:4</p> <p><b>Deland</b> 70:20</p> <p><b>Delegate</b> 4:14,17</p> <p><b>demanded</b> 12:7</p> <p><b>demands</b> 9:9</p> <p><b>demonize</b> 74:11</p> <p><b>demonstrate</b> 39:20</p> <p><b>demonstrated</b> 42:12</p> <p><b>demonstrates</b> 9:3</p> <p><b>demonstration</b> 22:22</p> <p><b>department</b> 59:8,9 62:1</p> <p><b>depend</b> 25:13</p> <p><b>depending</b> 24:10,15</p> <p><b>depends</b> 31:16</p> <p><b>deposition</b> 91:3,6</p> <p><b>deputy</b> 6:19</p> <p><b>derived</b> 35:2</p> <p><b>describe</b> 49:14</p> <p><b>described</b> 46:14 47:14</p> <p><b>designing</b> 10:21</p> <p><b>detail</b> 20:11</p> <p><b>determinations</b> 0:6</p> <p><b>determine</b> 8:8 16:12,19 19:1 21:17 33:21 38:12 39:5 42:20 56:14</p> <p><b>determined</b> 16:16</p>	<p>40:16 47:16 63:9</p> <p><b>determines</b> 24:11</p> <p><b>determining</b> 25:17 67:14</p> <p><b>develop</b> 21:16 22:12</p> <p><b>devised</b> 30:2</p> <p><b>dictate</b> 20:9</p> <p><b>dictated</b> 14:9</p> <p><b>diction</b> 46:20</p> <p><b>differences</b> 27:4</p> <p><b>different</b> 34:2 35:17,21 36:22 43:6,9 55:13,14 63:14,16 69:18 84:8</p> <p><b>differently</b> 20:1,3 43:8</p> <p><b>difficult</b> 74:22 75:3,18 83:10,11</p> <p><b>difficulty</b> 47:14</p> <p><b>dilute</b> 85:3</p> <p><b>direct</b> 25:19 44:21</p> <p><b>direction</b> 21:12 79:10 91:6</p> <p><b>directly</b> 20:13 85:14</p> <p><b>director</b> 3:9 7:1,2,3,5,8</p> <p><b>disadvantage</b> 20:17 21:4 25:6 61:1</p> <p><b>disadvantaged</b> 11:5</p> <p><b>disarming</b> 32:4</p> <p><b>disband</b> 32:6</p>	<p><b>discover</b> 49:3</p> <p><b>discovered</b> 19:14 48:4</p> <p><b>discrimination</b> 0:14 21:20 22:17 42:7</p> <p><b>discuss</b> 4:1 10:9 20:10</p> <p><b>discussing</b> 60:21</p> <p><b>discussions</b> 51:8</p> <p><b>disparity</b> 3:14,18,22 4:9 8:3,9 9:11,19 10:10,13,20,22 11:2 12:11 14:7 16:2,13 17:3,10 22:9 31:20 39:12 40:10,14 42:7,17 43:11 47:12 55:1 56:8 60:3 71:8 72:6,7 77:5</p> <p><b>dissuade</b> 57:16</p> <p><b>dissuades</b> 57:11</p> <p><b>distinct</b> 41:20</p> <p><b>distinction</b> 27:3 61:18</p> <p><b>distribute</b> 66:4</p> <p><b>distribution</b> 37:13 38:19 40:13 63:6 89:17</p> <p><b>District</b> 88:12,16</p> <p><b>districts</b> 14:1</p> <p><b>district's</b> 7:2</p> <p><b>diverse</b> 17:20 34:22</p> <p><b>diversity</b> 15:3,4</p> <p><b>document</b> 43:2</p>
--	--	--	---

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 8

<p><b>documents</b> 30:9</p> <p><b>doggone</b> 79:12</p> <p><b>Doh</b> 66:17 67:16,19</p> <p><b>dollars</b> 19:2,3 29:8,9 41:9,10 42:3 54:10 57:1</p> <p><b>domain</b> 14:19</p> <p><b>done</b> 13:20 17:14 18:2 20:1,2 28:12 42:14 45:18 48:6 59:15 64:14 72:7 73:13 78:1</p> <p><b>door</b> 69:5</p> <p><b>doors</b> 70:5</p> <p><b>Dorman</b> 7:11</p> <p><b>double</b> 5:12,17</p> <p><b>doubt</b> 33:6</p> <p><b>Dr</b> 0:5,20 2:6 11:8,12,15 19:17 20:12 25:3,19,20 52:12 53:2,21 55:7,10,19 56:4 57:12,18 58:1,21 61:6,14 64:20 65:1 66:6,9,12,14 67:11,17 68:14 70:17 71:15 73:12,17 74:20 75:16 77:12 78:6,20 79:5,20,22 80:21 82:1,13,16 85:6,9 86:9 87:18 88:8 89:5,8 90:3</p> <p><b>driven</b> 14:9 87:9</p>	<p><b>duck-tailing</b> 73:22</p> <p><b>Duke</b> 57:5,13,19 58:6</p> <p><b>duplicate</b> 28:2</p> <p><b>during</b> 26:13,19 31:13</p> <hr/> <p style="text-align: center;"><b>E</b></p> <hr/> <p><b>earlier</b> 10:16 75:19 83:3</p> <p><b>easier</b> 70:10</p> <p><b>economic</b> 20:17 21:4</p> <p><b>economical</b> 65:11</p> <p><b>economy</b> 9:4</p> <p><b>Edward</b> 2:7 12:9</p> <p><b>effective</b> 77:2 81:10</p> <p><b>effectively</b> 26:20 87:5</p> <p><b>effectiveness</b> 24:3</p> <p><b>effort</b> 18:6,21 19:18 42:11 59:20 63:18 72:15 87:6</p> <p><b>efforts</b> 7:4</p> <p><b>Eleanor</b> 2:6 11:8</p> <p><b>elected</b> 15:14 35:8</p> <p><b>election</b> 4:21 5:2,3</p> <p><b>elements</b> 25:21 26:10</p> <p><b>elicit</b> 46:11</p> <p><b>else</b> 80:12 83:10,21 85:4</p> <p><b>elsewhere</b> 53:13</p> <p><b>e-mail</b> 86:10,12</p>	<p><b>e-mails</b> 36:21 85:13</p> <p><b>embraced</b> 9:13</p> <p><b>emerge</b> 75:21</p> <p><b>emerged</b> 81:18</p> <p><b>Emina</b> 65:3 66:8,11,13</p> <p><b>emphasis</b> 0:16 9:20 49:18</p> <p><b>emphasize</b> 10:8</p> <p><b>employ</b> 12:5 33:16</p> <p><b>employed</b> 19:5 27:19 91:8,11</p> <p><b>employee</b> 91:11</p> <p><b>employees</b> 34:14 51:7 53:11</p> <p><b>enable</b> 37:4</p> <p><b>enabled</b> 21:3</p> <p><b>encountered</b> 47:21</p> <p><b>encountering</b> 46:10</p> <p><b>endeavors</b> 15:12</p> <p><b>enforce</b> 82:9</p> <p><b>engage</b> 9:18 47:4</p> <p><b>engaged</b> 0:4 13:9 16:20 17:5 35:21 40:5</p> <p><b>engineer</b> 7:2 89:11</p> <p><b>engineering</b> 27:2 59:3 76:11 77:14</p> <p><b>enhanced</b> 78:16</p> <p><b>enlist</b> 82:19</p> <p><b>ensure</b> 7:16 9:10 10:12 18:6,13 27:22 29:4,10</p>	<p>37:18 44:6</p> <p><b>ensuring</b> 13:12 35:11</p> <p><b>entered</b> 26:16 71:6</p> <p><b>enterprise</b> 8:14 11:5</p> <p><b>enterprises</b> 9:6</p> <p><b>entertain</b> 88:15 89:3</p> <p><b>entire</b> 6:6 61:13</p> <p><b>entities</b> 14:12 26:19 38:13 49:4 70:12</p> <p><b>entity</b> 40:6 62:3 69:4 70:8 75:8</p> <p><b>entrepreneurs</b> 12:22</p> <p><b>entry</b> 76:8,16,19 77:9</p> <p><b>enumerated</b> 37:19</p> <p><b>enumeration</b> 34:13 37:6</p> <p><b>environment</b> 49:11,15 78:14</p> <p><b>Environmental</b> 66:18</p> <p><b>equal</b> 8:6</p> <p><b>equally</b> 9:7</p> <p><b>equipment</b> 30:19</p> <p><b>especially</b> 5:20</p> <p><b>essentials</b> 61:20</p> <p><b>establish</b> 0:8 14:13 22:17 34:18</p> <p><b>established</b> 0:18 11:3 13:9 14:11,20 62:14</p>
--	---	---	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 9

