

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

NATIONAL INDIAN GAMING COMMISSION MEETING
HELD ON OCTOBER 23, 2012, BEGINNING AT 9:12 A.M.
DOWNSTREAM CASINO
QUAPAW, OKLAHOMA

Job No. NJ1334455
REPORTED BY: Cheryl J. O'Meilie, C.S.R.

1 PROCEEDINGS

2 MR. LITTLE: We're going to get started
3 here. My name is Dan Little. I'm the associate
4 commissioner here with the National Gaming
5 Commission. I welcome you all to this -- the
6 wonderful Downstream Casino. I want to start off
7 by introducing Barbara Collier here, with
8 Downstream and the Quapaw Tribe, to make some
9 introductions.

10 MS. COLLIER: Morning, everybody.

11 ATTENDEES: Morning.

12 MS. COLLIER: Good morning, everybody.

13 ATTENDEES: Good morning.

14 MS. COLLIER: It's really wonderful to
15 have you all here to be at our beautiful facility.
16 We like to have guests and -- and make you all feel
17 like you're really something special. If that
18 doesn't happen and you happen to have a complaint,
19 just see the guy with the yellow shirt.

20 This morning we have the vice chairman of
21 our business committee, Thomas Matthews, and I'd
22 like to introduce him to give you all a few words
23 and then we'll turn it over to the NIGC. Again,
24 welcome, and we hope you can all stay for the
25 meetings tomorrow and the next day for OTGRA, but

1 if not, well, we're really glad that you were here.

2 MR. MATTHEWS: I'd like to welcome
3 everybody here. We like to see you. Thank you for
4 coming to do this and all the tribal leaders and
5 everybody who has come here today for this, you
6 know, to our beautiful facility. Like we said,
7 we're very proud of it and like to welcome all the
8 guests and hope you enjoy your stay or your time
9 here and hopefully you'll be here for the meetings
10 tomorrow and the next day if you can make it.

11 They're very informative and good. I hope today is
12 a very beneficial day for everybody and I'd like to
13 thank everybody for coming and enjoy your day.

14 Well, we have refreshments and everything, so make
15 it a good day and thanks, NIGC. And they're here
16 to see what we can get accomplished, so.

17 MR. LITTLE: Thank you, Mr. Matthews and
18 thank you, Barbara. Like I said, my name is Dan
19 Little, I'm with the National Gaming Commission.
20 I'm the associate commissioner. It's hard to
21 believe, but I'm actually quickly coming up on the
22 end of my three-year term on the Commission. I was
23 appointed in April of 2010 by Secretary Salazar and
24 I can't tell you how quickly this -- this term has
25 really gone by. But I tell you, it's very exciting

1 to be out while -- I guess, consulting on a
2 strategic plan might seem kind of boring. It's
3 very exciting to get back out to Indian Country and
4 -- and see all of you. It is obviously a very nice
5 treat to come and visit Downstream. I -- I've
6 known Barbara and Tom and -- and Chairman Berry and
7 many other members of the tribe for a long time,
8 including your assistant general manager, Jamie
9 Cummings, who is from Foxwoods, from where I -- I
10 come from, so I've always wanted to get out here
11 and I'm -- I'm very glad that we were able to make
12 it -- make this -- this work. I know there was
13 some issues with the construction, but as all of
14 you know, all from Oklahoma, if Barbara gets her
15 mind on something it's going to happen and she did,
16 so I want to thank you very much, Barbara, because
17 without you it -- we wouldn't be at -- we'd be at
18 the Holiday Inn down the street, so --

19 MS. COLLIER: Thank you.

20 MR. LITTLE: -- thank you --

21 MS. COLLIER: Yes.

22 MR. LITTLE: -- very much.

23 MS. COLLIER: We're glad it worked out.

24 MR. LITTLE: Yes, thank you.

25 MS. COLLIER: By the way, before I forget,

1 Jamie wants to see you while you're here.

2 MR. LITTLE: I will definitely see her,
3 yes, thank you.

4 First, I want to send regards on behalf of
5 Chairwoman Stevens and Vice Chairman Cochran.
6 Neither of them could be here. They're -- they're
7 in D.C. doing many of the important things that the
8 Commission does. I also want to recognize some of
9 our -- our staff that we have with us here. Next
10 to me is Sarah Walters, she's counselor to the
11 Chair. Across the table is Dawn Houle, she's our
12 -- our new chief of staff. Next to her is Nicole
13 Peveler and she's with our audit division. And
14 then also from our -- our Tulsa region, we have Tim
15 Harper, he's a regional director behind me here.
16 Brian Moody, he -- I think he was out front. Cara
17 Simmons -- Brian's in the back of the room, sorry.
18 Cara and Christina Jannisen.

19 MR. HARPER: Jamison.

20 MR. LITTLE: Jamison, I'm sorry. They're
21 from our Oklahoma reg- -- our Tulsa region.

22 Also, if -- you probably are aware, we
23 have a transcriptionist here. Her name is Cheryl.
24 Just a little housekeeping, if you're going to
25 speak please state your name and the organization.

1 Hey, there's Janie in the back. Hi.

2 MS. COLLIER: I started to say, "There's
3 Janie."

4 MR. LITTLE: There's Janie.

5 All right. So if you're going to speak at
6 the mike, please state your name and your
7 organization.

8 Next I'd like to kind of go around the
9 room and maybe do some introduction. There's some
10 -- there's some empty seats here at the table and
11 invite anybody to come up -- come up and sit. I
12 know a lot of times we think it's for tribal
13 leaders, but, you know, the Commission recognizes
14 that the tribe -- tribal council are elected
15 officials, have a lot of priorities and they may
16 designate someone else to speak on their behalf.
17 So if you are a tribal designee please come to the
18 table and -- and -- and sit up here.

19 Otherwise, I would like -- maybe we can
20 get one of the staff members to grab a mike and if
21 they're -- I guess they're not really wireless.
22 Maybe -- yeah, we do have a wireless mike. We can
23 go around the room and -- and do some introduction.
24 We can start over here next to Dawn.

25 MR. JOHNSON: I'm Nelson Johnson, I'm a

1 Muscogee Creek Nation gaming commissioner.

2 MS. HUBER: Good morning. I'm Bernadette
3 Huber. I'm with the Iowa Tribe of Oklahoma Gaming
4 Commission.

5 MR. KETCHUM: Dee Ketchum, past chief of
6 the Delaware Tribe.

7 CHIEF FOLLIS: Chief Bill Follis, Modoc
8 Tribe.

9 CHIEF FROMAN: Chief John Froman, Peoria
10 Tribe.

11 MR. STEVENS: Granthum Stevens, Pawnee
12 Nation, Oklahoma.

13 MS. LASH: Robin Lash, Miami Tribe.

14 MR. WOOD: Richard Wood, Seneca-Cayuga
15 gaming commissioner.

16 CHIEF HARJO: Leonard Harjo, Principal
17 Chief of the Seminole Nation of Oklahoma.

18 MS. PENZ: Paula Penz, Choctaw Gaming
19 Commission.

20 MS. MORAGA: Sheila Moraga, Oklahoma
21 Indian Gaming Association.

22 MS. IMPSON: Lisa Impson, Chickasaw Nation
23 Division of Commerce.

24 MR. LITTLEAXE: Troy LittleAxe, Modoc
25 Gaming Commission.

1 MR. REEDY: Chris Reedy, Butler National.

2 MS. KETCHUM: Annette Ketchum, Delaware,
3 from Bartlesville, Oklahoma.

4 MS. COBB: Judy Cobb, Modoc Tribe.

5 MS. HOMER: Elizabeth Lohah Homer, Homer
6 Law.

7 MR. MORGAN: Matthew Morgan, Chickasaw
8 Nation gaming commissioner.

9 MR. HICKMAN: Bill Hickman, Hickman Law
10 Group. We represent Delaware Nation.

11 MS. BUSBY: Kay Busby, Delaware Gaming
12 Commission.

13 MS. TRUMBLA: Rhonda Trumbula, Cherokee
14 Nation Gaming Commission.

15 MR. MCCLELLAN: Eagle McClellan, Iowa
16 Tribe of Oklahoma Gaming Commission.

17 MR. COOK: David Cook, Iowa Tribe Gaming
18 Commission.

19 MR. GUNTER: Alan Gunter, Iowa Tribe
20 Oklahoma Gaming Commission.

21 MR. MCCOSTA: Justin McCosta, Iowa Tribe
22 Gaming Commission.

23 MS. RUPPERT: Lara Ruppert, Fort Sill
24 Apache Gaming Commission.

25 MR. CAMPBELL: Ray Campbell, with Hobbs,

1 Straus & Walker.

2 MS. CUMMINGS: Jamie Cummings, assistant
3 general manager, Downstream. Welcome.

4 MR. LITTLE: Okay. Great. Thank you,
5 everyone, and welcome. I -- I -- I think it's
6 appropriate -- I want to make a couple of special
7 welcomes. We have a former vice chair of the NIGC,
8 Liz Homer over there, so I want to thank you for
9 coming today. It's always a treat to have former
10 commissioners here.

11 And then also we had two rules that went
12 final on Monday. That was the Part 547, the
13 technical standards for Class 2 Gaming and the
14 minimum internal control standards, that's Part
15 543, for Class 2. And we -- in order to get those
16 rules to a final, we did -- we did assemble a
17 tribal advisory committee and I know Robin Lash was
18 a member of that -- that TAC and so was Matt Morgan
19 and I want to say thank you to both of you for --
20 for coming along and congratulate you both on
21 helping us get that -- get those rules final, so I
22 want to say thank you to -- to all of you.

23 As we are kind of moving forward to
24 discuss the strategic plan, it's always a good idea
25 to kind of look back at where we got to, not

1 necessarily just at this -- the plan, but our
2 consultation. And I know the Commission has spoke
3 many times about Executive Order 13175 and that was
4 a -- that was established by President Clinton. It
5 was reaffirmed by President Bush and -- and -- and
6 President Obama. But it basically instructs the
7 agencies that whenever we're making any kind of
8 regulatory changes or issues of major import that
9 affects Indian tribes, that we need to consult with
10 you. Now, all of us on the Commission; the chair,
11 the vice chair and myself, prior to coming to work
12 in these positions, we -- we worked for tribal
13 governments, so we understand the issues that a lot
14 of you face. And I know one of the big issues that
15 -- that I always recognize and I think what
16 concerned a lot of the tribes was that you never
17 knew what was going to happen with a commission,
18 that oftentimes you'd wake up on Monday morning and
19 there would be something new in the federal
20 register. So we committed right off the bat that
21 we were going to stick to Executive Order 13175.
22 We're going to talk and we're going to discuss
23 issues with tribes before we make any major changes
24 or -- or any -- any moves. We did that with the
25 regulatory review and I -- I hope folks realize

1 that that was -- it was successful because of that.
2 We -- we -- we -- before we moved forward on -- on
3 our regulation, we put out drafts, so there were
4 many opportunities for comments and many
5 opportunities for input and I think we -- the end
6 result was -- was a very positive process and we
7 did get some good regulations. So we'll continue
8 with this strategic plan in those same -- in that
9 same concept. That we're going to discuss these
10 issues we have for you today, the -- a draft
11 strategic plan that, you know, being consistent,
12 we're going to talk about this. We're going to get
13 your input and ideas before we move forward through
14 the formal process.