<p><b>establishing</b> 0:13</p> <p><b>et</b> 62:11</p> <p><b>ethnic</b> 24:7 37:9 41:11,15 56:9,20 60:1,4</p> <p><b>ethnicity</b> 28:4,8 62:8,15 63:19</p> <p><b>evaluate</b> 8:5,7</p> <p><b>evaluation</b> 10:2</p> <p><b>evening</b> 43:18</p> <p><b>everybody</b> 3:5,6 80:12 83:8</p> <p><b>everything</b> 83:10,21</p> <p><b>evidence</b> 87:4</p> <p><b>evident</b> 17:12</p> <p><b>exactly</b> 31:12 85:18</p> <p><b>examined</b> 27:9</p> <p><b>example</b> 56:6 58:15 68:5</p> <p><b>examples</b> 45:11</p> <p><b>excellent</b> 37:14 44:11 51:8</p> <p><b>exception</b> 38:14</p> <p><b>exceptions</b> 32:3</p> <p><b>excessive</b> 48:7</p> <p><b>exchanges</b> 20:5 47:13</p> <p><b>exclude</b> 67:4</p> <p><b>excluded</b> 87:7</p> <p><b>excuse</b> 55:16 77:12</p> <p><b>executing</b> 10:22</p> <p><b>executive</b> 6:8 7:10 64:6</p>	<p><b>Executives</b> 60:16</p> <p><b>exist</b> 8:9 16:13 18:3 44:12 48:13 49:10</p> <p><b>existed</b> 33:5</p> <p><b>existing</b> 0:15 72:12</p> <p><b>exists</b> 0:14</p> <p><b>exit</b> 52:5 90:5</p> <p><b>expect</b> 75:10,14</p> <p><b>expense</b> 59:18</p> <p><b>expensive</b> 58:16</p> <p><b>experience</b> 14:4 24:1 42:21 44:9 52:1 66:20 77:16,17,20 78:17 83:7,19,20 87:10</p> <p><b>experienced</b> 14:22 79:8</p> <p><b>experiences</b> 29:8 43:1,4 46:4,12,16 47:7 49:14 50:10 75:7</p> <p><b>expires</b> 91:21</p> <p><b>explain</b> 0:5 42:22 82:11 87:6</p> <p><b>explanation</b> 75:7 82:13</p> <p><b>exploration</b> 81:13</p> <p><b>expressed</b> 48:18</p> <p><b>extend</b> 8:14</p> <p><b>extent</b> 24:8,12,13 57:19 81:6</p> <p><b>extra</b> 68:10</p> <p><b>extraordinarily</b> 18:17 45:3</p>	<p><b>extreme</b> 48:21</p> <p><b>extremely</b> 12:22</p> <p><b>Exum</b> 4:12</p> <p><b>eye</b> 32:10</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p><b>fact</b> 11:17 22:22 52:2 53:4 58:7 75:10 81:14</p> <p><b>factor</b> 19:19 81:17 87:14</p> <p><b>factors</b> 17:9</p> <p><b>facts</b> 0:17 21:15,17,19 22:4</p> <p><b>fail</b> 45:16</p> <p><b>failure</b> 48:8</p> <p><b>fair</b> 9:7</p> <p><b>fairly</b> 7:7 29:12 45:9 60:6</p> <p><b>faith</b> 42:11</p> <p><b>fall</b> 67:2</p> <p><b>familiar</b> 65:5 73:13</p> <p><b>family</b> 74:15</p> <p><b>father</b> 68:22</p> <p><b>federal</b> 36:8 61:22</p> <p><b>feel</b> 43:5 50:7</p> <p><b>feels</b> 49:6</p> <p><b>female</b> 62:10,11</p> <p><b>females</b> 41:19 56:22</p> <p><b>fence</b> 74:2</p> <p><b>fewer</b> 34:14</p> <p><b>fiber</b> 83:21</p> <p><b>fictitious</b> 35:11</p>	<p><b>field</b> 7:15 58:22 72:4 77:18</p> <p><b>fields</b> 6:11</p> <p><b>fighting</b> 69:4</p> <p><b>file</b> 35:3,5</p> <p><b>files</b> 86:17,20</p> <p><b>filing</b> 35:8,9</p> <p><b>fill</b> 65:19</p> <p><b>filled</b> 58:7</p> <p><b>filtered</b> 71:6</p> <p><b>final</b> 10:6</p> <p><b>finally</b> 47:22 86:2</p> <p><b>financially</b> 91:12</p> <p><b>finding</b> 24:11 39:11 42:15 47:12 50:19 77:4</p> <p><b>findings</b> 9:12 11:2 22:2,3 24:7,15 56:8</p> <p><b>finds</b> 50:9</p> <p><b>fine</b> 85:5</p> <p><b>firm</b> 10:21 13:9 31:21 52:20</p> <p><b>firms</b> 8:10,11 9:22 10:1 24:17 41:1 51:13 75:17</p> <p><b>first</b> 12:12 13:21 20:12 22:18 54:21 55:3 56:8 60:17 61:15 70:22 71:15 72:21 73:1 85:12 86:9</p> <p><b>fiscal</b> 26:13</p> <p><b>fit</b> 76:7</p> <p><b>fits</b> 86:15</p>
--	---	---	--

Capital Reporting Company

Meeting 06-17-2010

Page 10

<p><b>five</b> 9:22 34:14 56:1 72:8</p> <p><b>five-year</b> 26:14</p> <p><b>flexible</b> 43:19</p> <p><b>flow</b> 44:5</p> <p><b>focus</b> 26:11</p> <p><b>focused</b> 32:10</p> <p><b>folks</b> 86:3</p> <p><b>forces</b> 50:15</p> <p><b>forefront</b> 37:10</p> <p><b>foregoing</b> 91:3,4</p> <p><b>forge</b> 16:11</p> <p><b>forged</b> 12:18</p> <p><b>forgotten</b> 86:11</p> <p><b>form</b> 4:4,5 28:6 33:1 44:17 52:21</p> <p><b>formal</b> 36:16 39:12 60:8 86:22</p> <p><b>Former</b> 51:7</p> <p><b>formidable</b> 18:17</p> <p><b>forms</b> 36:22</p> <p><b>formulating</b> 81:20</p> <p><b>formulation</b> 58:3</p> <p><b>fortunate</b> 15:13</p> <p><b>fortune</b> 13:19</p> <p><b>forum</b> 46:10</p> <p><b>forward</b> 20:20 34:1 47:19 48:2 49:16 52:14 54:18</p> <p><b>foundation</b> 9:17</p> <p><b>founded</b> 68:22</p> <p><b>fourth</b> 27:5</p> <p><b>frankly</b> 86:7</p>	<p><b>Frazier</b> 15:18</p> <p><b>free</b> 75:6</p> <p><b>frequency</b> 54:12</p> <p><b>frequently</b> 54:3 81:15</p> <p><b>front</b> 52:12</p> <p><b>frustrated</b> 83:22</p> <p><b>frustrating</b> 65:18 83:11</p> <p><b>fulfill</b> 82:20</p> <p><b>full</b> 20:19 27:7,18</p> <p><b>funding</b> 61:22 62:1</p> <p><b>funds</b> 6:12</p> <hr/> <p style="text-align: center;"><b>G</b></p> <hr/> <p><b>gain</b> 24:5</p> <p><b>Gani</b> 89:12</p> <p><b>gas</b> 83:9</p> <p><b>gather</b> 78:7</p> <p><b>geared</b> 58:10</p> <p><b>gender</b> 28:4,8 45:13 57:3 62:8,15 63:19</p> <p><b>general</b> 5:8,9,10 6:19 13:20 20:15 26:21 77:16 82:9</p> <p><b>generally</b> 36:18</p> <p><b>generation</b> 68:21</p> <p><b>generations</b> 69:8</p> <p><b>gentleman</b> 67:17 74:1,8 79:1 88:3</p> <p><b>gentlemen</b> 63:15 65:15 66:15 68:15 69:6</p>	<p><b>geographic</b> 16:18</p> <p><b>George's</b> 1:9 17:21 64:5 69:11 73:5 89:14</p> <p><b>Gervel</b> 1:22 91:2,16</p> <p><b>gets</b> 65:18</p> <p><b>getting</b> 3:6 47:14 53:8 63:20 65:4,6 66:14 73:8 74:10 75:1 77:10,17</p> <p><b>Gina</b> 60:14</p> <p><b>given</b> 40:2 43:10 56:1 74:15 75:2 81:10</p> <p><b>gives</b> 31:7 35:13 85:17</p> <p><b>giving</b> 8:20 40:17 44:2</p> <p><b>glad</b> 89:22</p> <p><b>goal</b> 3:12 39:18 42:10,11,12 50:13</p> <p><b>goal-based</b> 24:20</p> <p><b>goals</b> 24:16,17</p> <p><b>gone</b> 59:4</p> <p><b>goods</b> 26:21 30:18</p> <p><b>gotten</b> 74:12</p> <p><b>government</b> 6:22 17:11 33:19 35:9 36:8,9,11 38:1 51:7 59:15 69:22 78:13</p> <p><b>governmental</b> 38:13 40:6 49:4</p> <p><b>governments</b></p>	<p>14:11 32:5,6 38:15</p> <p><b>governor</b> 76:10</p> <p><b>grade</b> 61:16</p> <p><b>great</b> 12:14 19:22 59:18</p> <p><b>greater</b> 59:12</p> <p><b>greatly</b> 78:16</p> <p><b>GreenCo</b> 68:18</p> <p><b>grind</b> 79:19</p> <p><b>Groove</b> 55:12</p> <p><b>group</b> 24:7 32:19 37:11 39:16 41:16 55:21,22 56:9,11,20 57:1 60:1,4 63:11 64:9 70:8 89:18</p> <p><b>groups</b> 25:11 41:12 55:14 57:2,3</p> <p><b>guess</b> 66:14 71:9</p> <p><b>guidance</b> 40:2 79:9</p> <p><b>guided</b> 5:11</p> <p><b>guy</b> 83:6</p> <p><b>guys</b> 82:4,7 83:12,18,22</p> <hr/> <p style="text-align: center;"><b>H</b></p> <hr/> <p><b>half</b> 43:15</p> <p><b>Hampton</b> 70:21</p> <p><b>hand</b> 33:5 40:8 83:14</p> <p><b>handing</b> 52:21</p> <p><b>hands</b> 70:16</p> <p><b>happen</b> 43:2 72:14</p>
--	--	---	---

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 11

<p><b>happened</b> 19:21 58:20</p> <p><b>happens</b> 53:11</p> <p><b>happy</b> 19:12</p> <p><b>hardly</b> 88:21</p> <p><b>Hargrove</b> 54:21 55:11,12,20</p> <p><b>Harrington</b> 64:13</p> <p><b>Harrod</b> 82:2,3,15</p> <p><b>haven't</b> 54:12 77:22</p> <p><b>having</b> 0:17 12:17 27:3 29:17 43:7 63:11 72:6 73:10 75:8 81:2,5</p> <p><b>head</b> 48:20</p> <p><b>hear</b> 43:20 44:20 55:7</p> <p><b>heard</b> 51:8 69:1</p> <p><b>heating</b> 88:19</p> <p><b>heck</b> 84:1</p> <p><b>heel</b> 31:21</p> <p><b>held</b> 36:19 71:17</p> <p><b>help</b> 15:11 37:3 49:14 50:18 68:12,22 80:19 81:13,20</p> <p><b>helpful</b> 81:9</p> <p><b>helping</b> 25:14 51:18</p> <p><b>hereby</b> 91:3</p> <p><b>hereto</b> 91:12</p> <p><b>Herman</b> 4:17</p> <p><b>he's</b> 89:11</p> <p><b>hey</b> 84:7</p>	<p><b>Hi</b> 73:19 85:10</p> <p><b>high</b> 54:2,3 86:7</p> <p><b>higher</b> 50:8 60:2</p> <p><b>highest</b> 6:6</p> <p><b>highly</b> 15:15</p> <p><b>hiring</b> 15:5</p> <p><b>Hispanic</b> 41:18 62:20</p> <p><b>Hispanics</b> 24:9</p> <p><b>historic</b> 21:14 22:6</p> <p><b>history</b> 10:21 18:8</p> <p><b>hit</b> 80:8</p> <p><b>hold</b> 3:19 9:11</p> <p><b>hopefully</b> 13:17 72:3 80:22</p> <p><b>hoping</b> 55:1 89:3</p> <p><b>hour</b> 11:16 43:14,15</p> <p><b>hourly</b> 11:21</p> <p><b>hours</b> 85:16</p> <p><b>house</b> 53:13</p> <p><b>huge</b> 89:16</p> <p><b>hypothetical</b> 41:4,6,7,13,21</p> <hr/> <p style="text-align: center;">I</p> <hr/> <p><b>I'd</b> 5:3,6 11:15 12:16,17 20:7 45:5 49:12 50:17 54:21 58:1 88:18</p> <p><b>idea</b> 45:6,20 83:2</p> <p><b>ideal</b> 27:13</p> <p><b>identification</b> 34:4</p> <p><b>identified</b> 17:3 18:16 26:8 29:17</p>	<p>30:3 31:10 33:3,10 34:9 39:10 40:20,22 41:11 48:13 60:20 81:7</p> <p><b>identify</b> 17:22 18:7,20,21 19:18 27:21 32:13 33:4,21 34:6,18 35:17 41:9 44:2 54:15 57:14,20 74:14 81:1,14</p> <p><b>identifying</b> 37:4 44:11 51:11 57:21 80:1</p> <p><b>I'll</b> 6:22 7:5 16:8 19:4 20:10 33:17 70:6</p> <p><b>Illinois</b> 76:10</p> <p><b>I'm</b> 3:9 4:20 8:2 15:20 46:5 53:16 54:22 55:12 61:6,14 65:4,8,18,20 66:17 68:17,20 70:6 72:1 77:13 80:10,17 82:2,16 83:11,12,17,18 84:5,6,7 85:10 86:10,14 88:5 89:5</p> <p><b>immediately</b> 81:11</p> <p><b>impact</b> 17:2 51:15</p> <p><b>implored</b> 77:3,4</p> <p><b>important</b> 12:19 15:9 16:9 18:5 31:18 36:14 43:22 44:13 45:3 48:16 50:12 54:11,16 62:19 83:6</p>	<p><b>importantly</b> 11:20 21:9</p> <p><b>imposition</b> 43:1</p> <p><b>improve</b> 55:2</p> <p><b>improved</b> 19:8</p> <p><b>improvement</b> 57:22</p> <p><b>inadequately</b> 47:15</p> <p><b>inaudible</b> 67:9 73:20</p> <p><b>Inc</b> 65:4</p> <p><b>include</b> 85:21</p> <p><b>includes</b> 18:1 22:14 26:21 35:10 62:4</p> <p><b>including</b> 56:20</p> <p><b>inclusive</b> 28:11</p> <p><b>incorporated</b> 71:16,18</p> <p><b>incorrect</b> 45:18</p> <p><b>increase</b> 24:3 45:1 59:22</p> <p><b>increasing</b> 9:4 29:7</p> <p><b>indeed</b> 12:2 13:17 14:19 18:4 29:18 46:9 47:2 50:8 54:14 81:18</p> <p><b>independence</b> 48:10,11</p> <p><b>independent</b> 0:20</p> <p><b>in-depth</b> 43:12 61:10</p> <p><b>indicated</b> 0:21 31:5 75:18</p>
--	--	---	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 12

<p><b>individual</b> 21:4</p> <p><b>industries</b> 28:3 56:5 63:13,18</p> <p><b>industry</b> 56:5 69:18,19</p> <p><b>informal</b> 36:20 40:10,13 42:13</p> <p><b>information</b> 22:13 27:18 28:17 29:10,20 30:16 36:4,9 44:8 45:7 46:11 47:10,15 51:9,18 72:9 75:5 78:8 86:5,6 87:3,12,15,16</p> <p><b>informative</b> 45:4</p> <p><b>in-house</b> 10:2</p> <p><b>initial</b> 45:17 64:13</p> <p><b>injuries</b> 58:13</p> <p><b>injustice</b> 21:15</p> <p><b>input</b> 71:16 72:18 73:12 89:21</p> <p><b>inquiry</b> 22:18 62:15</p> <p><b>inside</b> 51:7</p> <p><b>insight</b> 12:14,22 19:22 30:20 31:9 53:11</p> <p><b>insights</b> 30:5 51:3,13 78:7</p> <p><b>insurance</b> 58:9,16 66:11,13</p> <p><b>integrate</b> 9:18</p> <p><b>intend</b> 17:16 73:5</p> <p><b>intended</b> 47:20</p> <p><b>intent</b> 63:3 71:1,8,10 72:18</p>	<p>74:2</p> <p><b>interest</b> 0:2 3:18 9:9 66:15</p> <p><b>interested</b> 25:7 91:12</p> <p><b>interesting</b> 6:7 51:12 53:21</p> <p><b>interface</b> 29:21 42:20</p> <p><b>interfacing</b> 29:2</p> <p><b>interim</b> 8:14</p> <p><b>internal</b> 64:9</p> <p><b>internet</b> 28:18</p> <p><b>interview</b> 43:14 46:18 51:10 63:10 84:21 85:6</p> <p><b>interviewed</b> 44:19 52:3 60:11 81:1,19</p> <p><b>interviewee</b> 50:20</p> <p><b>interviewees</b> 50:19 63:9 71:2</p> <p><b>interviewing</b> 81:13 86:2</p> <p><b>interviews</b> 10:5 43:12 44:1 46:3 47:13 51:6,12 61:4,9,10,12 63:1,2 87:9,11</p> <p><b>introduce</b> 5:3,6,21 7:6 10:7 11:8 64:12</p> <p><b>introduced</b> 10:16</p> <p><b>introducing</b> 8:2</p> <p><b>introduction</b> 6:16</p> <p><b>introductions</b> 64:14</p>	<p><b>intrude</b> 87:19</p> <p><b>invest</b> 58:18 84:12</p> <p><b>invite</b> 50:18</p> <p><b>invoices</b> 30:12</p> <p><b>involve</b> 10:13 15:9 82:10</p> <p><b>involved</b> 10:14 13:11 20:14</p> <p><b>involves</b> 74:22</p> <p><b>isn't</b> 0:19</p> <p><b>issue</b> 4:1 19:17 22:16 38:10 74:22 77:1 81:3 88:13 89:15</p> <p><b>issues</b> 7:17,20 20:14 40:11 48:5,12,16 49:10 50:17 86:18</p> <p><b>it's</b> 0:15 5:2 11:8,19 13:3 14:20 15:8 16:9,10 17:17 25:9 27:16 28:19 31:8 36:13 40:3 43:9,22 44:13,18 46:12,14 48:21 50:12 52:4 53:19,21 55:2,8 59:17,21 67:21 68:20 70:10 72:18 74:5,18 75:12 79:17,18 80:12,18 83:2 84:9,20</p> <p><b>I've</b> 31:5 58:9,18 65:16 69:13 74:8 76:9 80:11 83:20 84:16 88:10</p>	<hr/> <p style="text-align: center;"><b>J</b></p> <hr/> <p><b>jacket</b> 89:13</p> <p><b>Jerry</b> 2:5 5:7,13</p> <p><b>Jim</b> 2:4 3:8 5:16,21</p> <p><b>job</b> 9:3 39:4 82:8</p> <p><b>John</b> 44:9 65:3</p> <p><b>Johnson</b> 2:5 5:7,9,14,16,19 11:12 61:15 63:22 64:1,16 71:22 89:10</p> <p><b>joining</b> 10:3</p> <p><b>Jones</b> 5:4</p> <p><b>Jones's</b> 44:9</p> <p><b>Jordan</b> 88:6</p> <p><b>judgment</b> 25:9</p> <p><b>jump</b> 84:6,7</p> <p><b>June</b> 1:13 91:22</p> <p><b>jurisdiction</b> 17:16 25:4</p> <p><b>jurisdictions</b> 10:5 17:15 75:5</p> <p><b>jurisdiction's</b> 25:7</p> <p><b>jury</b> 75:6</p> <hr/> <p style="text-align: center;"><b>K</b></p> <hr/> <p><b>K.L</b> 82:3</p> <p><b>Kahlil</b> 77:8,13,14 78:19 79:1,6,21 80:1 81:22</p> <p><b>Kelly</b> 82:2</p> <p><b>key</b> 7:3 26:10</p> <p><b>KFC</b> 53:16</p> <p><b>Kim</b> 53:16</p>
---	---	--	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 13

<p><b>kinds</b> 47:7 48:14 72:4,16,18,22</p> <p><b>knew</b> 69:20,21 83:8</p> <p><b>knock</b> 70:5</p> <p><b>known</b> 6:14 41:5</p> <hr/> <p style="text-align: center;"><b>L</b></p> <hr/> <p><b>lady</b> 57:4 66:16 68:15 69:1 70:18 73:22</p> <p><b>landscaping</b> 67:21 68:6</p> <p><b>large</b> 14:1 30:22 38:14 69:14 88:21</p> <p><b>larger</b> 67:15</p> <p><b>largest</b> 38:5</p> <p><b>Largo</b> 1:10,11</p> <p><b>last</b> 54:8 61:15 73:3</p> <p><b>Late</b> 48:19</p> <p><b>laughing</b> 84:19</p> <p><b>laughs</b> 4:22 19:16</p> <p><b>laughter</b> 61:8</p> <p><b>launch</b> 58:5</p> <p><b>law</b> 21:12 22:7 32:8,13 40:19</p> <p><b>lawsuits</b> 31:22</p> <p><b>lawyers</b> 32:1 84:13</p> <p><b>lead</b> 12:17 47:15,17 81:2</p> <p><b>leaders</b> 36:4</p> <p><b>learned</b> 46:2</p> <p><b>lease</b> 18:11 49:6</p> <p><b>least</b> 30:10 35:7</p>	<p>59:21 63:7</p> <p><b>leave</b> 24:13 49:22 61:14 90:4</p> <p><b>leaves</b> 12:15</p> <p><b>leaving</b> 4:7 12:3 15:10</p> <p><b>leg</b> 42:17</p> <p><b>legal</b> 12:10 14:7 15:22 17:18 20:9 22:10</p> <p><b>legally</b> 11:4,6 17:14 22:12 72:3</p> <p><b>legislature</b> 5:22</p> <p><b>legitimate</b> 84:3,22</p> <p><b>less</b> 17:16 42:4</p> <p><b>let's</b> 5:13 56:6,13 66:15</p> <p><b>letter</b> 6:7</p> <p><b>level</b> 6:11 13:2 16:4,14 28:20 39:15,21 40:3,6,7,9,16 60:9 74:22 78:17</p> <p><b>levels</b> 29:2 43:6 72:4</p> <p><b>license</b> 89:14</p> <p><b>licensed</b> 30:15</p> <p><b>licenses</b> 88:11</p> <p><b>licensing</b> 88:15</p> <p><b>life</b> 31:13 33:1 71:21</p> <p><b>light</b> 66:16</p> <p><b>likely</b> 47:17 60:2</p> <p><b>Likewise</b> 11:4</p> <p><b>limit</b> 76:4</p>	<p><b>limited</b> 85:22</p> <p><b>list</b> 28:7,15 30:14 33:20 34:3 36:5,17,18 37:20 50:4 51:1 61:19 62:2,3,4,7,14 64:21 89:2</p> <p><b>listed</b> 31:12,15 59:10 86:20</p> <p><b>listing</b> 30:10 57:17 59:6,10 62:8 63:4</p> <p><b>lists</b> 36:4,7 51:1 61:19,21</p> <p><b>little</b> 5:1 11:18 20:13 33:3 54:2 70:8 75:18 82:12 87:19 88:13,16</p> <p><b>lived</b> 72:6</p> <p><b>Livingston</b> 7:8 64:7</p> <p><b>local</b> 9:4 14:11 15:9,13,15 17:10 32:1,5,6 36:8 59:10 62:3 73:20 78:12</p> <p><b>locally</b> 65:8</p> <p><b>locate</b> 67:5</p> <p><b>located</b> 12:14</p> <p><b>location</b> 12:13 18:10 46:19</p> <p><b>long</b> 10:21 57:21 69:3 82:10 84:9</p> <p><b>longer</b> 43:16 67:3 76:7</p> <p><b>lose</b> 83:19</p> <p><b>losing</b> 19:14,15</p> <p><b>lot</b> 3:16 33:14</p>	<p>34:15 38:15 57:9,10 67:1 78:1 79:7,11 83:4 84:4 89:19</p> <p><b>love</b> 24:7</p> <p><b>low</b> 50:2,7</p> <p><b>Lynda</b> 7:11</p> <hr/> <p style="text-align: center;"><b>M</b></p> <hr/> <p><b>ma'am</b> 53:14 54:18 60:13 73:18 77:7</p> <p><b>maintained</b> 25:5 36:6</p> <p><b>maintains</b> 36:6</p> <p><b>maintenance</b> 68:19 89:18</p> <p><b>major</b> 0:21 6:5 7:22</p> <p><b>majority</b> 51:13</p> <p><b>male</b> 62:10,11</p> <p><b>male-owned</b> 56:15</p> <p><b>males</b> 34:8 41:20 56:21 62:4 63:6</p> <p><b>man</b> 41:5 84:17</p> <p><b>manage</b> 7:12</p> <p><b>management</b> 0:21 9:19 13:3 16:1,4 19:7,20 24:2 44:15 45:1 64:9 68:11 77:5</p> <p><b>manager</b> 5:8,9,10 6:19 13:20 15:19 20:2 43:6 46:21</p> <p><b>managers</b> 30:22</p> <p><b>managing</b> 31:2</p> <p><b>manufacturer</b></p>
--	---	--	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 14