15 Now, a little history about the strategic
16 plan. And I'm very -- very excited to see so many
17 people here today. This is the -- the -- the
18 fourth and last of our consultations. We did -- we
19 were down in Florida, we did one in the Portland,
20 Oregon region and then we also did one in Las
21 Vegas. By far, this is the best attendance, so I
22 want to thank all of you folks for being here. I
23 know this is not a very exciting topic, it really
24 isn't. And, you know, I -- I think after the third
25 consultation, I was kind of saying why are we doing

1 this thing? And then I have to look in the mirror
2 and say, well, it's your fault because I was
3 working for a tribe back in 2006 when -- when we
4 pushed Congress to include NIGC's compliance with
5 GPRA and that's Government Performance Results Act.
6 I'm looking at Nicole because she always corrects
7 me if I get that wrong. But it basically requires
8 us to do a strategic plan and it requires us to
9 consult with tribes and -- and we're doing that
10 here. I think as you read through the draft
11 strategic plan you'll -- you'll realize it's --
12 we're -- we're -- basically what we've been doing
13 over the last four years, we've -- we have
14 identified four priorities that we've talked about
15 many, many times; consultation relationship
16 building, training and technical assistance, agency
17 operations and regulatory review. We're taking
18 those and we're basically putting them into our --
19 our strategic plan and we're developing goals and
20 measurements so that you all can say -- or you can
21 look and see how well you're doing, so -- but we're
22 going to talk a lot more about that.

23 Dawn and Nicole are going to walk us
24 through a PowerPoint presentation that will explain
25 all the areas about it and -- and they'll talk

1 about it a lot more. So before I turn it over to
2 them, I just want to go over a couple more things.
3 We're scheduled to go, I think, until 1:00 o'clock
4 today. We have not gone more than probably an hour
5 or hour and a half at any of the consultations, so
6 I would imagine we will not go until 1:00 o'clock
7 today. So if we end early -- if we get to a point
8 where there's no more questions, we will -- we will
9 probably end; all right?

10 Like I said earlier, Cheryl is -- is the
11 transcriptionist. She'll be taking down everything
12 that we say because it will be posted on our
13 website in a couple of weeks. So if there's
14 anything you miss, you know, you -- you can go back
15 there and you can reference those later. Like I
16 said, if you do speak and we hope you do speak, you
17 do state your name and your organization for the
18 record.

19 This is a government-to-government
20 consultation. It's -- it's not open to the media
21 or the public. It's between the -- the National
22 Indian Gaming Commission and tribal governments.

23 And then I want to make a reminder that
24 the deadline to submit your -- your comments is
25 October 31st, so -- and in -- in -- you know, as

1 we've talked about with the regulatory review
2 process, the Commission fully reviews all of your
3 comments and that was another area where I was --
4 we were out, in the beginning, saying, yeah, we're
5 going to read all your comments, until you flood us
6 with hundreds and hundreds of comments during the
7 reg review, but actually it was really good. It
8 was a good educational process and -- and I did
9 enjoy reading them all. You know, taking back to
10 my experience working with Mashantucket Pequot, I
11 remember when issues came before the Department of
12 the Interior or the National Indian Gaming
13 Commission, the great, you know, tribal
14 associations like OIGA or NIGA would send out draft
15 form letters and say, hey, send in this letter to
16 the Commission and tell them that you're displeased
17 and very often I would take the letter and put our
18 name on it and get the tribal council member to
19 sign it and we would send it in. One of the things
20 I was very, very surprised and I was happily
21 surprised was during the regulatory review process,
22 especially during the -- the mix and the technical
23 standards, while these same associations did send
24 out these form letters, tribes didn't just put
25 their name on it, they actually sent in very good,

1 thoughtful, specific comments. And I can't tell
2 you how much I appreciate that because we took
3 those comments and they directly affected the
4 drafts and you will see the -- the comments that we
5 heard from tribes reflected in the final rules that
6 came out on Monday. So I want to thank all of you.
7 You set the bar pretty high, so any comments that
8 we see we're going to be expecting some really
9 good, poignant comments. So I do appreciate that.
10 I want to thank you for the effort. I know it's
11 not easy. I know tribes spend a lot of money to
12 participate in these consultations and I want to
13 thank you on behalf of the Commission for -- for
14 that commitment.

15 So with that, I'm going to be -- before I
16 turn it over to Dawn, is there any tribes that have
17 any opening statements that you need on the record?
18 I know sometimes you have other -- you have time
19 constraints that you're under. If you have -- if
20 you need to make an opening statement for the
21 Commission you can do that now and then we'll move
22 forward with the PowerPoint. So does anybody have
23 anything they'd like to say to start us off with?

24 (No response).

25 MR. LITTLE: Okay. If you have questions

1 you don't need to wait until the end, you can, you
2 know, raise your hand. Tim will get you a mike and
3 you can make a comment. Or if you prefer, you can
4 -- you can wait to the end of the presentation and
5 you can make your comments.

6 So with that, I'm going to turn it over to
7 Dawn.

8 MS. HOULE: Thank you, Dan.

9 Good morning, everybody, it's nice to be
10 in Oklahoma again. Good to see some friendly
11 faces.

12 I am from Rocky Boy, Montana. I'm
13 Chippewa Cree. And this is about my, I don't know,
14 couple weeks on the job as Chief of Staff, but I
15 was the previous Deputy Chief of Staff, so I'm not
16 new to NIGC, but new in this position. So I'm not
17 Paxton Myers, for those that know him. We're sorry
18 to have lost him, but he took a fabulous job with
19 his tribe and we're really excited for him. He
20 does stay in contact with us and tease us about all
21 of the luxuries he has as a tribal employee again.

22 So just a little bit about me since most
23 of you may not know me. I have a natural resource
24 background and a self-governance background, so
25 some of the people that are in the audience, that's

1 definitely how I know them, especially Leonard
2 Harjo. And I've only worked for tribes up until
3 the last couple of years working, then switching to
4 be a federal employee and I worked with Indian
5 Health Service, would be opposite tribal
6 self-governance, and then went and worked for Larry
7 EchoHawk in the Assistant Secretary of Indian
8 Affairs Office and now working with NIGC. So I
9 kind of sampled the waters in D.C. and tried lots
10 of different acts and have been here now for two
11 years, this month, with NIGC. I have a Bachelor's
12 of Science in Forestry, so people are always like,
13 "How did you make the leap to gaming?" Well, I
14 have an MBA in international business and studied
15 in Asia and actually got to go to Macao and go
16 gamble at Sands before it got converted over and
17 definitely wanted to get into the economic
18 development side of -- of what tribes are doing
19 and so I thought gaming might be the best fit, so
20 here I am.

21 So with that, I apologize. In the last
22 meeting, ten minutes and somebody was asleep in the
23 audience. I try not to take it personally, but as
24 -- but as Dan said, this -- this isn't BIA or, you
25 know, Indian Health Service, it's one subject, so

1 it's not very sexy and exciting, but I'll try to do
2 my best. And I apologize, I'm -- I'm recovering
3 from a little bit of a -- of a cold, so if I lose
4 my voice I'm going to hand it over.

5 For those that don't know our chairwoman,
6 Tracy Stevens, she's a Tulalip Tribal member. And
7 many of you know the local girl, Stephanie Cochran,
8 our vice chairwoman from Chickasaw, and then our
9 associate commissioner, Dan Little. And as Dan
10 highlighted, these are tribal consultation meetings
11 between tribal governments and the federal
12 government. And these meetings are not open to the
13 public, but the public is welcome to provide
14 comments via our website. As Dan highlighted, the
15 Executive Order 13175, we are conducting these in
16 accordance with that and so for time's sake, I
17 don't think I'll read these, but definitely we
18 encourage everybody to give us your comments and we
19 do respect you as tribal nations and -- and the
20 relationship that we have with -- with the
21 government and -- and tribes.

22 The -- this Commission has made it very
23 clear that their commitment to you is that this is
24 going to be a transparent and clear process. We
25 have posted everything that we've done on our

1 website and it's there available for you to review.
2 All of our consultations are transcribed and so if
3 you want to go and read what the regulations have
4 been doing, those are all on there now and then our
5 last couple ones for the strategic plan will be
6 posted shortly. Written comments and transcripts,
7 like I said, are posted on the website and every
8 comment is reviewed and considered. So as a former
9 forester, we have killed many trees printing out
10 all of the comments from many of the consultations.
11 Luckily, it's a renewable resource, so just plant
12 some more trees.

13 So what is strategic planning? From John
14 M. Bryson's strategic planning in public and
15 non-profit organizations, I think Bullet 2
16 highlights the best of what it is. It's a
17 disciplined effort to -- to produce fundamental
18 decisions and actions that shape and guide what an
19 organization is, what it does and why it does it,
20 with a focus on the future. And so I don't know if
21 I'm blessed or cursed, but every tribe I've worked
22 for, I've been assigned strategic planning. When I
23 went over to work for the Assistant Secretary of
24 Indian Affairs, they said go consult on our
25 strategic planning, so -- so this is my -- my gig,

1 I guess. I get to do strategic planning and it's
2 been fun, so. Because some of you may recognize
3 me. I've actually done 30 different tribal
4 consultations with DOI's strategic plan two years
5 ago.

6 With that, I'm going to turn it over to
7 one of our team members, Nicole Peveler, who was
8 actually on the last team that created the current
9 plan that we're under right now.

10 So, Nicole.

11 MS. PEVELER: Good morning. My name is
12 Nicole Peveler, formerly Aspa, so if you look at
13 the other tribal consultations you'll see that it
14 was Aspa on the transcripts. I am Navajo and I'm a
15 member of the Colorado River Indian Tribes.

16 This morning what I'm going to go through
17 is going over the various laws that affect our
18 strategic planning and as well as go over a little
19 bit of our -- our current strategic plan that we
20 have. The Government Performance and Results Act
21 of 1993, it was first designed as a pilot project
22 for federal departments and agencies to show a
23 framework of performance planning and reporting of
24 the -- the federal government, to be open to the
25 public, to show that what they're doing is what the

1 public needs, what their wants are, as well as
2 showing what they plan to do in the future. So the
3 Government Performance and Results Act, GPRA, was
4 first established in 1993, but the first plan was
5 not to be submitted until 1997, after the pilot
6 project went into effect.

7 Now, these were the big -- big federal
8 departments; DOI, DOJ. Those departments, as well
9 as the big independent agencies. It covers six
10 years of planning, with updates every three years.
11 It also required annual performance plans and
12 reports so that the public would know and those
13 that it affected them would know what is the
14 federal government doing.

15 The NIGC was not required to comply with
16 GPRA until the Native American Technical
17 Corrections Act of 2006. So that was enacted by
18 Congress on May 12th of 2006, to require NIGC to
19 comply with GPRA and its reporting structure and it
20 was linked to it because of the -- the requirements
21 on that, as well as OMB Circular A-11 described
22 more of what GPRA's requirements were. It's linked
23 the budgeting process to performance planning. So
24 what it did for NIGC is during that process in --
25 in 2006, is the budget justifications were now

1 linked to performance planning, to the first
2 strategic plan. So anything within that strategic
3 plan that NIGC identified what their goals and
4 priorities and objectives were, were linked to
5 budget. And that's what OMB Circular A-11 did, is
6 that when you're doing your budget process you also
7 should have to show your performance planning, what
8 you plan to do in the future, what you're currently
9 doing, as well as look to see if you're reporting
10 what worked and what didn't work and what you need
11 to identify to make it work better, so -- and then
12 in -- in January of 2011, the GPRA Modernization
13 Act of 2010 went into effect. Now, what the GPRA
14 Modernization Act did is it modernized the GPRA,
15 because GPRA was very generalized, it was a
16 framework for agencies to work off of. With the
17 Modernization Act, is that it informed agencies and
18 federal departments that they have to set limited
19 goals that are the highest priority of that agency,
20 as well as those goals became the objectives.

21 So if you look at the current existing
22 strategic plan for NIGC, those are very generalized
23 goals and they include a lot of objectives. Well,
24 what this new plan does, in compliance with the
25 Modernization Act, is it made those objectives the

1 new goals. It made them so that they are clear and
2 concise and specific of what NIGC is going to do.
3 So instead of being generalized, it became more
4 specific. And it also required that the plan and
5 everything that goes in with the plan, the annual
6 performance reporting, the budget linked to
7 performance, any performance plans for upcoming
8 future, that they all be posted to the NIGC
9 website. And if you look at the NIGC website, and
10 I know we're currently reviewing the NIGC website
11 and updating it so that you can find information
12 better. But on the right-hand side, when you first
13 go to NIGC.gov, under news, is the new strategic
14 plan, as well as the meetings, the PowerPoint
15 presentation, everything's on the right-hand side.
16 If you go to the left-hand side of the NIGC.gov,
17 under About Us, GPRA, that's where you'll find the
18 existing strategic plan, as well as this draft
19 strategic plan, as well as past and current budget
20 justifications.