<p>49:2</p> <p><b>Maricopa</b> 12:12 13:22</p> <p><b>market</b> 8:8 16:15 26:6 37:7 50:12 75:12</p> <p><b>marketplace</b> 8:12 16:18 37:18 50:15</p> <p><b>Martone</b> 60:14,15 61:9 64:22</p> <p><b>Maryland</b> 1:11 88:14 91:18</p> <p><b>Mason</b> 10:8,19,22 11:9 12:10</p> <p><b>material</b> 13:16 86:14</p> <p><b>materials</b> 85:22</p> <p><b>matter</b> 0:15</p> <p><b>matters</b> 10:17</p> <p><b>mature</b> 51:4</p> <p><b>maximum</b> 24:21 76:12</p> <p><b>may</b> 7:6 17:1,2,22 26:8 29:1 33:8 36:16,19,20 43:7 46:6,19 47:20 48:13 49:11 50:10 51:2 57:14 61:1 65:13 74:16 80:21 81:2,13,20 86:17 87:2</p> <p><b>maybe</b> 77:21</p> <p><b>MB</b> 66:22</p> <p><b>MBE</b> 6:10 60:21 66:2,21 84:10 86:19</p>	<p><b>MBE's</b> 85:1</p> <p><b>mean</b> 24:13 65:22 71:2 74:5 77:21 78:2 79:1,7 84:14,21 85:2 88:21</p> <p><b>meaningful</b> 19:7 27:4 40:9</p> <p><b>measure</b> 38:8</p> <p><b>mechanical</b> 88:6</p> <p><b>mechanism</b> 74:3,14</p> <p><b>mediator</b> 79:7</p> <p><b>meet</b> 32:18 39:19 46:22 50:6,7 76:5</p> <p><b>meeting</b> 3:15 6:16 10:9 37:13 47:1 51:21 71:14,17 72:21 73:2,3</p> <p><b>meetings</b> 72:17 73:6 83:12,13 84:16</p> <p><b>Melika</b> 73:19</p> <p><b>member</b> 36:15 46:15</p> <p><b>members</b> 5:22 59:14 64:4 74:15</p> <p><b>membership</b> 36:17,19</p> <p><b>men</b> 41:16 56:18</p> <p><b>men/women</b> 41:17,18</p> <p><b>mentioned</b> 25:3 81:16 83:3 86:11</p> <p><b>mentor</b> 66:6</p> <p><b>mentored</b> 66:2</p>	<p><b>mentoring</b> 79:2,3 83:3,5 84:1 85:2,5</p> <p><b>merit</b> 47:7</p> <p><b>met</b> 39:21 42:11</p> <p><b>method</b> 12:5</p> <p><b>methodology</b> 3:13 10:10</p> <p><b>Metro</b> 21:7 68:21</p> <p><b>Metropolitan</b> 37:8</p> <p><b>mic</b> 52:12,13 67:17,18</p> <p><b>microphone</b> 52:11</p> <p><b>million</b> 89:3</p> <p><b>mind</b> 44:6 50:13 52:14</p> <p><b>mindful</b> 22:10 32:8</p> <p><b>minor</b> 49:10</p> <p><b>minorities</b> 22:15 24:5 63:6 83:4</p> <p><b>minority</b> 8:14 11:5 21:8 25:5 41:14,22 42:1 59:10 61:2 62:18 65:5 82:21 84:3,5,18 88:17</p> <p><b>minority-owned</b> 8:10 9:5 55:6 73:21</p> <p><b>minute</b> 79:2</p> <p><b>mirrors</b> 41:7</p> <p><b>mix</b> 85:3</p> <p><b>model</b> 11:1</p> <p><b>models</b> 73:15 76:1,19 77:2</p>	<p><b>Mom</b> 69:17</p> <p><b>moment</b> 16:8 19:4 25:20 26:11 33:17 78:11</p> <p><b>money</b> 11:18 19:14 67:6 84:12 85:17 87:19 90:7</p> <p><b>monies</b> 65:11</p> <p><b>monitoring</b> 48:8</p> <p><b>Montgomery</b> 6:9 17:21 64:4 67:22 68:8 69:8 73:4</p> <p><b>monthly</b> 18:11</p> <p><b>months</b> 83:7 84:10</p> <p><b>morning</b> 3:3,4,5,9,11 4:15 5:20 6:19 11:10,13,14 12:2,9 37:15 60:14 90:6</p> <p><b>morning's</b> 16:11</p> <p><b>move</b> 0:12 4:10 15:7 21:12 59:6 60:8</p> <p><b>moving</b> 59:11</p> <p><b>multi-faceted</b> 28:5</p> <p><b>multi-year</b> 81:5</p> <p><b>municipalities</b> 70:10</p> <p><b>municipality</b> 70:7</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p><b>nameless</b> 50:1</p> <p><b>name's</b> 53:16</p> <p><b>Nance</b> 53:15,16</p> <p><b>narrowed</b> 10:1</p>
---	---	--	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 15

<p><b>narrowing</b> 61:20</p> <p><b>narrowly</b> 0:17 22:1</p> <p><b>Nassah</b> 52:19</p> <p><b>nationally</b> 10:19 61:22</p> <p><b>Native</b> 41:18</p> <p><b>nature</b> 17:9 27:5 45:10 46:17 77:6</p> <p><b>necessarily</b> 53:6 61:1 74:11</p> <p><b>necessary</b> 13:6,14 27:19</p> <p><b>negative</b> 17:2</p> <p><b>negotiate</b> 43:16 49:5</p> <p><b>negotiated</b> 27:8</p> <p><b>neighborhoods</b> 66:4</p> <p><b>neither</b> 91:7</p> <p><b>nepotism</b> 74:3</p> <p><b>net</b> 60:6</p> <p><b>Neustadt</b> 2:4 3:3,5,8 4:14,17,20 5:1,6,18</p> <p><b>nevertheless</b> 35:6,12 59:4</p> <p><b>newbie</b> 78:4 79:17</p> <p><b>newbies</b> 79:6</p> <p><b>Nextel</b> 57:6</p> <p><b>niche</b> 63:11 69:19</p> <p><b>night</b> 73:4</p> <p><b>none</b> 11:3 26:22</p> <p><b>non-federal</b> 14:11</p>	<p><b>nor</b> 91:8,12</p> <p><b>normal</b> 11:17</p> <p><b>normally</b> 30:10</p> <p><b>Norton</b> 2:7 12:9 14:8 20:8,12 33:12 41:14</p> <p><b>notable</b> 39:11</p> <p><b>Notary</b> 91:1,17</p> <p><b>note</b> 5:1 18:8 32:1 34:3,5 41:15 52:4 62:12</p> <p><b>noted</b> 12:20 13:21 25:22 27:12 33:12 51:20 52:6 53:10 63:15 78:11</p> <p><b>notes</b> 85:21</p> <p><b>nothing's</b> 58:20</p> <p><b>notice</b> 16:21 50:1</p> <p><b>noticed</b> 88:10,12</p> <p><b>notices</b> 37:14</p> <p><b>notion</b> 45:20</p> <p><b>November</b> 8:13,19 71:9,12 72:2,10 73:8,9</p> <p><b>numerous</b> 18:9</p> <hr/> <p style="text-align: center;"><b>O</b></p> <hr/> <p><b>objective</b> 15:10 26:9 53:7 63:19</p> <p><b>objectives</b> 16:3</p> <p><b>obligated</b> 16:12 17:13 35:9</p> <p><b>obligation</b> 17:21 19:18 34:6</p> <p><b>observations</b> 16:6</p>	<p><b>obtaining</b> 25:1 86:6</p> <p><b>obviously</b> 59:5 74:20,21</p> <p><b>occasion</b> 13:15</p> <p><b>occasions</b> 72:20</p> <p><b>offer</b> 19:6,19</p> <p><b>office</b> 4:6 7:8,14,15 10:15 11:18 18:9</p> <p><b>officer</b> 6:22 91:2</p> <p><b>offices</b> 59:2</p> <p><b>Oh</b> 5:18 52:12</p> <p><b>oil</b> 19:15</p> <p><b>OJT</b> 15:2</p> <p><b>okay</b> 55:20,22 58:1 59:21 61:14 69:17 70:17 77:9 79:5,20 85:6 86:9 90:3</p> <p><b>ones</b> 80:2</p> <p><b>operated</b> 87:5</p> <p><b>operation</b> 89:18</p> <p><b>operations</b> 7:1 25:3</p> <p><b>opportunities</b> 0:2 9:5 18:3 22:15 24:4,21</p> <p><b>opportunity</b> 8:7 9:1 11:15 13:4,8 16:5 18:4 43:3 44:20,21 45:2 51:10,22 71:4,10 76:17 78:10 87:22</p> <p><b>opposed</b> 44:9</p> <p><b>optics</b> 83:21</p>	<p><b>order</b> 11:22 14:13 27:20 34:2,10 47:19 50:22</p> <p><b>orders</b> 29:7</p> <p><b>organization</b> 52:18 53:12 72:5,13</p> <p><b>organizations</b> 79:13</p> <p><b>original</b> 29:5</p> <p><b>others</b> 14:16 59:15 87:20</p> <p><b>otherwise</b> 91:12</p> <p><b>ought</b> 72:5 85:12</p> <p><b>ourselves</b> 9:11</p> <p><b>outcome</b> 72:15 91:13</p> <p><b>outreach</b> 37:16 59:20</p> <p><b>oversight</b> 60:18,19 63:21 64:2</p> <p><b>overview</b> 25:21</p> <p><b>owe</b> 12:14</p> <p><b>owned</b> 34:6,7,8,21 38:6 41:14 62:5 67:21</p> <p><b>owner</b> 29:22 50:20 52:22 68:18 78:9 84:5,6</p> <p><b>owners</b> 27:13 28:16 53:6 60:15 63:2</p> <p><b>ownership</b> 28:9,19</p> <hr/> <p style="text-align: center;"><b>P</b></p> <hr/> <p><b>P.G</b> 65:8 66:20 67:22 68:2,9</p>
--	--	---	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 16