21 So in order to comply with the
22 Modernization Act, that the strategic plans, those
23 budget justifications that contain the annual
24 performance plans, as well as the annual
25 performance reports, are all posted on the NIGC

1 website.

2 The plan also spoke about that it not be
3 -- not be less than four years, so that's what we
4 did. Instead of going over the six years like we
5 did on the current strategic plan, this draft
6 covers five years. The -- this is our existing
7 strategic plan that we currently have. It goes
8 2009 to 2014. And because of the GPRA
9 Modernization Act, that is one of the reasons that
10 we are updating our -- our strategic plan. And if
11 you look at the draft strategic plan that we're
12 going to go over today, it begins with fiscal year
13 2014. So that's -- our new plan will cover the
14 2014 year and that's when it will go into effect.

15 The existing plan covered six years and it
16 contained, like I said, broad, generalized
17 strategic goals and contains three strategic goals;
18 increase compliance, increase service and maximize
19 use of commission's resources. But it is where
20 those six objectives were, is where it became more
21 specific. So those are what we looked at when
22 drafting this new strategic plan, as well as the
23 commission's priorities, what are their highest
24 priorities. Like we went over earlier, those
25 highest priorities, as well as what those

1 objectives were in the existing plan, how far along
2 are we in looking at them, in complying with them,
3 in getting those done. So we looked at those to
4 see did we achieve them, did we not achieve them,
5 are we achieving them now, and that went into our
6 new draft strategic plan.

7 I'll hand it over to Dawn and she can go
8 over the current strategic plan.

9 MR. LITTLE: Does anybody have any
10 questions?

11 MS. HOULE: Is everybody awake?

12 So this -- and I apologize, some of this I
13 have to read to you, but I'll try not to. I know
14 that's horribly insulting, but in order to give the
15 good gist of what we're trying to talk to you,
16 there are a few slides that I'll have to -- to
17 read.

18 Our -- the current strategic plan, as we
19 keep highlighting the lines with the commission's
20 four -- four priorities, and I think there were --
21 reading to -- to use -- one, consulting in the
22 relationship building with tribal governments; two,
23 provide technical assistance and training; three,
24 continue regulatory review; and four, reviewing
25 agency internal operations. We then were proposing

1 to develop strategies to achieve those results, so
2 the new plan also identifies key performance
3 measures. So the current plan talks about outreach
4 to stakeholders is a key part of the process, to
5 gather input -- in- -- input and support for a
6 collaborative effort. The development process
7 steps that we -- that we went through, is there was
8 a team developed, we created, you know, a working
9 session from April to September, those ad hoc
10 meetings and communications developed the proposed
11 plan that we're -- that we're presenting today.
12 Senior -- we presented to senior management in July
13 and September and the draft documents are what
14 we're reviewing today. And then obviously the
15 government -- government consultation meetings were
16 scheduled and now we're in the final step of that.

17 So to give an overview of the differences,
18 as Nicole highlighted, going from broad statements
19 to more specific and meeting the -- the
20 requirements of GPRA, the -- the current mission
21 statement says, "To effectively monitor and
22 participate in the regulation of Indian Gaming
23 pursuant to the Indian Gaming Regulatory Act, in
24 order to promote the integrity of the Indian gaming
25 industry." What we're proposing with the new

1 strategic plan is that we -- we -- we highlight the
2 -- the -- that the primary mission is to work
3 within the framework created by IGRA for the
4 regulation of gaming activities conducted by tribes
5 on Indian lands, to fully recognize -- or realize
6 IGRA's goals. One, in promoting tribal economic
7 development, self sufficiency and strong tribal
8 governments; two, maintaining the integrity of
9 Indian gaming industry; and three, insuring that
10 tribes are the primary benefactory (sic) --
11 benefact- --

12 AUDIENCE: Beneficiary.

13 MS. HOULE: Thank you. Of their gaming
14 activities. And so, again, highlighting -- well,
15 what does that mean? Well, here's the three --
16 three -- three things that we would highlight. So
17 the vision statement under the current plan talks
18 about, yes, you're the primary benefactory (sic),
19 boy, that word is not working on my tongue today,
20 so I'll skip that, and we -- we expanded the vision
21 statement to read, "To adhere to the principles of
22 good government, including transparency and agency
23 accountability, to promote physical responsibility,
24 to operate with consistency and clarity, to insure
25 fairness in the administration of IGRA and to

1 respect the capabilities and responsibilities of
2 each sovereign tribal nation in order to fully
3 promote tribal economic development and self
4 sufficiency and strong tribal government." So,
5 again, going from broad statements to a little bit
6 more specifics.

7 The proposed strategic plan that we're
8 offering you today highlights five strategic goals;
9 one, the -- continuing the ACE Compliance and
10 Enforcement Initiative that the Commission, since
11 they've been on board, has talked about, as well as
12 improve technical assistance and training for
13 stakeholders, improve and update NIGC regulations.
14 So if you've done anything with NIGC over the year
15 and a half you know that they took this serious and
16 actually went out and changed the regulations and
17 many of them are going final now. The fourth,
18 improve consultation communication and relationship
19 building with tribal, federal, state regulatory
20 authorities and agencies, as well as increase
21 efficiency, transparency and accountability.

22 What we're also offering in the proposed
23 strategic plan, in establishing those strat- --
24 strategies, is to focus more on the strategic goals
25 that were -- that the -- the Commission has

1 outlined, expressing those priorities. They
2 highlighted four of them. Implementing the vision
3 and identifying immediate issues, which many tribes
4 are not shy about expressing, so we definitely take
5 those seriously. And identifying core agency
6 processes for improvement, how do we meet the
7 demands of those issues and be accountable to the
8 tribes. We outlined 12 strategies developed to --
9 to represent critical links between planning and
10 implementation and describe how the agency would
11 achieve each of those goals.

12 What we're -- what we're proposing in this
13 strategic plan is that the measures are actually
14 meaningful; are they meaningful to us, are they
15 meaningful to the tribe. Are they measurable. Why
16 are we doing what we're doing, if we -- we're not
17 tracking this. What are we routinely collecting;
18 again, is that measurable, is it meaningful to
19 anybody and is it useful. And so as you look
20 through the actual guts of the written document
21 you'll see we tried highlighting a lot of that and
22 making sure that we're meeting the key performance
23 measures.

24 We're also proposing that agency will
25 focus on key measures to guide success in achieving

1 strategic plan goals through short-term and
2 long-term actions. Clearly, we can't do it all, so
3 what can we do immediately and what can we do over
4 the next four years. So Goal 1 that we're
5 proposing is to continue the ACE Initiative. This
6 increases the availability of technical assistance
7 for -- I know a lot of tribes, some are just now
8 coming into gaming, some have been in gaming for 20
9 years. Their needs are very different, and so
10 we're -- we're offering right now a variety of
11 mixes and we're working on creating curriculum that
12 meets -- meets the variety of interest in gaming,
13 whether you're just thinking about it or whether or
14 not you've just started or whether or not you've
15 been in it 20 years.

16 And so we're also talking about providing
17 timely responses to tribes on audit findings. We
18 spend a lot of time at your facility, it only seems
19 fair and -- and makes sense that we should be
20 responsive in a timely manner so you can take
21 corrective action immediately. We're also
22 proposing that we continue to conduct site visits
23 and audit evaluations, with a particular focus on
24 improvements in tribal internal control systems, to
25 maintain the integrity of the gaming industry.

1 So in a -- in a comparison to what
2 currently exists, on the left-hand -- or left-hand
3 side, so that side; correct?

4 MS. PEVELER: Yes.

5 MS. HOULE: And is the existing -- and you
6 guys get the new improved slides because we could
7 not get those lines in our PowerPoint until now, so
8 this is actually new for -- if you looked at it
9 last week it wasn't there. This week we actually
10 got some lines in there to help the reader read
11 this, so we definitely have IT issues that we tried
12 to work -- work within our means. So one thing I
13 do miss about tribes, that most of them have the
14 most latest, greatest IT and NIGC does not, so we
15 work with what we got.

16 So anyways, so the -- the existing
17 strategies talked, again, very broad. Let's insure
18 tribes meet prerequisites to gaming under IGRA. If
19 it's blank on the right-hand side, under the
20 current draft, that's stuff that we've already
21 achieved or we're currently going to continue to
22 do. So the blanks mean they've -- that we're do-
23 -- NIGC has done it or is doing it.

24 So under the existing plan, it talks about
25 conduct uniform and consistent monitoring

1 activities. Well, we -- we're saying let's expand
2 that and conduct site visits and audits, like I had
3 read before, focusing on improvement, so let's be
4 specific about that.

5 1.1.3, perform regulatory enforcement
6 actions. We're currently doing that, so it's --
7 it's a blank, and we'll continue to do that.

8 The next one, provide formal and informal
9 guidance. Those are broad statements. We're
10 saying let's increase the availability of technical
11 assistance and so that is very clear of who we're
12 going to give it to and -- and the availability of
13 that -- of that technical assistance, as needed by
14 the tribes.

15 And then the third, improve external
16 submission response time at headquarters. We
17 expanded it and what we're proposing is provide
18 timely responses on findings to adequately allow
19 time for corrective action. So hopefully it's --
20 you know, we're trying to give a real good picture
21 of those broad statements moving more into
22 specifics and how we would achieve those.

23 So Goal 2; improve technical assistance in
24 training for stakeholders. This is -- we'll
25 provide guidance and technical assistance and

1 training and other forms of assistance to build and
2 sustain the -- the capability to prevent, respond
3 to and recover from weaknesses in internal controls
4 and violation of IGRA and NIGC regulations. So
5 that's what we're proposing under Goal 2, as well
6 as provide opportunities for tribes located within
7 all NIGC regions to participate in training.

8 So I come from the middle of nowhere in
9 Montana and I think we should continue -- what
10 we're proposing is those tribes that are in the
11 middle of nowhere, let's go out to you. We
12 shouldn't be focusing on I-5 corridors or main
13 freeways or bigger tribes. Everybody needs
14 resources and that's our job, is to go out and
15 reach out to you. So that's what we're proposing
16 under this plan. And if you looked at our training
17 agenda, our staff has definitely traveled to some
18 locations that takes -- takes us a while to get to,
19 but, hey, that's where Indian Country is, so we
20 should reach out to you.

21 So Goal 2; the comparison under the
22 existing plan, it talks about provide
23 formal/informal guidance. Well, we're expanding
24 that to say what I just read, provide guidance and
25 technical assistance and training to recover from

1 weaknesses in internal controls.

2 So under the next bullet, establish and
3 implement training programs, we're currently doing
4 that. I think there's only less than four or five
5 tribes that have not taken an NIGC training over
6 the last 20 years, so everybody should be fully
7 aware that we have training programs. We are
8 continuing to expand that, like I was talking about
9 briefly. And if you don't know about our training
10 or technical assistance programs please see Tim and
11 he'll show you how to get on our website and
12 request training. So, again, it's blank, we've
13 achieved that, we're currently doing it and we'll
14 continue to do that.

15 And then under the existing plan, it talks
16 about provide applicant background and information
17 to the tribal gaming agencies. We do that. We're
18 achieving that. If you're not on our TAP System,
19 which is Tribal Access Portal System, again, please
20 see Tim. We provide background information,
21 whatever is available to you is available --
22 whatever is available to us is available to you.
23 So I think we have a pretty good -- almost
24 everybody's part of that system. If you're not
25 familiar with it, again, Tim is your -- is your

1 man. And so what we did -- what we're proposing
2 under the current -- under the draft plan is let's
3 expand that to provide opportunities for tribes
4 within all NIGC regions. So hopefully this is
5 making sense.

6 So Goal 3; improve and update the NIGC's
7 regulations. Definitely, we've been in a
8 fast-track and over the year and a half, that the
9 Commission has been consulting with tribes. We've
10 -- we've done quite a bit in this area and so now
11 under the proposed strategic plan, we need to
12 actually implement those. We need to finalize them
13 and we need to continue to review and revise
14 regulations as they're developed through the
15 regulatory review process. This is an evolving
16 industry. We want to make sure that we're
17 responsive in keeping track and meeting the needs
18 of the industry. So the existing plan talks about
19 promulgate regulations as necessary. We're
20 proposing the draft language that I just read;
21 finalize and implement new and revised regulations
22 developed through the regulatory review process.

23 MS. COLLIER: Dawn?

24 MS. HOULE: Yes?

25 MS. COLLIER: I noticed one thing I felt

1 like, as a regulator, frontline regulator, that's
2 missing in this Number 3 goal, is intergovernmental
3 collaboration and dialogue with tribes and
4 frontline regulatory people. In the past several
5 years, my -- in my opinion, that's been very impl-
6 -- you know, implemented a couple of times and it's
7 been very productive, especially three years ago,
8 four years ago, when the technical assistance
9 regulations were divided from some of the
10 regulatory process. People took it upon
11 themselves, a collaboration of companies -- gaming
12 companies, regulators, operators, casino operators,
13 gaming operators from different fields met together
14 on several occasions and went through those
15 technical standards and regulations at that time
16 line by line, just like the TAC committee just got
17 through doing on some of the regulations this year.
18 And that has definitely been left out of this goal.
19 It was very successful then, three years ago. I
20 believe it would have been very successful and was
21 very successful this year and I think as tribes and
22 regulators we would like see that included.

23 MS. HOULE: Okay. Good comment. Do you
24 --

25 MR. LITTLE: No, that's a good point.

1 It's always -- always a good reminder that we need
2 to make sure we are out there and meeting with the
3 community that's affected, so thank you.

4 MS. COLLIER: Thank you.

5 MS. HOULE: So the final goal that we're
6 proposing is to improve consultation, communication
7 and relationship building with tribal, federal,
8 state regulatory authorities and our agencies. And
9 how are we going to do that? We're proposing the
10 -- the following three strategies; conduct
11 consultations with tribes on N- -- NIGC proposals
12 for regulations. We're making legislation
13 guidance, policy formulation or action that may
14 have a substantial direct affect on one or more
15 tribes on the relationship between tribes and the
16 federal government or on the distribution of power
17 and responsibilities between tribes and the federal
18 government. I think that was worthwhile reading to
19 you, so I apologize.

20 But the -- the second one is definitely
21 under the Open Government Initiative. NIGC has
22 certain responsibilities underneath that and so we
23 have to comply with that, as well as -- which
24 includes improving the NIGC website so that we are
25 providing the -- the agency's works and what we do

1 and -- and informing the -- the public, as well as
2 the tribes.

3 And the third is coordinate and
4 collaborate with tribal, federal, state regulatory
5 authorities and agencies using a variety of
6 mechanisms. What I've highlighted here is one of
7 the things that -- that we're currently doing, is
8 we're trying to partner with the Department of
9 Interior on their IT service since they just spent
10 several million dollars updating their IT. And as
11 an independent federal regulatory agency of the
12 Department of Interior, we're trying to partner
13 with them where we might be able to use some of
14 their purchasing power to actually update some of
15 our software using their big agreement versus our
16 little bitty, tiny speck of an agreement.

17 Also, providing more web access. They
18 have a DOI Learn System that reaches every tribe
19 that they work with and maybe partnering with them
20 in order to reach more tribes, where -- so we can
21 reach all aspects of Indian Country. And if the
22 tribe has the capability of signing onto a website,
23 we can then link up with the Department of
24 Interior's Learn, DOI Learn, and share more
25 resources on a web base instead of us coming to the

1 reservation and saving not only agency resources,
2 but tribal resources as well.

3 And one of the concerns that other tribes
4 have talked about, that if we do that, will the
5 data be safe? Yes, the -- and the Inspector
6 General is part of the Department of Interior.
7 They keep a separate server, a separate access to
8 only their data and so if we end up do -- you know,
9 we do anything with the Department of Interior,
10 that definitely your information will be secure
11 from anybody going in and utilizing it without
12 authorization. So those are some of the examples
13 of what that would mean.

14 So Goal 4, under the existing plan, talks
15 about improving the government-to-government
16 consultation process. We're proposing, under the
17 draft plan, that we expand that to what I had read
18 earlier about conducting consultations with tribes
19 on NIGC proposals for regulations and so on. The
20 existing plan talks about improve and expand
21 internal communications. Like I read previously,
22 we're proposing that we implement the NIGC's
23 responsibilities under the Open Government
24 Initiative, as defined by the Office of Management
25 and Budget's Open Government Directive of 2009.

1 And improve the NIGC's website to provide
2 information about agencies and its work, as well as
3 coordinate and collaborate with tribal and federal,
4 state regulatory authorities.

5 I said 4 was final, sorry. The last one,
6 Goal 5, increase efficiency, transparency and
7 accountability. One of the responsibilities as a
8 federal agency is we have to update and further
9 develop our policies to enhance the agency's
10 employees ability to perform their jobs
11 effectively. So we're proposing that we -- that we
12 add that into the strategic plan, as well as
13 implement and monitor a performance measurement
14 system to enhance employee performance, as well as
15 develop and maintain more integrated information
16 systems and processes that support NIGC staff and
17 functions. And this highlights, again, the DOI
18 Learn, of how do we better reach tribes, especially
19 those that are in remote areas and have limited
20 resources, using whatever partnerships that we can,
21 with federal -- existing federal agencies.

22 So as a quick review, enhance fiscal
23 discipline and transparency to -- to stakeholders.
24 That's blank because we're -- we -- we have a
25 budget process. We have a new budget system. It's

1 not new, but I guess new to me, but -- and we'll
2 continue to do that with the -- the Department of
3 Interior. As the -- their business center evolves,
4 we have to evolve. It's just part of being a
5 federal agency.

6 Improve and expand internal
7 communications. We've -- we're doing that. We're
8 posting things on the website. So, again, the
9 blank spots mean we're -- we've achieved that or
10 we're currently doing it.

11 Under the existing plan, it talks about
12 develop and implement technol- -- technol- --
13 technological resources. We're proposing to expand
14 that. That says develop and maintain more
15 integrated information systems and processes to
16 support the NIGC staff and our -- and the functions
17 that we do to serve the tribes.

18 Under the existing plan, it talks about
19 develop and implement policies and procedures,
20 including internal compliance programs. What we're
21 proposing under the -- the draft plan, is update
22 and further develop policies that enhance agency
23 employees' ability to perform their jobs
24 effectively.

25 Under the existing plan, it talks about

1 establish employee development programs. We're
2 saying let's implement and monitor a performance
3 measurement system to enhance the employee
4 performance.

5 And the final strategy under the existing
6 plan talks about encourage Native American cultural
7 awareness. One of the things that this agen- --
8 this Commission has done is that we've highlighted
9 all the cultures and especially Native Americans,
10 given that there are several that are on the staff.
11 And a couple years ago, right when I got here, we
12 -- every tribal member that was on staff, we sent
13 out a greeting, how do you say hello or a natural
14 greeting and sent it to the entire agency just,
15 one, for the awareness that you are working with
16 Native Americans, that we actually do exist. We
17 still have quite a road to go, but we have other
18 very diverse staff at NIGC and so we've highlighted
19 those and every month we try to encourage cultural
20 richness regardless of where the -- where the
21 culture is coming from. And so we do have a very
22 active events committee, I guess, is the best way
23 we can do. And one way that we try to engage the
24 field is that we'll send resources out of different
25 events that are happening within the region and

1 encourage them to seek out their own -- their own
2 events. And, definitely, there's a lot going on.
3 And so we do have a -- a good diversity program and
4 we continue to try to highlight not only the Native
5 American culture, but all cultures within the
6 agency.

7 So if you're still awake the next steps
8 are, we've just completed this tribal consultation.
9 During the month of -- of November we'll revise the
10 plan based on tribal comments received and then in
11 November and December, we have to finalize the plan
12 and submit it to OMB. In January, then, based on
13 the comments we receive back from OMB, we have to
14 revise the plan again. And then in February we
15 have to submit that plan to Congress. So it's a
16 pretty fast track. There's not a lot of wiggle
17 room here, but those are the -- those are the --
18 the plan we have to stick with. Once the plan is
19 finalized, once you guys are fine with this plan,
20 we'll develop action steps to actually implement it
21 and we'll develop an agency and a performance plan,
22 as well as the plan will be reviewed and progress
23 reports submitted in the annual NIGC budget
24 justification.

25 And like Nicole highlighted, if you want

1 to see last year's or the last plan it is on our
2 website and it was a little troublesome to find and
3 we tried to make it easier, so like we highlighted,
4 it's under GPRA, on the left-hand side of our
5 website.

6 MS. WALTERS: Dawn?

7 MS. HOULE: Our comment period closes
8 October 31st.

9 MS. WALTERS: Maybe you could talk about
10 where they could find our budget justification.

11 MS. HOULE: So she -- like she
12 highlighted, under GPRA, on the left-hand side, go
13 to GPRA or plan and then it's right at the very
14 next tab underneath that. It's about us, GPRA, and
15 then it's right underneath that. So three clicks.

16 One of the things that's throwing people
17 for a loop, too, we call it a budget justification,
18 Congress calls it the green book. So if you see
19 the green book, they're synonymous, they're the
20 same -- same thing. So --

21 MR. LITTLE: And in Congress' great
22 wisdom, the book is green. We call it the green
23 book.

24 MS. HOULE: Yes.

25 So -- so I apologize I had to read to you,

1 but we hope that you submit some comments and if
2 you -- and draft.plans@nigc.gov is everything you
3 -- you need to submit your comments and that's
4 monitored and updated daily.

5 Okay. So if you want to see the -- the
6 transcript for the Florida, that has been posted
7 under tribal consultation. So if you're really
8 excited about reading this again it's on there from
9 -- from Florida. Thank you very much for your time
10 today.

11 MR. LITTLE: Okay. That was --

12 MS. HOULE: Any questions?

13 MR. LITTLE: That was exciting. You know,
14 I -- and I'm sure -- I'm sure Barbara was cringing.
15 I heard some construction noise here, but I think
16 that crane has actually made Dawn go faster, so
17 that's about the fastest she's gotten through it.

18 But, you know, Barbara, I tell you, the
19 construction is exciting because it shows that this
20 industry is thriving and successful and that --
21 that IGRA is working the way intended and so any
22 time you come to a tribal gaming facility and you
23 see cranes, that's a good thing, regardless if our
24 -- our meetings are, you know -- you know, affected
25 in any way, it's a good thing, so I'm -- I'm very

1 happy to hear the noise.

2 MS. COLLIER: There was a little pounding.
3 Not like last week, though.

4 MR. LITTLE: No, exactly. Exactly.

5 MS. WALTERS: Well, it will help keep
6 people awake.

7 MS. COLLIER: I -- I couldn't figure out
8 how somebody could hammer that many times without
9 stopping.

10 MR. LITTLE: So does anybody have any
11 questions they'd like to start us off with? I
12 think we have somebody in the audience here, so go
13 right ahead. Just remember to state your name and
14 your organization, please.