<p><b>package</b> 32:18</p> <p><b>packet</b> 4:4 44:17</p> <p><b>pages</b> 91:4</p> <p><b>paid</b> 49:7,9</p> <p><b>painful</b> 46:15</p> <p><b>pals</b> 17:8</p> <p><b>panel</b> 10:2</p> <p><b>paper</b> 27:18</p> <p><b>parameters</b> 8:16 63:14</p> <p><b>park</b> 79:16</p> <p><b>partial</b> 31:7</p> <p><b>participate</b> 6:11 21:5 52:21</p> <p><b>participated</b> 82:5</p> <p><b>participating</b> 60:19</p> <p><b>participation</b> 41:19 84:18 88:17</p> <p><b>particular</b> 7:19 10:1,6 49:8 60:1</p> <p><b>particularly</b> 14:4,6 18:21 30:13 34:12 59:1 62:1</p> <p><b>parties</b> 91:9,12</p> <p><b>partner</b> 51:18</p> <p><b>partnership</b> 9:20,21 12:17 19:21 28:20 29:16 36:14</p> <p><b>passed</b> 74:14</p> <p><b>past</b> 58:19 63:20</p> <p><b>Pat</b> 15:18</p> <p><b>pattern</b> 46:8 75:11</p>	<p><b>patterns</b> 44:8,10 45:9 75:19,21</p> <p><b>pay</b> 18:10 29:20 61:16 84:12</p> <p><b>payment</b> 17:6 31:13 36:3</p> <p><b>payments</b> 48:19</p> <p><b>payroll</b> 50:7 83:6,9,18</p> <p><b>PBS</b> 52:19</p> <p><b>pending</b> 21:10</p> <p><b>pendulum</b> 70:5,6</p> <p><b>people</b> 0:8 4:10 6:2,11 8:22 14:14 19:2 21:3 27:14 34:7,22 43:16 51:2,4,12 53:4 55:14 59:17,21 60:20 62:5 63:10 66:1,3 72:21 76:4 78:16 79:4,8 80:1,6 81:18 84:17,21 85:13 86:5</p> <p><b>per</b> 53:22 59:8</p> <p><b>perceived</b> 44:12 58:4</p> <p><b>percent</b> 31:8 38:18 41:13,21 42:3,5 54:7,8,10 56:1,12,13,14,15 67:6,8</p> <p><b>percentage</b> 61:11</p> <p><b>percentages</b> 63:8</p> <p><b>perception</b> 45:14</p> <p><b>perceptions</b> 16:7 42:22 44:14,22</p>	<p>46:21</p> <p><b>perform</b> 14:12 34:10 40:4 41:4 50:4 75:17</p> <p><b>performance</b> 12:11 14:6 27:22 45:16</p> <p><b>performed</b> 14:17 41:1,2</p> <p><b>performing</b> 12:4,19 30:15 31:3 45:19 48:11 56:10</p> <p><b>period</b> 18:8 26:13,14,19 33:2</p> <p><b>periodically</b> 22:4</p> <p><b>permissible</b> 21:17</p> <p><b>permit</b> 0:18</p> <p><b>persist</b> 48:16</p> <p><b>persists</b> 45:21 49:15</p> <p><b>person</b> 38:6 46:21 47:1,2 68:1 74:10 82:17</p> <p><b>personally</b> 6:15 11:16 46:15</p> <p><b>personnel</b> 7:5,15 77:22</p> <p><b>persons</b> 5:21 15:11 76:20</p> <p><b>phases</b> 64:11</p> <p><b>phenomenal</b> 15:19</p> <p><b>phenomenon</b> 46:13</p> <p><b>Phoenix</b> 12:13</p> <p><b>phonetic</b> 64:17 82:6</p>	<p><b>picture</b> 18:22</p> <p><b>piece</b> 69:12 70:9</p> <p><b>pipes</b> 89:16</p> <p><b>placed</b> 39:19 42:12</p> <p><b>placement</b> 17:7</p> <p><b>places</b> 27:13,17 35:17 47:4 48:21 50:22 61:21</p> <p><b>plan</b> 7:1 49:22 82:19 89:6</p> <p><b>planning</b> 6:21</p> <p><b>play</b> 50:11</p> <p><b>playing</b> 6:11 72:4</p> <p><b>plays</b> 7:3</p> <p><b>please</b> 3:7 4:5 52:17 53:2 55:10 79:22 90:4</p> <p><b>pleased</b> 86:11</p> <p><b>pleasure</b> 3:10 11:8</p> <p><b>plumbers</b> 89:14</p> <p><b>plumbing</b> 88:6,18,22 89:1,15,16,19</p> <p><b>plumbing/ mechanical</b> 88:11</p> <p><b>point</b> 6:5 20:7 21:1 22:3 32:14 38:21 42:19 46:19 51:20 65:17 73:1 76:8,16 86:3</p> <p><b>points</b> 57:15</p> <p><b>policies</b> 9:8</p> <p><b>policy</b> 11:3 13:10 14:21</p> <p><b>political</b> 21:14</p>
--	---	--	---

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 17

<p><b>pool</b> 33:14 34:9 37:5 38:3,8 39:5,9 41:13 63:7 78:17</p> <p><b>pools</b> 41:3 79:4</p> <p><b>population</b> 32:22 33:9 35:22 42:4</p> <p><b>portion</b> 3:20 34:20</p> <p><b>position</b> 22:14 60:3</p> <p><b>possible</b> 3:22 10:13 24:18 72:19</p> <p><b>possibly</b> 50:7</p> <p><b>potential</b> 33:18 37:5,11 78:15 87:5</p> <p><b>potentially</b> 35:14 36:9 37:1,5</p> <p><b>power</b> 83:9</p> <p><b>practice</b> 7:15 9:8 67:11</p> <p><b>practices</b> 8:6 13:2 15:5 16:20 17:1,5 19:7,20 24:2 44:9,10 45:1 60:5 77:6 87:7</p> <p><b>pre-bid</b> 83:13</p> <p><b>precursor</b> 20:22</p> <p><b>prefer</b> 59:16</p> <p><b>prepare</b> 17:14 44:1</p> <p><b>prepared</b> 20:4 35:22</p> <p><b>preselected</b> 80:4,6</p> <p><b>preselecting</b> 80:13</p>	<p><b>presence</b> 15:20</p> <p><b>present</b> 16:14 33:13,19 40:12 48:17</p> <p><b>presentation</b> 3:16,20 8:18 11:10 16:11 20:8,11</p> <p><b>presented</b> 75:10</p> <p><b>preset</b> 51:16</p> <p><b>president</b> 11:9</p> <p><b>presume</b> 33:22 72:14</p> <p><b>presumed</b> 36:12</p> <p><b>presumption</b> 45:17</p> <p><b>pretty</b> 79:8 89:16</p> <p><b>prevalent</b> 45:20 48:20</p> <p><b>price</b> 48:1 50:3</p> <p><b>Prim</b> 64:16,17</p> <p><b>prime</b> 18:13 25:22 26:1,3,15,16 27:11 28:22 29:11 30:7 31:5 39:7,12,15,19,20 40:7,8,14,21 41:1 42:10 49:17,19 52:20 54:5 65:10,14,15 67:4 69:10 70:11 82:9,18 83:16</p> <p><b>primes</b> 27:9 66:3 70:3</p> <p><b>Prince</b> 1:9 17:20 64:5 69:11 73:5 89:14</p> <p><b>prior</b> 5:8 72:20</p>	<p>76:10 81:3</p> <p><b>priorities</b> 6:6</p> <p><b>probably</b> 18:9</p> <p><b>probe</b> 28:14</p> <p><b>problem</b> 43:7 47:4,5 48:10 65:7 81:6</p> <p><b>problems</b> 57:8 58:9</p> <p><b>proceeded</b> 27:14</p> <p><b>proceedings</b> 90:9 91:7</p> <p><b>process</b> 10:14 13:5 14:5,18 16:7,8,21 17:12,17 19:13,19 20:9,10 27:10,11 28:5 30:3,7 31:2,7,17 34:13,17 43:4 47:11 50:19 51:19 54:17 57:8,9 62:12 63:3 65:5 66:1 71:6 72:19 73:12 75:1 80:14,15 82:18 84:10 85:12 86:22 87:8</p> <p><b>processes</b> 28:10,15 87:3</p> <p><b>procurement</b> 8:6 9:8 13:5 14:5 16:7,21 30:3 47:20 48:3 54:16</p> <p><b>procuring</b> 35:21</p> <p><b>product</b> 13:12 46:18 47:3</p> <p><b>professional</b> 10:2 26:22 27:1,3</p>	<p>30:14 31:1 56:6,7,11 63:15</p> <p><b>profile</b> 35:13</p> <p><b>profit</b> 26:19</p> <p><b>profitable</b> 11:22 13:7 19:10</p> <p><b>profitably</b> 50:16</p> <p><b>program</b> 0:13 8:14,21 11:6 20:16,21 21:5,8,11 22:14 24:20 47:9 54:22 66:2,7 69:1,15,17,19 72:3,12 76:10,15 79:14 82:10,21 83:3 84:2 85:2,5</p> <p><b>programmatic</b> 26:8</p> <p><b>programs</b> 6:10 14:13 24:14 32:1,7 76:3,4,8 78:12</p> <p><b>progress</b> 73:6</p> <p><b>project</b> 3:14 6:2,5 7:5,9,10,12,19 10:1 15:1 20:2 30:22 43:6 64:6,7,10 67:20 68:4 82:6</p> <p><b>projects</b> 31:2 67:2,7,8 68:5,10</p> <p><b>prominent</b> 18:9</p> <p><b>promote</b> 8:6</p> <p><b>promoting</b> 9:3</p> <p><b>Promotion</b> 85:11</p> <p><b>properly</b> 52:6</p> <p><b>proposals</b> 30:8</p>
---	--	---	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 18

<p><b>proposers</b> 76:4  <b>Prosen</b> 21:10  <b>protective</b> 44:3  <b>protege</b> 66:7  <b>protest</b> 80:11  <b>proven</b> 81:9  <b>provide</b> 0:3 4:8  12:20 24:20  34:19 47:11  48:11  <b>provided</b> 4:4  10:11 30:18,19  <b>provides</b> 30:20  44:14  <b>providing</b> 15:22  16:1  <b>public</b> 6:12 8:22  9:9 11:3  13:10,15 14:20  28:17 36:19 49:8  72:21 73:1 80:9  91:1,17  <b>published</b> 36:18  <b>pulling</b> 66:3  <b>purpose</b> 3:13  10:8,11 12:4,17  21:19 82:11  <b>purposes</b> 28:9  <b>push</b> 27:15  <b>puts</b> 46:20  <b>putting</b> 42:10 68:6  <hr/> <p style="text-align: center;"><b>Q</b></p> <hr/> <b>qualification</b>  74:18  <b>qualifications</b> 30:9  75:16 76:21</p>	<p><b>qualified</b> 74:12,16  76:14 77:21  <b>question</b> 8:2,3  28:22 38:4 39:2  44:18 52:20  53:13,21 55:4,5  56:2 58:2,6,22  61:4,15,17 62:22  63:21 64:2 66:18  67:5 68:20  71:4,7,15 73:21  75:3,20 77:9  78:19,21 79:21  81:12 85:11  86:10,13 87:22  88:2 89:12  <b>questions</b>  3:17,19,21 4:5  10:12,17 12:20  52:1,9,15 60:16  65:2 70:21 73:17  81:10,14 87:21  88:7  <b>quick</b> 88:9  <b>Quickcom</b> 65:3  <b>quite</b> 13:11 32:22  63:20  <b>quota</b> 86:6  <hr/> <p style="text-align: center;"><b>R</b></p> <hr/> <b>race</b> 0:12,18,20  21:13,22 45:13  84:15  <b>race-based</b> 42:8  47:9  <b>race-neutral</b> 17:4  <b>race-specific</b> 24:16  <b>racial</b> 21:20  <b>racially-exclusive</b></p>	<p>20:21  <b>raise</b> 75:20  <b>raised</b> 86:13  <b>Ramsey</b> 0:5,21 2:6  11:9,12,15 19:17  20:12 25:3,19,20  52:12 53:2,21  55:7,10,19 56:4  57:12,18 58:1,21  61:6,14 64:20  65:1  66:6,9,12,14  67:11,17 68:14  70:17 71:15  73:13,17 74:20  75:16 77:12  78:6,20  79:5,20,22 80:21  82:1,13,16  85:6,9 86:9  87:18 88:8  89:5,8 90:3  <b>ran</b> 81:17  <b>rate</b> 19:14  <b>rather</b> 22:6 49:21  72:15  <b>rating</b> 5:12  <b>reached</b> 3:19  38:21  <b>reaching</b> 71:11  <b>readily</b> 33:4 76:19  <b>ready</b> 3:6  <b>real</b> 70:6 77:16,17  88:9  <b>reality</b> 0:14 22:5  <b>realize</b> 47:2 67:1  <b>really</b> 14:8 27:17  31:7 39:12 43:15</p>	<p>44:8 48:2,3  50:14 54:12,22  63:4,9 72:1  79:13 81:16  85:12 87:9,11  <b>reared</b> 48:19  <b>reason</b> 21:16 22:8  <b>reasons</b> 51:5  <b>re-awards</b> 53:18  74:1  <b>receive</b> 12:20  28:21 49:20 50:1  54:6,13  <b>received</b> 0:7 6:7  19:12 29:1,17  31:13 33:7 38:7  54:9  <b>recently</b> 76:9  <b>receptionist</b> 46:20  <b>recipients</b> 61:22  <b>reciprocal</b> 89:9,13  <b>reciprocate</b>  88:11,14  <b>reciprocating</b>  88:15  <b>recognize</b> 11:19  43:8  <b>recognized</b> 10:19  <b>recommend</b> 67:19  <b>recommendation</b>  66:6 70:18 71:20  78:21 81:2  <b>recommendations</b>  9:12 12:21 16:5  26:7 44:22 58:3  66:10 67:13  87:13 89:22</p>
--	--	--	---

Capital Reporting Company

Meeting 06-17-2010

Page 19

<p><b>recommending</b> 24:19</p> <p><b>record</b> 27:20 30:4 44:7,21 91:7</p> <p><b>recorded</b> 44:1 91:5</p> <p><b>recording</b> 27:18</p> <p><b>records</b> 29:13 30:5 36:3 85:19,20 86:17,21</p> <p><b>redesigning</b> 58:14</p> <p><b>reduced</b> 91:5</p> <p><b>refer</b> 58:8</p> <p><b>referred</b> 61:1</p> <p><b>reflect</b> 39:9 47:6 48:14</p> <p><b>reflected</b> 15:4</p> <p><b>reflective</b> 61:13</p> <p><b>reflects</b> 15:2</p> <p><b>regard</b> 15:12 43:20 44:16 52:7 72:17</p> <p><b>regarding</b> 10:12,17</p> <p><b>regardless</b> 84:15</p> <p><b>regards</b> 25:8</p> <p><b>region</b> 8:8 45:21</p> <p><b>regional</b> 45:10</p> <p><b>register</b> 82:18</p> <p><b>regularly</b> 54:15</p> <p><b>regulations</b> 21:3</p> <p><b>reinforce</b> 52:2</p> <p><b>re-issuing</b> 81:4</p> <p><b>reiterate</b> 57:13</p> <p><b>reiterating</b> 6:9</p>	<p><b>related</b> 7:19 9:14 10:18 45:12 70:22 86:14 87:1 91:8</p> <p><b>relates</b> 14:5,6 44:10</p> <p><b>relation</b> 60:20</p> <p><b>relations</b> 3:10 6:22</p> <p><b>relationship</b> 13:7 19:10</p> <p><b>relationships</b> 19:9</p> <p><b>relative</b> 8:11 63:8 75:8 91:10</p> <p><b>reliance</b> 59:12</p> <p><b>relies</b> 31:12</p> <p><b>reluctance</b> 21:22</p> <p><b>relying</b> 85:14</p> <p><b>remarks</b> 8:1</p> <p><b>remedies</b> 0:16 21:17 22:1</p> <p><b>remedy</b> 26:7 39:13 42:8</p> <p><b>removal</b> 86:22</p> <p><b>rental</b> 49:1</p> <p><b>repeat</b> 54:13 69:4 75:19,21 76:6</p> <p><b>repetitive</b> 28:1</p> <p><b>report</b> 20:4 27:15 31:10 35:5,12 41:15 44:1,2,7 54:1,6 56:6,7,8 73:11</p> <p><b>reported</b> 1:22 54:14</p> <p><b>REPORTER</b> 52:10 55:8</p>	<p><b>Reporting</b> 1:22</p> <p><b>reports</b> 30:17</p> <p><b>represent</b> 60:15</p> <p><b>representation</b> 63:13</p> <p><b>representative</b> 90:5</p> <p><b>representatives</b> 4:6 10:7</p> <p><b>representing</b> 53:5 64:18</p> <p><b>require</b> 60:7 62:17</p> <p><b>required</b> 30:15 32:5,12 35:10 40:11 49:20</p> <p><b>requirement</b> 30:13 48:4 75:2 82:6</p> <p><b>requirements</b> 14:7 21:18 22:10 32:6,11,19 40:19 58:10,12,16 65:9 67:2</p> <p><b>requires</b> 9:9 12:6 17:17 22:8 25:9 34:17</p> <p><b>requiring</b> 42:10</p> <p><b>research</b> 13:10 15:10</p> <p><b>resources</b> 68:7</p> <p><b>respect</b> 85:19</p> <p><b>respected</b> 57:3</p> <p><b>respond</b> 3:17</p> <p><b>response</b> 71:20</p> <p><b>result</b> 12:3 19:7 21:2,13 72:16</p> <p><b>resulted</b> 11:2</p>	<p><b>resume</b> 83:14</p> <p><b>retained</b> 7:11 21:6</p> <p><b>retired</b> 51:3</p> <p><b>return</b> 35:5</p> <p><b>returns</b> 35:3</p> <p><b>reveals</b> 30:16 31:17</p> <p><b>revenues</b> 65:11</p> <p><b>reversed</b> 32:4</p> <p><b>review</b> 18:15</p> <p><b>RFPs</b> 58:4</p> <p><b>rich</b> 45:3</p> <p><b>Richmond</b> 21:10,11 72:7</p> <p><b>ridiculous</b> 80:18</p> <p><b>rigorous</b> 17:17 40:18</p> <p><b>risk</b> 49:7</p> <p><b>Road</b> 1:10</p> <p><b>Rodney</b> 68:17</p> <p><b>role</b> 7:3</p> <p><b>roles</b> 70:5,7</p> <p><b>roll</b> 43:15</p> <p><b>rollers</b> 54:2,3</p> <p><b>room</b> 4:3,15 15:17 33:6,11 52:9 70:13</p> <p><b>root</b> 14:9</p> <p><b>roughly</b> 54:8,9</p> <p><b>Roy</b> 85:10</p> <p><b>Rudy</b> 57:5</p> <p><b>rule</b> 39:18</p> <p><b>rules</b> 14:10</p>
--	--	--	--