15 MR. HICKMAN: Yes, Bill Hickman, Hickman
16 Law Group, and we're with the Delaware Nation and I
17 just had sort of a general comment and maybe a
18 recommendation for you to consider. It really goes
19 to Goals 2 and 4 in the strategies, implementing
20 those goals. I didn't hear anything in the
21 discussion or in the PowerPoint about the
22 utilization of technology in both the training
23 aspect and in the communications aspect with the
24 tribal governments. And with all the advances in
25 technology that have happened over the years and

1 that are available to us now, to improve those
2 things, especially with any country being as
3 diverse and spread out as we discussed and you guys
4 being in D.C. and throughout the nation, that would
5 be a more efficient and effective way maybe to
6 promote those two goals from a strategic
7 implementation standpoint, help with training and
8 communicating. And, in particular, with regard to
9 Goal 2 on the training for like our tribe, for
10 example, things like online training where, you
11 know, you can log in and have your whole tribal
12 gaming commission sitting there watching, pre- --
13 maybe a prerecorded training session would be
14 effective for us and, plus, it saves the cost of
15 government to travel, as well as it would cost the
16 tribe to travel. Or even maybe prepackaged DVD's
17 with books. I'm -- I'm a lawyer, so, I mean, from
18 a CLE perspective, you know, we have things like
19 that available to us to utilize. And from a
20 training perspective, as you mentioned, there are
21 so much differences in where the tribes are at and
22 what they need, that a suite of different options
23 that are maybe available online or through, like I
24 said, prepackaged DVD's I think would be very
25 helpful to our tribe and I'm sure to other tribes

1 across the country.

2 MR. LITTLE: I agree. Now, he has a very,
3 very valid point. I think one of the -- one of the
4 reasons I think Dawn kind of lives to talk about
5 the IT transformation, what has occurred over at
6 the agency over the -- a number of -- you know,
7 long term is that we developed our own, I guess,
8 you know, not necessarily policies, but functions
9 for HR, for IT and other -- other aspects. Well,
10 that was fine when the industry was expanding by
11 double digits. Now we've really had to seriously
12 take a look at our budget and we had to look at how
13 we're spending our money and we're finding out, by
14 recreating all those systems, that we can take
15 advantage of what DOI is already doing. We can
16 have some -- some considerable savings.

17 On the IT front, I can't tell you how much
18 we agree with you. I mean, we currently don't have
19 Caller ID at our headquarters in Washington, D.C.
20 We're probably using the same exact phones I think
21 Liz probably put in there. And we tried to add
22 Caller ID and we basically shut down our phone
23 systems for a week. That's how old and antiquated
24 they are. We're looking into some major -- major
25 financial investments --

1 SPEAKER: Are you calling me antiquated?

2 MR. LITTLE: -- in that, but we want to

3 make --

4 SPEAKER: Are you calling me antiquated?

5 MR. LITTLE: What's that?

6 SPEAKER: I'm not antiquated.

7 MR. LITTLE: That means there's nothing
8 for you, but -- but they are, they're -- they're --
9 they're outdated. And one of the -- one of the
10 ways that we can get the best, you know, costs, I
11 mean, is by partnering with DOI. Like Dawn said,
12 and I'll make this point, I think in a lot of
13 folks, there's a concern about the whole issue with
14 Cobell and it shut down all the -- the computer
15 systems for a long -- it will -- we would have a
16 separate system within, say, their -- their
17 computer room. We would have our own server, our
18 own lines. It would be just utilizing a lot of
19 their technical systems; the help desks, their
20 buying, their procurement, things of that nature.
21 So there's some considerable savings there.

22 On the training and technical assistance
23 front, I couldn't agree with you more. One of the
24 things that we -- we learned during the economic
25 downturn is that one of the first things that

1 tribes had to cut was training dollars and travel
2 dollars. So we need to -- we need to look for ways
3 to do it better through teleconferencing, there's
4 web access through webinars. Some of the things
5 that Dawn did -- did talk about. Instead of the
6 tribes having to come to the NIGC, how can we bring
7 the training to you and that's what we're looking
8 at.

9 So they're very good points and we'll --
10 maybe we can -- we'll find a way to include these
11 in the -- in the plan. And I'll let Dawn maybe
12 further add.

13 MS. HOULE: The only thing I'd add is that
14 we're actually in the final process of hiring a
15 director of training, a director of public affairs
16 who will work with our training manager and we've
17 been trying, trying, trying to do this and we
18 actually did one online course. The people got
19 either the audio or the visual, can't get both, and
20 so we really try and we struggle, but we have one
21 of the oldest IT systems I've ever seen and I've
22 been to one other federal agency that -- that has
23 actually an older system, so I think we're tied
24 with -- with -- with them on trying to advance.
25 And so any efforts that we're trying, I have worked

1 really, really hard trying to get this IT agreement
2 with DOI in order to meet the needs of tribes. I
3 mean, it just makes no sense that we're not part of
4 the 21st Century and, I mean, that's kind of the
5 new -- that's not new and why is it new to us, so
6 we're -- we're trying our darnedest to get a lot of
7 that out there. And bear with us, you know,
8 government does not move -- move fast. So it's
9 coming. It is coming, though.

10 MS. COLLIER: Someday we still feel like
11 the autonomy of the NIGC will be kept whole, even
12 though you're amongst the departments of the DOI.

13 MR. LITTLE: Well, we're -- we're an ind-
14 -- and the -- the way it acts, we're an independent
15 regulatory agency within the Department of
16 Interior. You know, I -- I personally believe our
17 autonomy is our ability to regulate this industry
18 without interference. Does not -- now, on the
19 operation side, we are clearly part of the
20 interior. I was appointed by the Secretary of
21 Interior and I think that goes to the full
22 Commission, so, you know, they play a big role in
23 -- in -- in recommendations to the president for
24 the chair. So I -- I don't believe so. I think it
25 will be -- you know, we're just doing what tribes

1 have been doing for the last five or six years,
2 just looking at the operation to make sure that
3 we're getting the best value and to make sure that
4 we're doing things most cost effective.

5 Yes, ma'am?

6 MS. HUBER: I'm Bernadette Huber with the
7 Iowa Tribe of Oklahoma. I think that the IT issue
8 is significant enough that it makes me feel kind of
9 bad for our people, that when you say we have one
10 of the most important jobs to do and we have the
11 poorest IT. I think it might be important enough
12 to even make it a goal that -- that -- that your
13 agency be mandated to have the most current
14 technology. In fact, that's what we're using in
15 our casinos. We're using that in our gaming
16 centers every day, the most current technology, and
17 then here you are using -- you know, we can't even
18 get Caller ID. I think that that would be very
19 important. And it is important enough to keep us
20 -- if we're going to be on a level playing field we
21 need to have that IT technology and that ought to
22 be one of the goals.

23 MR. LITTLE: It's a good point. Thank
24 you.

25 Other questions? Yes, Robin.

1 MS. LASH: Oh, Robin Lash, Miami Tribe
2 Gaming Commission. I'd like to thank you for being
3 here today and for going over this with us and I --
4 I would like to mirror Barbara Kaiser Collier's
5 comments that it's important in Goal 3 to remember
6 the consultation process with the tribes and I
7 think that kind of ties into Goal 4. You've
8 referenced your regulatory review process in Goal 3
9 and in Goal 4, then, you have tribal consultation,
10 but as -- as Barbara mentioned, I think she was
11 referencing the tribal gaming working group and the
12 literally hundreds of thousands of dollars that the
13 tribes invested in sending representatives to meet
14 and to put together what we felt was the document
15 that worked best for Indian Country. And, you
16 know, I think it's important to go on the record
17 that as a member of the Tribal Advisory Committee,
18 I'm still a little bit disappointed with how that
19 unfolded. I didn't really think that NIGC listened
20 to the -- the TAC, but I do know that you did spend
21 a lot of time in other consultation and I
22 appreciate the fact that NIGC did, you know, take
23 in so many written comments and did review --
24 review the comments. So just taking this few
25 moments to comment on the fact that the

1 consultation with the tribes is very important.
2 Under IGRA, we are the primary regulators of Class
3 2 gaming and I think the tribes know what works for
4 us best. So thank you for listening.

5 MR. LITTLE: Feels like old times, Robin.

6 MS. LASH: I know.

7 MR. LITTLE: I love it.

8 Now, Robin makes some -- some very good
9 points. We got to make sure that we are listening
10 to the -- you know, the -- the -- not necessarily
11 just the gaming associations, but -- but any -- any
12 groups of tribes that, you know, are out there
13 doing a lot of the work. The tribal gaming
14 workgroup did spend probably millions of dollars on
15 -- on -- you know, over the -- the course of the
16 last decade, you know, preparing information and --
17 and providing a lot of -- a lot of valuable
18 research, you know, in many aspects to the
19 Commission and -- and we do -- we do appreciate
20 that and I'm very grateful for it. I'm grateful
21 for the time when -- when I worked for
22 Mashantucket, I -- I participated with the tribal
23 gaming workgroup, so I know there's some huge value
24 there.

25 I think like I had -- had said a couple of

1 times during the tribal gaming -- during the TAC,
2 the -- that, you know, the process can be bumpy.
3 It's the -- the end result is to have some good
4 regulations that strengthen and -- and strengthen
5 the industry and I think we accomplished that. I
6 will not disagree that it was a difficult process.
7 It was very difficult process, but I think it
8 worked out at the end of the day and we did get
9 something that while the Commission didn't get
10 everything we wanted and the -- I don't think the
11 tribes got everything they wanted, I think we got
12 something that will -- that will benefit everyone
13 at the -- at the end of the day.

14 So, you know, on that same front, it is a
15 major -- it's one of our goals in this strategic
16 plan to be continually reviewing the regulations
17 for their need and for their effectiveness. It
18 doesn't mean that just because we got a couple
19 rules final recently that that ends that process.
20 It's a -- it'll be an ongoing process that we
21 continually look at regulations to make sure they
22 are working. So thank you, Robin.

23 Is there any other questions? Barbara?

24 MS. COLLIER: Of course. I don't have any
25 questions, necessarily, but I have a -- a few

1 comments here and I'm not going to read -- read
2 them specifically, but we do again thank you for
3 coming and -- and for consulting. I think the
4 process of the plan and the process through -- that
5 has evolved since, you know, many years ago is
6 improved every time and -- and I applaud you for
7 that. I -- I think it's -- it's moving along
8 really progressively.

9 I guess, in comparison, I was sitting here
10 thinking, yeah, I'm kind of a -- you know, not so
11 much a prime rib girl as just a roast and potatoes
12 type person and so it's kind of difficult for me to
13 know why when one process works very well that's
14 not continued. And -- and, of course, in the past,
15 that has not been the case. So saying that,
16 because of some of the working groups, some that
17 were very effective on their own, with multiple,
18 like I said, gaming industry and as well as
19 regulators, as well as tribal leaders and -- and
20 managers was very effective, the -- the committee
21 that Robin was referring to was very effective, I
22 thought, also, it did appear that things didn't go
23 as planned, but, you know, perhaps if that is
24 allowed to continue, which I hope it is, it will
25 improve along with everything else.

1 Now, towards the strategic plan, we want
2 to express our support for the regulatory approach
3 in the draft and I'll just cite down through here
4 some of the notes that I have. It does promote
5 rather than minimize the sovereign authority of the
6 tribal government to build their internal
7 capacities and regulate gaming. Of course, we feel
8 like we're the most regulated industry as far as
9 gaming, you know, probably in the world and I think
10 that's a good thing. I think when people look at
11 our structure, like we will probably be looking
12 into Internet gaming someday, you cannot argue the
13 point that we're very regulated and we want to
14 remain that way. So, you know, will people want to
15 forge on in that capacity, yeah, I think they will
16 because we -- you know, we are very firm in that.

17 The technical assistance, we've been in
18 that, the training and everything that's -- that
19 Dawn just referred to seems to be a very positive
20 aspect. Support of continuing the assistance
21 compliance enforcement, the ACE Initiative, is a
22 good approach, we feel. Concerned -- we are
23 concerned, however, about the draft strategic plan
24 appearing to be missing that important component of
25 tribal relationship and collaborative rule making

1 and so we do want to -- that -- that is our main
2 point, because we do feel like that we are the
3 people that are trying to enforce these rules, so
4 please keep in mind that, you know, if you want a
5 good rule to remain good you want it to be
6 enforceable and so that's what we all strive for.
7 We -- I think we have good insights along the
8 relative importance of that and the feedback has
9 been really good, so if the language continues to
10 improve we feel like that this is really a good
11 step forward with this strategic plan. I think
12 it's something that's been needed. Everybody needs
13 kind of a structure to move on from and I think
14 that's what this gives us.