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 20

<p><b>run</b> 20:20</p> <hr/> <p><b>S</b></p> <hr/> <p><b>sacrifice</b> 11:19</p> <p><b>SANITATION</b> 1:8</p> <p><b>satisfies</b> 62:21</p> <p><b>saw</b> 4:14 88:2</p> <p><b>SBA</b> 21:2</p> <p><b>scale</b> 89:1</p> <p><b>schedule</b> 3:13 8:18 10:11 43:17</p> <p><b>schedules</b> 6:3</p> <p><b>seat</b> 64:12</p> <p><b>seated</b> 7:13</p> <p><b>seats</b> 3:6</p> <p><b>second</b> 55:4 67:18 71:7</p> <p><b>section</b> 54:1</p> <p><b>secure</b> 19:10 44:12</p> <p><b>secured</b> 29:10</p> <p><b>seek</b> 12:21 34:17</p> <p><b>seeking</b> 49:2</p> <p><b>seen</b> 51:15 76:9</p> <p><b>selected</b> 76:12</p> <p><b>selection</b> 10:6 17:8 47:18 75:1</p> <p><b>self-declared</b> 62:16</p> <p><b>sell</b> 33:9 47:3</p> <p><b>selling</b> 46:18</p> <p><b>Senator</b> 4:11 64:13</p> <p><b>send</b> 85:13</p> <p><b>senior</b> 6:18 7:9,16</p>	<p>64:7</p> <p><b>sense</b> 38:7 51:17 87:11</p> <p><b>sensitive</b> 44:4</p> <p><b>separate</b> 56:12</p> <p><b>separated</b> 67:14 84:9</p> <p><b>separating</b> 27:1</p> <p><b>series</b> 36:20</p> <p><b>served</b> 5:10</p> <p><b>serves</b> 5:7</p> <p><b>service</b> 15:22 16:1 56:7</p> <p><b>serviced</b> 34:21</p> <p><b>services</b> 0:4 26:21,22 27:1,6 53:16 56:11 58:14 63:15 68:18,22 69:22 76:11</p> <p><b>sets</b> 8:16</p> <p><b>several</b> 59:5 73:15</p> <p><b>sewer</b> 83:10</p> <p><b>shake</b> 70:16</p> <p><b>share</b> 75:6</p> <p><b>sharing</b> 90:6</p> <p><b>Sheila</b> 15:17</p> <p><b>she's</b> 74:6</p> <p><b>shorter</b> 47:16</p> <p><b>shown</b> 87:10</p> <p><b>sides</b> 53:9</p> <p><b>sign</b> 53:9</p> <p><b>significance</b> 6:2</p> <p><b>significant</b> 32:22</p>	<p>34:20 42:6,15</p> <p><b>signing</b> 53:8</p> <p><b>similar</b> 66:15 82:18</p> <p><b>similarly</b> 78:14</p> <p><b>Simmons</b> 73:19,20 75:14</p> <p><b>simplest</b> 28:10</p> <p><b>simplistic</b> 28:6</p> <p><b>simply</b> 0:15 73:9</p> <p><b>SIMTRAC</b> 82:11,14,17</p> <p><b>sir</b> 52:16 57:4 65:2 66:10,16 68:14 82:1,22 85:9</p> <p><b>sit</b> 70:13 84:17</p> <p><b>Sitting</b> 6:20</p> <p><b>situated</b> 78:15</p> <p><b>situation</b> 19:22 69:9 80:21</p> <p><b>situations</b> 19:11</p> <p><b>six</b> 64:4 83:7 84:10</p> <p><b>size</b> 38:12,19,20 39:3,8 40:10 76:5,12</p> <p><b>sized</b> 69:14</p> <p><b>skills</b> 15:16 76:17</p> <p><b>slide</b> 27:12 86:12</p> <p><b>SLMBE</b> 4:2,6 7:8 10:15 57:9,17 66:21 84:3,9</p> <p><b>small</b> 14:1 20:15 34:13 38:15,22 46:5,6,9,13 54:7 57:11 59:10 60:22 65:4,8,12</p>	<p>66:11,13,19 67:1,7 68:1,7 69:7 70:13 73:21 76:2 78:11,13 82:4,21 84:6,14 89:1,2,6,19,20</p> <p><b>smaller</b> 67:4,10 68:10,12</p> <p><b>SOB</b> 82:3</p> <p><b>SOBs</b> 82:10</p> <p><b>social</b> 20:17 21:4</p> <p><b>Soft</b> 27:14</p> <p><b>solicitation</b> 80:14,15</p> <p><b>solicitations</b> 16:22 17:7 88:19,22</p> <p><b>solutions</b> 57:6</p> <p><b>somebody</b> 78:4</p> <p><b>someone</b> 69:2</p> <p><b>someplace</b> 15:18 19:13</p> <p><b>sorry</b> 70:6 77:13</p> <p><b>sort</b> 33:20 57:10 71:6 89:17</p> <p><b>sorts</b> 65:9</p> <p><b>sound</b> 11:2</p> <p><b>soup</b> 84:5</p> <p><b>source</b> 28:18 31:4 36:7 42:21 44:11 51:9</p> <p><b>sources</b> 28:7 34:2 36:11 37:4,11</p> <p><b>speak</b> 9:16 16:2 27:9 54:20 61:15 78:5 87:22</p> <p><b>speakers</b> 2:3 3:17</p>
---	---	---	---

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 21

<p>44:7  <b>speaking</b> 44:5 74:6  <b>speaks</b> 17:5,6  <b>special</b> 14:13  <b>specialized</b> 15:15  <b>specific</b> 3:12,17  10:10 24:7 73:10  <b>specifically</b> 7:12  <b>specified</b> 30:19  <b>speech</b> 52:15  <b>spend</b> 16:17 31:11  <b>spends</b> 67:6  <b>spent</b> 6:13 19:3  41:10 67:9  <b>spoke</b> 73:22  <b>sponsor</b> 7:9,10  64:6,7  <b>spread</b> 60:6  <b>SRD</b> 15:17  <b>staff</b> 4:2 6:18 7:17  8:2 10:14,15  14:22 15:2  <b>standard</b> 36:2  37:21 67:13  <b>standards</b> 17:18  76:5  <b>standpoint</b> 74:21  75:4 76:20  <b>start</b> 8:1 30:11  32:14 59:11  63:11 69:13  <b>started</b> 77:10  84:17,19  <b>starting</b> 8:1 74:16  <b>starts</b> 16:21</p>	<p><b>state</b> 5:22 36:8  38:17 49:21  52:17 59:7 76:9  88:14 91:18  <b>statement</b> 68:20  <b>statements</b> 30:9  <b>states</b> 14:3  <b>statistical</b> 8:9 11:1  16:3,12 17:10  24:11 25:13  47:12 74:21 75:4  76:20 77:4,6  <b>statistically</b> 39:15  42:6,15  <b>statistics</b> 75:20  81:21  <b>status</b> 62:9,16  <b>Stella</b> 55:12  <b>Stella's</b> 55:12  <b>Stephen</b> 52:19  <b>stereotypic</b> 46:17  <b>stereotyping</b> 45:13  <b>stimulating</b> 9:4  <b>straightforward</b>  29:12  <b>strategic</b> 6:21 32:3  <b>strategies</b> 19:5  27:19 51:14  <b>strategy</b> 16:10  37:17 71:13  <b>Stretcher</b> 70:20  <b>strict</b> 17:17 58:12  <b>strictly</b> 10:9  <b>strive</b> 13:16  <b>structure</b> 24:20</p>	<p><b>Student</b> 1:10  <b>studies</b> 10:21,22  11:2 13:21 15:8  22:9 48:6 72:6,7  <b>study's</b> 10:10  <b>stuff</b> 69:8 80:12,18  88:20  <b>sub</b> 25:22 26:1,15  27:9 29:1 30:7  65:16,20  70:11,12  <b>subcontract</b> 19:2,3  29:17 40:3 42:3  65:7  <b>subcontracting</b>  25:2,12 30:1  31:9,10 39:21  40:6 42:9  <b>subcontractor</b>  29:14,18 50:5  51:11 86:16  <b>subcontractors</b>  18:19,20  25:11,16  30:10,21 31:11  49:21 50:3,6  82:19  <b>subcontracts</b>  18:15,22 25:5  26:2 27:21 30:6  39:22 40:1,22  41:2  <b>subject</b> 18:14  <b>subjected</b> 58:15  <b>submit</b> 39:20  83:14  <b>submitted</b>  32:15,19 33:1</p>	<p><b>submitting</b> 32:16  <b>subsequent</b> 12:7  20:22 76:18  <b>Subsequently</b> 21:6  <b>subsidize</b> 89:20  <b>substitute</b> 47:12  <b>substitution</b> 86:21  <b>SUBURBAN</b> 1:8  <b>success</b> 12:19  <b>successful</b> 19:9  32:16 36:5 38:9  47:22 50:2 63:20  76:22 78:16  <b>successfully</b> 22:9  31:22 32:4 34:10  <b>sufficient</b> 47:19  72:3 87:12  <b>sufficiently</b>  0:10,11 30:2  <b>suppliers</b> 49:1,17  <b>supplies</b> 49:2,5  <b>support</b> 6:10  <b>suppose</b> 46:22  77:10  <b>supposed</b> 77:19  <b>Supreme</b> 12:6  14:10 20:18  21:9,18  <b>sure</b> 4:20 6:13 8:2  9:20 15:20 25:14  52:10 55:9 61:12  66:3 68:4 72:1  90:4  <b>surfaced</b> 48:5  <b>surrender</b> 52:5  <b>survey</b> 31:5,9,17</p>
---	--	---	---

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 22

<p>44:17 52:3,22 58:7,8 90:4</p> <p><b>sustain</b> 11:22</p> <p><b>systemic</b> 21:20 22:16</p> <p><b>systems</b> 89:17</p> <hr/> <p style="text-align: center;"><b>T</b></p> <hr/> <p><b>tailor</b> 72:15</p> <p><b>tailored</b> 0:17 22:1</p> <p><b>taking</b> 13:8</p> <p><b>talk</b> 4:2 8:17 12:16 14:8 16:8 19:4 25:20 33:17 43:16 46:4 49:13 69:1,2 73:6 88:1 89:13</p> <p><b>talked</b> 80:2</p> <p><b>talking</b> 43:6 53:10 67:11 74:1 77:9 79:2 84:18</p> <p><b>talks</b> 69:6</p> <p><b>Talub</b> 85:10 87:17</p> <p><b>target</b> 35:7 63:7</p> <p><b>targeted</b> 58:4</p> <p><b>targeting</b> 63:8</p> <p><b>task</b> 18:17 24:22</p> <p><b>tasks</b> 28:16</p> <p><b>tax</b> 35:3,5</p> <p><b>taxes</b> 35:12</p> <p><b>taxing</b> 61:6</p> <p><b>Taylor</b> 4:17</p> <p><b>tea</b> 12:15</p> <p><b>techniques</b> 33:16</p> <p><b>telephone</b> 43:14</p>	<p><b>ten</b> 56:1,13</p> <p><b>term</b> 9:20</p> <p><b>terms</b> 22:7 26:10 52:20 58:13 63:1 68:11 71:11 73:9,16 75:16</p> <p><b>testimony</b> 91:4,9</p> <p><b>thank</b> 3:8 5:16,19 7:22 11:12,16 12:1 20:12 25:20 37:15 52:17 54:15 58:1 64:1 65:1 66:12,14 68:14,16,17 70:17 71:22 81:21,22 82:12 85:9 86:9 87:17 90:2,3,6</p> <p><b>that's</b> 5:4 6:13,14 7:7 8:15 18:5 19:4 22:18 25:3,6 26:9 27:7 28:9 29:3 34:21 36:2 39:18,21 40:17 43:17 44:17 45:15,22 46:5 49:12 51:15 54:11 55:20 56:2,20 58:6,17 59:2,13,22 61:16,18 62:11,19,21 74:21 75:2,9,17 76:5 78:12 81:6 85:2 88:12 89:10,15</p> <p><b>themselves</b> 43:13 50:6,9 86:1</p> <p><b>thereafter</b> 71:21 88:2 91:5</p>	<p><b>therefore</b> 39:16</p> <p><b>therein</b> 17:1</p> <p><b>there's</b> 4:10 27:4 30:17 32:21 44:6 45:8,10,14,17 48:15 49:18,19 52:13 59:12 60:3 62:3 67:20 70:18 79:17 87:4</p> <p><b>They'll</b> 26:3</p> <p><b>they're</b> 25:7 32:17 33:4,21 35:6,8,9 47:22 49:2 58:10 62:2 74:12 78:14 80:8,13,18 88:20</p> <p><b>third</b> 22:3 42:17,18 61:4 68:21</p> <p><b>thoughts</b> 13:5</p> <p><b>threshold</b> 40:7</p> <p><b>thriving</b> 47:22</p> <p><b>throughout</b> 47:5</p> <p><b>thus</b> 39:7 42:3</p> <p><b>tied</b> 24:17</p> <p><b>tight</b> 70:9</p> <p><b>tightly</b> 36:19</p> <p><b>Tillman</b> 10:8,19 11:9 12:10</p> <p><b>Tillman's</b> 11:1</p> <p><b>timeframe</b> 8:21 73:8</p> <p><b>timeline</b> 71:8</p> <p><b>Tino</b> 7:14</p> <p><b>title</b> 53:3</p> <p><b>titles</b> 62:12</p> <p><b>today</b> 6:1,15 20:6</p>	<p>33:6 38:19 44:16 52:15 53:5,7 71:3 73:4 87:19 90:1</p> <p><b>tool</b> 44:15 78:12</p> <p><b>top</b> 58:19</p> <p><b>total</b> 41:9</p> <p><b>touch</b> 31:2 65:11</p> <p><b>Towanda</b> 7:1,7 64:7</p> <p><b>toward</b> 0:12</p> <p><b>towards</b> 57:21 58:11</p> <p><b>track</b> 18:19</p> <p><b>tracking</b> 30:17</p> <p><b>trade</b> 36:10</p> <p><b>training</b> 57:7</p> <p><b>transactions</b> 26:20</p> <p><b>transparency</b> 9:14</p> <p><b>transparent</b> 29:14 72:19</p> <p><b>transportation</b> 21:7 62:1</p> <p><b>Trieter</b> 77:14</p> <p><b>true</b> 56:20 91:7</p> <p><b>truly</b> 53:19</p> <p><b>trust</b> 12:1 16:10 44:19</p> <p><b>try</b> 22:11 33:16 37:17 50:3 63:3 72:18</p> <p><b>trying</b> 0:8 11:18 22:17 35:17 50:6 63:12 76:1 77:15</p> <p><b>tuck</b> 46:12</p> <p><b>Tucker</b> 83:1,2</p>
--	--	---	---

(866) 448 - DEPO

www.CapitalReportingCompany.com

© 2010

Capital Reporting Company

Meeting 06-17-2010

Page 23

<p>85:8  <b>turn</b> 20:7 36:10  50:22 51:21  58:17 63:5 71:2  <b>two-for</b> 88:4  <b>type</b> 13:1 15:1  46:10  <b>types</b> 26:9  <b>typewriting</b> 91:6</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p><b>U.S</b> 20:15 59:8  62:1  <b>U.S.A</b> 60:16  <b>ultimate</b> 30:6  <b>ultimately</b> 29:21  64:2 77:1 87:13  <b>unable</b> 28:17  <b>underpinnings</b>  20:9  <b>understand</b> 4:11  6:4 7:17 72:1  <b>understanding</b>  12:3,5 14:5  15:15 65:10  71:1,7 82:17  <b>understood</b> 13:12  <b>undertake</b> 6:4 7:4  <b>undertaking</b> 7:19  9:16 72:17,22  <b>underutilization</b>  21:20 42:5,16  <b>underutilized</b>  39:15  <b>underway</b> 3:14  <b>uneasy</b> 54:2</p>	<p><b>Unfortunately</b>  52:13  <b>unified</b> 61:20 62:3  68:22  <b>unique</b> 28:1  <b>unless</b> 43:15 79:14  <b>unlikely</b> 7:7  <b>unrated</b> 5:12  <b>unsuccessful</b> 32:18  36:5  <b>updated</b> 22:4  <b>updates</b> 4:8  <b>upon</b> 9:17 11:3  31:12 76:18 90:5  <b>Urban</b> 82:5  <b>useable</b> 13:17  <b>useful</b> 78:22  <b>utility</b> 14:1  <b>utilization</b> 0:7,11  16:13 26:2 30:1  35:20 36:1 42:18  49:22 56:17  75:15  <b>utilize</b> 0:9 69:21  <b>utilized</b> 11:1 16:14  24:9,10 28:6</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p><b>V.J</b> 15:21  <b>vain</b> 80:15  <b>Valentino</b> 7:14  <b>valid</b> 86:5  <b>valuable</b> 13:1  <b>value</b> 29:11,12  <b>values</b> 9:14,17</p>	<p><b>variety</b> 51:5  <b>various</b> 25:11  27:13 29:2 36:8  37:8 45:7 64:11  73:14  <b>vendor</b> 36:5 49:8  <b>vendors</b> 48:22  54:9  <b>verified</b> 28:9 29:21  <b>verify</b> 28:4 36:13  37:3  <b>vetted</b> 8:22  <b>vetting</b> 72:3  <b>view</b> 26:4 43:9,10  <b>views</b> 43:9  <b>Virginia</b> 88:14  <b>virtual</b> 18:8 34:15  59:2,4  <b>visible</b> 30:11  <b>vista</b> 31:8  <b>voice</b> 44:2 53:15  54:19  <b>volunteering</b>  50:19  <b>voted</b> 8:13</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p><b>wait</b> 72:15  <b>wake</b> 15:11  <b>walk</b> 4:15  <b>warm</b> 5:13  <b>warranties</b> 30:19  <b>Warren</b> 83:1  <b>WASA</b> 5:10,11  <b>Washington</b> 1:8</p>	<p>68:21  <b>water</b> 5:11 83:10  <b>Watts</b> 1:22  91:2,16  <b>ways</b> 10:13 30:3  81:20  <b>WBE</b> 60:21  <b>wealth</b> 6:12 66:4  <b>web</b> 57:6  <b>website</b> 4:9 58:15  <b>We'd</b> 24:7  <b>Wednesday</b> 1:13  <b>weekend</b> 43:18  <b>welcome</b> 3:11 4:12  5:13 51:9 81:22  <b>we'll</b> 8:17 34:2  38:4 39:22  41:3,16,17 54:19  56:4,14,17 59:9  68:15 70:18 72:2  73:11 85:5 89:22  <b>we're</b> 4:20 6:4 7:4  8:17 9:16 13:11  15:12 18:6,8  26:6,12,18,22  28:3,6,17 30:4  35:16 36:3 39:16  43:19  44:3,4,8,16  52:21 58:14,21  59:13,20 62:9  63:12,17 64:10  66:14 69:15 70:7  72:12,22 73:7,15  77:14 87:15  89:16  <b>we've</b> 4:3 6:20  10:12 13:22  16:16 17:14</p>
--	---	--	--

Capital Reporting Company

Meeting 06-17-2010

Page 24

<p>22:8,10 39:10 46:2 51:12 60:21 63:20 69:22 80:2</p> <p><b>whatever</b> 19:18 56:2</p> <p><b>what-have</b> 65:6</p> <p><b>when's</b> 74:5</p> <p><b>whereas</b> 65:18</p> <p><b>Whereupon</b> 90:8</p> <p><b>wherever</b> 54:19</p> <p><b>whether</b> 0:3 34:18 37:1 39:5 43:2 45:20,21 47:5 74:17</p> <p><b>whine</b> 70:14</p> <p><b>white</b> 7:13 41:16 62:4 63:6</p> <p><b>whole</b> 68:13 69:17</p> <p><b>whom</b> 43:7 59:15 91:2</p> <p><b>who's</b> 6:17 12:9 22:19 69:2 74:10 80:16</p> <p><b>whose</b> 21:7 51:4 74:2</p> <p><b>wide</b> 37:13 60:6</p> <p><b>wife</b> 15:18</p> <p><b>wife's</b> 84:20</p> <p><b>willing</b> 0:1 17:22 18:4,7 22:20 26:1 31:19 32:13,16,20 33:12,14,22 34:5 35:15,18 37:1,2,5,16,19,2 0 38:3 39:10 42:2 52:21</p>	<p><b>willingness</b> 36:12,13 60:11</p> <p><b>wish</b> 47:3 54:19</p> <p><b>woman</b> 62:18 73:21</p> <p><b>women</b> 11:5 14:15,17,18 19:3 22:15 24:5,12 34:7,22 37:9 38:6 41:12,16,17 55:18,22 56:19 60:15 61:2 62:5 63:6</p> <p><b>women-owned</b> 8:10 9:5 55:15 56:14 61:11</p> <p><b>work</b> 0:4 8:19 12:8 13:1,6,12 14:22 15:14 16:9 17:20 18:6 19:13 22:19,21 25:18 26:5 27:22 30:15 31:15 37:22 38:2 40:5 45:16,19 48:12 52:6,19 65:6 66:20,21 68:2,3,8,10 72:8 75:17 76:18 77:1 78:2,4 84:12 85:1,17</p> <p><b>worked</b> 14:1,2,3 17:15 51:13 54:8</p> <p><b>working</b> 13:19 35:8 73:14</p> <p><b>world</b> 27:13 30:18 49:18</p> <p><b>worry</b> 84:20</p> <p><b>worth</b> 59:21</p> <p><b>woven</b> 71:18</p>	<p><b>write</b> 4:4 69:20 85:15</p> <p><b>written</b> 57:9,10</p> <p><b>WSSC</b> 3:10,15 4:1 5:2,8 6:7,13,18 9:19 10:16,18 54:22 64:4,18 65:19 66:3 69:22 70:1 73:3 83:8,20 84:16</p> <p><b>wsscwater.com</b> 4:9</p> <hr/> <p style="text-align: center;"><b>Y</b></p> <hr/> <p><b>yesterday</b> 5:2 6:7 71:17 72:20 73:2</p> <p><b>yet</b> 25:4 27:3 33:15 37:17</p> <p><b>yield</b> 76:20</p> <p><b>yields</b> 36:9</p> <p><b>York</b> 21:7</p> <p><b>you'll</b> 33:13</p> <p><b>young</b> 69:1 73:22</p> <p><b>you've</b> 33:12 40:22 51:11 85:4</p> <hr/> <p style="text-align: center;"><b>Z</b></p> <hr/> <p><b>zero</b> 69:15</p>	
---	--	---	--