15 So in closing, we'd -- we'd like to thank
16 you again for coming and we will have a detailed
17 comment that we will send in, submit to you, but,
18 again, we're really glad you're here and I hope
19 other people have comments that they'll share with
20 you because it is a good group compared to some of
21 the ones I've been to, where there was two or
22 three. So everybody make a comment, and thank you
23 again for coming.

24 MR. LITTLE: Thank you, Barbara. You make
25 many very good points and I think it is -- it is

1 going to point out that -- and I appreciate saying
2 this, that, you know, we should give credit to I
3 know the previous commission that did start this --
4 this process. It's -- it's easier to just pick up
5 and -- and, you know, change a process already
6 begun and so, you know, we did have a starting
7 point. We've been able to -- to, you know, modify
8 that and make it more kind of along lines of what
9 we're trying to do, so that's a good point. I
10 appreciate you -- you bringing that up.

11 You know, your point about, you know,
12 collaborative rule making, maybe we can look at our
13 fourth goal and -- and see how we can -- we can add
14 some language to that and -- and hopefully that
15 will, you know, satisfy, you know, those important
16 issues. This is just a draft, like we've talked
17 about, so we're -- you -- you will get an
18 opportunity to see something more here in the -- in
19 the future.

20 And, you know, I -- I said in my address,
21 you know, to the previous question about working
22 with, you know, other tribal working groups, we do
23 value very greatly what these groups do and do
24 understand the -- the major financial commitment
25 tribes do put into this. You know, we're happy to

1 be a part of this -- this regulatory structure and
2 I -- and I do agree with you, this is the most
3 heavily regulated industry, gaming, in this country
4 if not the world and -- and I think that probably
5 is one of the reasons why it's so successful and --
6 and that way you don't see a lot of these issues.

7 So always good to, you know -- you know,
8 hear someone else say those points and -- and it is
9 more important moving forward, especially
10 considering if there could be any -- any type of
11 Internet gaming that tribes are interested in,
12 that, you know, we're -- we're prepared, the
13 industry as a whole is prepared, and NIGC is
14 following the issues while none of the current
15 legislative proposals include us for following
16 them. We have heard from tribes that they would
17 like us to be a part of anything and, you know,
18 that's always kind of interesting to me because I
19 guess it's a -- that we -- we turned a corner when
20 the NIGC is -- is viewed more as a -- you know, a
21 partner in the regulatory process than necessarily
22 an adversary. So that's a -- that's a good point
23 and as that moves forward we'll be anxious to hear,
24 you know, what role that we'll play and -- but we
25 will be ready to participate whenever, you know,

1 it's required to do so by Congress.

2 MS. COLLIER: It's good to hear you say
3 that. I was privy to be in a meeting with Rebecca
4 Blank, the Secretary of Commerce, last month and
5 she was the keynote speaker and following her
6 comments, she allowed questions, a few. I think
7 mine was the last one. I asked about Internet
8 gaming and if they had a plan or if they were
9 proposing to move forward with anything should that
10 happen in the -- with the bill and the lame duck
11 session, so on, so forth. The answer was no, they
12 had not been working on it, nor was there a plan.

13 So we are -- we should only hope that NIGC
14 will be able to step up because the bill, of
15 course, refers to possibly the Department of
16 Commerce and they're not preparing. So just FYI
17 for everybody.

18 MR. LITTLE: Well, and I -- I said this
19 before and I know Dawn and Sarah have heard this in
20 the past, you know, one of the greatest things --
21 and I can thank Liz -- is, you know, one of our
22 greatest assets of the Commission is our staff. We
23 do have some of the most finest and well trained
24 experts in this industry working for us and -- and
25 regards to what our role is, you know, we have

1 great staff. I know, you know, we can -- we can do
2 whatever required, what we're -- we're asked to do,
3 so.

4 MS. COLLIER: We're confident of that.

5 MR. LITTLE: Does anyone have any other
6 questions? Yes, sir.

7 CHIEF HARJO: I don't -- I don't have a
8 question, but I do have some comments. Once again,
9 Leonard Harjo, Principal Chief, Seminole Nation of
10 Oklahoma. We'd like -- I'd like to take the
11 opportunity to thank the Commission for allowing us
12 to visit with you today. Part of this
13 consultation, with respect to the -- the draft plan
14 for fiscal year 2014 to '18, we would like to
15 commend the members of the Commission for keeping
16 with your commitment to strengthen outreach efforts
17 and increase opportunities for
18 government-to-government dialogue. We are
19 encouraged by your willingness to listen to the
20 viewpoints of tribal governments in moving forward
21 with the proposed regulatory agenda that's been
22 described. We believe there's no better
23 illustration of your efforts in this regard than
24 the regulatory review process that you've conducted
25 over the past couple of years and the pending

1 success of that, that you mentioned earlier. We
2 realize that that is a -- a tremendous undertaking
3 and we recognize that -- you know, the continuing
4 to work with tribal governments in that respect can
5 only help improve the regulatory framework for
6 tribal gaming.

7 We reviewed your draft strategic plan and
8 we find it, as a big picture, you know, fairly
9 consistent with, you know, what -- your approach
10 that you've described and we're pleased with that.
11 We're encouraged by the principles and the themes
12 that are in -- in your plan and we welcome the
13 direction, the continued movement in the positive
14 direction that the Commission is putting forward.
15 We're especially, you know, pleased with that as it
16 relates to regulatory and enforcement function.

17 The -- we're -- we hope that, you know,
18 some of the things that we -- that have been
19 mentioned by my colleagues and yourselves, with
20 respect to technical assistance and development of
21 greater training opportunities, will develop.
22 We're one of those tribes that has not been in the
23 forefront of the development of the gaming
24 regulatory system or just the framework involved,
25 so we -- we are one of those that really need a lot

1 of access to the training that -- that you could
2 provide online. Again, and we're in a relatively
3 poor area as far as gaming is concerned, so there's
4 not a lot of dollars to get out there to obtain
5 these improvements.

6 The -- we're very hopeful that the
7 approach that is -- that's for a voluntary
8 compliance approach that's reflected in your plan,
9 in the framework, will, in fact, be something that
10 is -- you know, that you're able to expand upon in
11 this process, as -- as indicated in the plan. We
12 believe that that is probably the best approach in
13 working with tribal governments in order to, you
14 know, improve and to maintain the integrity of
15 Indian gaming. We are -- we prefer this, with --
16 with respect to a traditional approach of top down,
17 enforcement-driven actions, so we're very hopeful
18 that -- that the strategic plan will produce the
19 complimentary participation in the roles in the
20 tribal gaming -- in the National Indian Gaming
21 Commission.

22 We recognize that the regulatory review
23 process is a tremendous undertaking and we
24 certainly appreciate all the work that you all have
25 done in that -- that respect. The -- we're hopeful

1 and we -- we expect to see that you will continue
2 the ACE Initiative as -- as you move forward that's
3 indicated -- as indicated in the plan. It has also
4 been mentioned by some of my colleagues, we al- --
5 we also believe that we need to insure that the --
6 that there are mechanisms valuable for
7 collaborative rule making. Again, we would hope to
8 see mechanisms such as the Tribal Advisory
9 Committee or the gaming workgroups continue. We
10 believe they've been very -- very effective in
11 working with you in this -- in the development of
12 regulations and rules.

13 We're pleased that, you know, the -- the
14 Class 2 regulations that are making their way
15 through the process and the workgroups there, we
16 feel, were instrumental in identifying issues and
17 helping devise regulatory alternatives and we
18 certainly encourage you to continue to utilize this
19 approach in your rule making activities.

20 In conclusion, we again thank you for the
21 opportunity to speak with you on these matters and
22 to share our views to the strategic plan. Thank
23 you.

24 MR. LITTLE: All right. Thank you, Chief.
25 Those are -- you went through a lot of points

1 there, but I think the one that I -- I'd kind of
2 like to highlight, if I could, was the working with
3 regional staff and I think, you know, a lot of
4 times and I think as the Commission, you know,
5 we're the administrative face of the -- of the
6 agency, but really the regional staff are the face
7 of the agency. They're the folks that are out in
8 the field. They're the folks that are doing the
9 site visits and -- and visiting all the tribes.
10 And -- and any of the resources that we can provide
11 around will allow them to do a better job and be a
12 resource for you.

13 I know when I worked for a tribe, we
14 pushed to require the Commission to have to provide
15 training and technical assistance to the tribes and
16 it's something that we are mandated to do by law
17 and something that we take very seriously. So if
18 there's particular areas where you think you need
19 some help in, please, you know, I urge you to work
20 with your -- your regional staff and they can
21 develop some, you know, programs to help you. We
22 want to be, you know, like I said, a partner in
23 this whole process here where, you know, we --
24 there -- we've heard many times, not in this
25 region, but in other parts of the country, that

1 tribes were oftentimes afraid to contact us when
2 they had issues because of potential enforcement
3 actions. We don't ever -- we don't ever want it to
4 be like that. We want -- you know, we want tribes
5 to know that an enforcement action is coming for a
6 very good reason and we -- you know, we want to --
7 we need to reserve the -- the right to use
8 enforcement actions, however, we've got a lot of
9 steps to get there before anything like that should
10 take place, and that is us fulfilling our statutory
11 obligation to provide technical assistance. And I
12 know our -- our staff is out there. They -- they
13 do it a lot more than I think they document it and
14 -- and we're identified, but they're out there
15 every day providing exper- -- their expertise and
16 help in their region. So I urge you, if you do
17 have some issues please contact them and they can
18 help in any particular area you need them. And
19 we'll continue, like we talked about already, about
20 our IT, how can we deliver better training through
21 using technology. So it was a good point, so thank
22 you very much for your comments.

23 CHIEF HARJO: Thank you.

24 MR. LITTLE: Any other comments out there?

25 MR. FOLLIS: On behalf of the Modoc Tribe,

1 and I'm sure the other tribes will agree with me,
2 we appreciate the Quapaws hosting this meeting.

3 MR. LITTLE: I -- I agree with you. It
4 was very nice after I -- I did the United -- the
5 United through Chicago trip from D.C. yesterday,
6 which was an absolute disaster and I spent nine
7 hours in that airport. By the time I got here
8 about 10:00 o'clock last night, it was very nice
9 to, you know, lay down on that very comfortable
10 bed, so thank you. Thank you. It was -- you know,
11 I kind of knew -- working for Mashantucket and in
12 Connecticut, you drive upon Foxwoods in the middle
13 of nowhere and in darkness and I kind of almost got
14 that feeling last night when I was coming down the
15 interstate. About eight miles away, I could see
16 the -- the casino and I see the -- the place and I
17 knew there was a light at the end of the tunnel, so
18 it was very nice to be here. So I too want to
19 thank Quapaw for hosting this -- this wonderful
20 event. So thank you.

21 MS. COLLIER: I guess just FYI, I'm
22 surprised that Janie didn't, you know, give you
23 that information, but if you fly American, if --
24 you know, and that's kind of questionable these
25 days, but Joplin actually has a very nice airport

1 and I try and fly in and out of there. So if you
2 ever come back, you know, unless you miss your
3 flight connection or something and then you have to
4 revert to Tulsa, but since you're renting a car
5 anyway, if you fly into Joplin it's just 10 miles.
6 You know, you can just hop right over here and it's
7 not near the trip that you had with the
8 Chicago/Dallas, all that thing.

9 MR. LITTLE: Well, you know, it's funny
10 because I think we looked at that and we have this
11 thing called government contract fares. We had --
12 it was about half the price to fly to Tulsa.

13 MS. COLLIER: Well, and that's -- that
14 could be. Whenever I look at it, you know, from my
15 --

16 MR. LITTLE: Uh-huh.

17 MS. COLLIER: Because I try to reach the
18 government, but it's still cheaper when you don't
19 have to pay to park your car.

20 MR. LITTLE: Yeah.

21 MS. COLLIER: You don't have to drive the
22 miles, you know, that -- which all adds up to
23 Tulsa, so it kind of equals out. But for you, I
24 could see it probably would not.

25 MR. LITTLE: Yeah, because we -- I

1 definitely would much -- much rather have flown
2 into Joplin, so. Well, thank you.

3 Is there any other comments or questions
4 or we're at about, I guess, a little after 10:30
5 here. I know we were going to end a little bit
6 early today.

7 Ms. Homer, you're going to take an
8 opportunity not to say a word?

9 MS. HOMER: Well, I was, but, you know, I
10 -- it doesn't take very much prodding to get me to
11 go to the microphone. Now, Dan, I just wanted to
12 say and to the NIGC staff that, you know, this is a
13 huge improvement over the last strategic plan just
14 in terms of philosophy and approach. You know, as
15 -- you know, I've always kind of harangued you all.

16 I am a high promote -- proponent of
17 voluntary compliance. I think that it was a
18 terrible thing that tribes became afraid of the
19 NIGC, afraid to bring their issues to the NIGC,
20 afraid to bring their problems for fear that they
21 were going to get slapped with an enforcement
22 action if they did that. And I happen to know of
23 at least one tribe that was in that situation, that
24 did, in my view, receive an unjust enforcement
25 action. And so to -- to see that you not only put

1 this approach into your strategic plan, but you do
2 see it reflected in your new regulations, you know,
3 and in the -- kind of the gradual notice and kind
4 of stepped-up enforcement, you know, kind of a -- a
5 graduated enforcement approach, I think that's a
6 very positive thing for the NIGC, its relationship
7 with tribes and for tribes. They can actually use
8 NIGC as a resource, which is what, you know,
9 personally that's what I believe in, that -- you
10 know, that we're in this together. That the NIGC
11 and the tribes have a complimentary relationship,
12 particularly the tribal gaming regulatory agencies.

13 The tribal gaming regulatory agencies are
14 doing a magnificent job and are equally a
15 tremendous resource back to the NIGC, so, I mean,
16 it is a symbiotic relationship and I'm glad to see
17 that now we're starting to see that added to that
18 approach reflected in the organic documents of the
19 NIGC and I just want to thank you all for that.
20 Good job. Thank you.

21 MS. COLLIER: Well, that's a switch.

22 MR. LITTLE: Yes.

23 No, that's -- Liz always makes very
24 poignant and valuable comments.

25 I'm going to look at Sheila. No? Not --

1 MS. MORAGA: You'll get our comments in
2 the mail --

3 MR. LITTLE: Excellent.

4 MS. MORAGA: -- as normal.

5 MR. LITTLE: Well, if there's nothing
6 else, I would once again like to thank the Quapaw
7 Tribe for their graciousness in hosting this event
8 at their wonderful Downstream facility. I'm sure
9 they would all urge you to go take the afternoon
10 and spend some time on the gaming floor, so --

11 MS. COLLIER: Bring your money.

12 MR. LITTLE: So I want to thank you all
13 for traveling here today and wish you all a safe
14 trip home. If you will -- if you happen to be here
15 tomorrow I -- I guess I'm on the agenda tomorrow,
16 so you get to, you know, hear my wonderful voice
17 again.

18 And just remind everybody that the 31st of
19 October is the deadline to submit your comments.
20 You can send them in e-mail, regular mail, fax.
21 All that information is on the website. You can
22 e-mail it to this web address or the e-mail address
23 here and we will look at them. And I do want to
24 thank you in advance for the time and energy, you
25 know, you put into these, so --

1 MS. LASH: May I?

2 MR. LITTLE: Yes, ma'am.

3 MS. LASH: Thank you. Robin Lash, Miami
4 Tribe. I'm the vice chairperson of Oklahoma Tribal
5 Gaming Regulators Association and I'd like to
6 invite everyone here and specifically the tribal
7 leaders if you have time tomorrow to stop by. We
8 do have a two-day conference going on here at -- at
9 Downstream and we have our opening remarks in the
10 morning and thankfully Commissioner Little was able
11 to stay over so he will be making some remarks for
12 us and we are very glad that he is able to do that
13 and we thank him for that. So please stop by if
14 you have time. We'll be having a -- we have 180
15 people, I think, attending so far.

16 MS. COLLIER: And it'll be down at the
17 pavilion, which is the big building right -- you go
18 down to the lower level on -- in the elevator here
19 and there's a walkway that goes to the pavilion.
20 And they've got a very nice opening ceremony and
21 meeting planned, with some keynote speakers and it
22 would be great if you could attend.

23 MS. LASH: Starts at 9:00 a.m.

24 MS. COLLIER: 9:00.

25 MR. LITTLE: Sheila?

1 MS. MORAGA: Just real quick. Since Robin
2 did this one, I will have to do it, too. Sheila
3 Moraga, Oklahoma Indian Gaming Association. Just a
4 quick reminder for everybody in the room that OIGA
5 also has its annual meeting on Thursday, 2:00
6 o'clock, at Fire Lake Grand. I know it interferes
7 with this. We promise we will never do this again.
8 We will double check our dates.

9 But for those of you who cannot make it,
10 make sure you get your proxies to people who are
11 going to be there. As a reminder, the bylaw says
12 that any delegate and alternate can carry three
13 proxies, so just FYI. Okay?

14 MR. LITTLE: Thank, Sheila.

15 MS. MORAGA: Thanks.

16 MR. LITTLE: And before I conclude, I just
17 want to once again thank our staff, the Tulsa
18 region staff that helped put this all together and
19 everybody from D.C., so thank you all and have a
20 great day.

21 (The meeting concluded at 10:40 a.m.)
22
23
24
25

CERTIFICATE

1
2
3 I, CHERYL O'MEILIA, Certified Shorthand
4 Reporter, do hereby certify that the NIGC meeting was
5 by me taken and transcribed pursuant to agreement,
6 and under the stipulations hereinbefore set out; and
7 that I am not an attorney for nor relative of any
8 of said parties or otherwise interested in the
9 event of said action.

10
11 IN WITNESS WHEREOF, I have hereunto set my hand
12 and official seal this 31st day of October, 2012.

13
14
15
16
17
18
19
20
21 CHERYL J. O'MEILIA, C.S.R.
22 State of Oklahoma, No. 1574
23
24
25

&	4	active 42:22	ago 20:5 36:7,8,19
& 9:1	4 39:14 40:5 46:19	activities 27:4,14	42:11 56:5
1	53:7,9	32:1 65:19	agree 48:2,18 49:23
1 30:4	5	acts 17:10 51:14	60:2 68:1,3
1.1.3 32:5	5 33:12 40:6	actual 29:20	agreement 38:15,16
10 69:5	543 9:15	ad 26:9	51:1 75:5
10:00 68:8	547 9:12	add 40:12 48:21	ahead 46:13
10:30 70:4	9	50:12,13 59:13	airport 68:7,25
10:40 74:21	9:00 73:23,24	added 71:17	al 65:4
11 21:21 22:5	9:12 1:8	address 59:20 72:22	alan 8:19
12 29:8	a	72:22	allow 32:18 66:11
12th 21:18	a.m. 1:8 73:23 74:21	adds 69:22	allowed 56:24 61:6
13175 10:3,21 18:15	ability 40:10 41:23	adequately 32:18	allowing 62:11
1574 75:22	51:17	adhere 27:21	alternate 74:12
18 62:14	able 4:11 38:13 59:7	administration	alternatives 65:17
180 73:14	61:14 64:10 73:10	27:25	american 21:16
1993 20:21 21:4	73:12	administrative 66:5	42:6 43:5 68:23
1997 21:5	absolute 68:6	advance 50:24	americans 42:9,16
1:00 13:3,6	access 34:19 38:17	72:24	annette 8:2
2	39:7 50:4 64:1	advances 46:24	annual 21:11 23:5
2 9:13,15 19:15	accomplished 3:16	advantage 48:15	23:23,24 43:23 74:5
32:23 33:5,21 46:19	55:5	adversary 60:22	answer 61:11
47:9 54:3 65:14	accountability	advisory 9:17 53:17	antiquated 48:23
20 30:8,15 34:6	27:23 28:21 40:7	65:8	49:1,4,6
2006 12:3 21:17,18	29:7	affairs 17:8 19:24	anxious 60:23
21:25	ace 28:9 30:5 57:21	50:15	anybody 6:11 15:22
2009 24:8 39:25	65:2	affect 20:17 37:14	25:9 29:19 39:11
2010 3:23 22:13	achieve 25:4,4 26:1	afraid 67:1 70:18,19	46:10
2011 22:12	29:11 32:22	70:20	anyway 69:5
2012 1:8 75:12	achieved 31:21	afternoon 72:9	anyways 31:16
2014 24:8,13,14	34:13 41:9	agen 42:7	apache 8:24
62:14	achieving 25:5	agencies 10:7 20:22	apologize 17:21
21st 51:4	29:25 34:18	21:9 22:16,17 28:20	18:2 25:12 37:19
23 1:8	act 12:5 20:20 21:3	34:17 37:8 38:5	44:25
2:00 74:5	21:17 22:13,14,17	40:2,21 71:12,13	appear 56:22
3	22:25 23:22 24:9	agency 12:16 22:19	appearing 57:24
3 35:6 36:2 53:5,8	26:23	25:25 27:22 29:5,10	applaud 56:6
30 20:3	action 30:21 32:19	29:24 38:11 39:1	applicant 34:16
31st 13:25 44:8	37:13 43:20 67:5	40:8 41:5,22 42:14	appointed 3:23
72:18 75:12	70:22,25 75:9	43:6,21 48:6 50:22	51:20
	actions 19:18 30:2	51:15 52:13 66:6,7	appreciate 15:2,9
	32:6 64:17 67:3,8	agency's 37:25 40:9	53:22 54:19 59:1,10
		agenda 33:17 62:21	64:24 68:2
		72:15	approach 57:2,22
			63:9 64:7,8,12,16

<p>65:19 70:14 71:1,5 71:18 appropriate 9:6 april 3:23 26:9 area 14:3 35:10 64:3 67:18 areas 12:25 40:19 66:18 argue 57:12 asia 17:15 asked 61:7 62:2 asleep 17:22 aspa 20:12,14 aspect 46:23,23 57:20</p>	<p>authorities 28:20 37:8 38:5 40:4 authority 57:5 authorization 39:12 autonomy 51:11,17 availability 30:6 32:10,12 available 19:1 34:21 34:21,22,22 47:1,19 47:23 awake 25:11 43:7 46:6 aware 5:22 34:7 awareness 42:7,15</p>	<p>benefact 27:11 benefactory 27:10 27:18 beneficial 3:12 beneficiary 27:12 benefit 55:12 bernadette 7:2 52:6 berry 4:6 best 11:21 17:19 18:2 19:16 42:22 49:10 52:3 53:15 54:4 64:12 better 22:11 23:12 40:18 50:3 62:22 66:11 67:20</p>	<p>bryson's 19:14 budget 21:25 22:5,6 23:6,19,23 40:25,25 43:23 44:10,17 48:12 budget's 39:25 budgeting 21:23 build 33:1 57:6 building 12:16 25:22 28:19 37:7 73:17 bullet 19:15 34:2 bumpy 55:2 busby 8:11,11 bush 10:5 business 2:21 17:14 41:3 butler 8:1 buying 49:20 bylaw 74:11</p>
<p>aspects 38:21 48:9 54:18 assemble 9:16 assets 61:22 assigned 19:22 assistance 12:16 25:23 28:12 30:6 32:11,13,23,25 33:1 33:25 34:10 36:8 49:22 57:17,20 63:20 66:15 67:11 assistant 4:8 9:2 17:7 19:23 associate 2:3 3:20 18:9 association 7:21 73:5 74:3 associations 14:14 14:23 54:11 attend 73:22 attendance 11:21 attendees 2:11,13 attending 73:15 attorney 75:7 audience 16:25 17:23 27:12 46:12 audio 50:19 audit 5:13 30:17,23 audits 32:2</p>	<p style="text-align: center;">b</p> <p>bachelor's 17:11 back 4:3 5:17 6:1 9:25 12:3 13:14 14:9 43:13 69:2 71:15 background 16:24 16:24 34:16,20 bad 52:9 bar 15:7 barbara 2:7 3:18 4:6,14,16 45:14,18 53:4,10 55:23 58:24 bartlesville 8:3 base 38:25 based 43:10,12 basically 10:6 12:7 12:12,18 48:22 bat 10:20 bear 51:7 beautiful 2:15 3:6 bed 68:10 beginning 1:8 14:4 begins 24:12 begun 59:6 behalf 5:4 6:16 15:13 67:25 believe 3:21 36:20 51:16,24 62:22 64:12 65:5,10 71:9</p>	<p>bia 17:24 big 10:14 21:7,7,9 38:15 51:22 63:8 73:17 bigger 33:13 bill 7:7 8:9 46:15 61:10,14 bit 16:22 18:3 20:19 28:5 35:10 53:18 70:5 bitty 38:16 blank 31:19 32:7 34:12 40:24 41:9 61:4 blanks 31:22 blessed 19:21 board 28:11 book 44:18,19,22,23 books 47:17 boring 4:2 boy 16:12 27:19 brian 5:16 brian's 5:17 briefly 34:9 bring 50:6 70:19,20 72:11 bringing 59:10 broad 24:16 26:18 28:5 31:17 32:9,21</p>	<p style="text-align: center;">c</p> <p>c.s.r. 1:25 75:21 call 44:17,22 called 69:11 caller 48:19,22 52:18 calling 49:1,4 calls 44:18 campbell 8:25,25 capabilities 28:1 capability 33:2 38:22 capacities 57:7 capacity 57:15 car 69:4,19 cara 5:16,18 carry 74:12 case 56:15 casino 1:9 2:6 36:12 68:16 casinos 52:15 cayuga 7:14 center 41:3</p>

<p>centers 52:16 century 51:4 ceremony 73:20 certain 37:22 certainly 64:24 65:18 certificate 75:1 certified 75:3 certify 75:4 chair 5:11 9:7 10:10 10:11 51:24 chairman 2:20 4:6 5:5 chairperson 73:4 chairwoman 5:5 18:5,8 change 59:5 changed 28:16 changes 10:8,23 cheaper 69:18 check 74:8 cherokee 8:13 cheryl 1:25 5:23 13:10 75:3,21 chicago 68:5 69:8 chickasaw 7:22 8:7 18:8 chief 5:12 7:5,7,7,9 7:9,16,17 16:14,15 62:7,9 65:24 67:23 chippewa 16:13 choctaw 7:18 chris 8:1 christina 5:18 circular 21:21 22:5 cite 57:3 clarity 27:24 class 9:13,15 54:2 65:14 cle 47:18 clear 18:23,24 23:1 32:11 clearly 30:2 51:19 clicks 44:15</p>	<p>clinton 10:4 closes 44:7 closing 58:15 cobb 8:4,4 cobell 49:14 cochran 5:5 18:7 cold 18:3 collaborate 38:4 40:3 collaboration 36:3 36:11 collaborative 26:6 57:25 59:12 65:7 colleagues 63:19 65:4 collecting 29:17 collier 2:7,10,12,14 4:19,21,23,25 6:2 35:23,25 37:4 46:2 46:7 51:10 55:24 61:2 62:4 68:21 69:13,17,21 71:21 72:11 73:16,24 collier's 53:4 colorado 20:15 come 3:5 4:5,10 6:11,11,17 33:8 45:22 50:6 69:2 comfortable 68:9 coming 3:4,13,21 9:9,20 10:11 30:8 38:25 42:21 51:9,9 56:3 58:16,23 67:5 68:14 commend 62:15 comment 16:3 19:8 36:23 44:7 46:17 53:25 58:17,22 comments 11:4 13:24 14:3,5,6 15:1 15:3,4,7,9 16:5 18:14,18 19:6,10 43:10,13 45:1,3 53:5,23,24 56:1 58:19 61:6 62:8</p>	<p>67:22,24 70:3 71:24 72:1,19 commerce 7:23 61:4 61:16 commission 1:7 2:5 3:19,22 5:8 6:13 7:4 7:19,25 8:12,14,16 8:18,20,22,24 10:2 10:10,17 13:22 14:2 14:13,16 15:13,21 18:22 28:10,25 35:9 42:8 47:12 51:22 53:2 54:19 55:9 59:3 61:22 62:11,15 63:14 64:21 66:4,14 commission's 24:19 24:23 25:19 commissioner 2:4 3:20 7:1,15 8:8 18:9 73:10 commissioners 9:10 commitment 15:14 18:23 59:24 62:16 committed 10:20 committee 2:21 9:17 36:16 42:22 53:17 56:20 65:9 communicating 47:8 communication 28:18 37:6 communications 26:10 39:21 41:7 46:23 community 37:3 companies 36:11,12 compared 58:20 comparison 31:1 33:21 56:9 complaint 2:18 completed 43:8 compliance 12:4 22:24 24:18 28:9 41:20 57:21 64:8 70:17</p>	<p>complimentary 64:19 71:11 comply 21:15,19 23:21 37:23 complying 25:2 component 57:24 computer 49:14,17 concept 11:9 concern 49:13 concerned 10:16 57:22,23 64:3 concerns 39:3 concise 23:2 conclude 74:16 concluded 74:21 conclusion 65:20 conduct 30:22 31:25 32:2 37:10 conducted 27:4 62:24 conducting 18:15 39:18 conference 73:8 confident 62:4 congratulate 9:20 congress 12:4 21:18 43:15 44:18,21 61:1 connecticut 68:12 connection 69:3 consider 46:18 considerable 48:16 49:21 considered 19:8 considering 60:10 consistency 27:24 consistent 11:11 31:25 63:9 constraints 15:19 construction 4:13 45:15,19 consult 10:9 12:9 19:24 consultation 10:2 11:25 12:15 13:20 18:10 26:15 28:18</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>37:6 39:16 43:8 45:7 53:6,9,21 54:1 62:13 consultations 11:18 13:5 15:12 19:2,10 20:4,13 37:11 39:18 consulting 4:1 25:21 35:9 56:3 contact 16:20 67:1 67:17 contain 23:23 contained 24:16 contains 24:17 continually 55:16 55:21 continue 11:7 25:24 30:5,22 31:21 32:7 33:9 34:14 35:13 41:2 43:4 56:24 65:1,9,18 67:19 continued 56:14 63:13 continues 58:9 continuing 28:9 34:8 57:20 63:3 contract 69:11 control 9:14 30:24 controls 33:3 34:1 converted 17:16 cook 8:17,17 coordinate 38:3 40:3 core 29:5 corner 60:19 correct 31:3 corrections 21:17 corrective 30:21 32:19 corrects 12:6 corridors 33:12 cost 47:14,15 52:4 costs 49:10 council 6:14 14:18 counselor 5:10</p>	<p>country 4:3 33:19 38:21 47:2 48:1 53:15 60:3 66:25 couple 9:6 13:2,13 16:14 17:3 19:5 36:6 42:11 54:25 55:18 62:25 course 50:18 54:15 55:24 56:14 57:7 61:15 cover 24:13 covered 24:15 covers 21:9 24:6 crane 45:16 cranes 45:23 created 20:8 26:8 27:3 creating 30:11 credit 59:2 cree 16:13 creek 7:1 cringing 45:14 critical 29:9 cultural 42:6,19 culture 42:21 43:5 cultures 42:9 43:5 cummings 4:9 9:2,2 current 20:8,19 22:21 23:19 24:5 25:8,18 26:3,20 27:17 31:20 35:2 52:13,16 60:14 currently 22:8 23:10 24:7 31:2,21 32:6 34:3,13 38:7 41:10 48:18 curriculum 30:11 cursed 19:21 cut 50:1</p> <hr/> <p style="text-align: center;">d</p> <hr/> <p>d.c. 5:7 17:9 47:4 48:19 68:5 74:19 daily 45:4</p>	<p>dallas 69:8 dan 2:3 3:18 16:8 17:24 18:9,9,14 70:11 darkness 68:13 darnedest 51:6 data 39:5,8 dates 74:8 david 8:17 dawn 5:11 6:24 12:23 15:16 16:7 25:7 35:23 44:6 45:16 48:4 49:11 50:5,11 57:19 61:19 day 2:25 3:10,12,13 3:15 52:16 55:8,13 67:15 73:8 74:20 75:12 days 68:25 deadline 13:24 72:19 decade 54:16 december 43:11 decisions 19:18 dee 7:5 defined 39:24 definitely 5:2 17:1 17:17 18:17 29:4 31:11 33:17 35:7 36:18 37:20 39:10 43:2 70:1 delaware 7:6 8:2,10 8:11 46:16 delegate 74:12 deliver 67:20 demands 29:7 department 14:11 38:8,12,23 39:6,9 41:2 51:15 61:15 departments 20:22 21:8,8 22:18 51:12 deputy 16:15 describe 29:10 described 21:21 62:22 63:10</p>	<p>designate 6:16 designed 20:21 designee 6:17 desks 49:19 detailed 58:16 develop 26:1 40:9 40:15 41:12,14,19 41:22 43:20,21 63:21 66:21 developed 26:8,10 29:8 35:14,22 48:7 developing 12:19 development 17:18 26:6 27:7 28:3 42:1 63:20,23 65:11 devise 65:17 dialogue 36:3 62:18 differences 26:17 47:21 different 17:10 20:3 30:9 36:13 42:24 47:22 difficult 55:6,7 56:12 digits 48:11 direct 37:14 direction 63:13,14 directive 39:25 directly 15:3 director 5:15 50:15 50:15 disagree 55:6 disappointed 53:18 disaster 68:6 discipline 40:23 disciplined 19:17 discuss 9:24 10:22 11:9 discussed 47:3 discussion 46:21 displeased 14:16 distribution 37:16 diverse 42:18 47:3 diversity 43:3</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>divided 36:9 division 5:13 7:23 document 29:20 53:14 67:13 documents 26:13 71:18 doi 21:8 38:18,24 40:17 48:15 49:11 51:2,12 doi's 20:4 doing 5:7 11:25 12:9 12:12,21 17:18 19:4 20:25 21:14 22:6,9 29:16,16 31:23 32:6 34:3,13 36:17 38:7 41:7,10 48:15 51:25 52:1,4 54:13 66:8 71:14 doj 21:8 dollars 38:10 50:1,2 53:12 54:14 64:4 double 48:11 74:8 downstream 1:9 2:6 2:8 4:5 9:3 72:8 73:9 downturn 49:25 draft 11:10 12:10 14:14 23:18 24:5,11 25:6 26:13 31:20 35:2,20 39:17 41:21 57:3,23 59:16 62:13 63:7 draft.plans 45:2 drafting 24:22 drafts 11:3 15:4 drive 68:12 69:21 driven 64:17 duck 61:10 dvd's 47:16,24</p>	<p>early 13:7 70:6 easier 44:3 59:4 easy 15:11 echohawk 17:7 economic 17:17 27:6 28:3 49:24 educational 14:8 effect 21:6 22:13 24:14 effective 47:5,14 52:4 56:17,20,21 65:10 effectively 26:21 40:11 41:24 effectiveness 55:17 efficiency 28:21 40:6 efficient 47:5 effort 15:10 19:17 26:6 efforts 50:25 62:16 62:23 eight 68:15 either 50:19 elected 6:14 elevator 73:18 elizabeth 8:5 employee 16:21 17:4 40:14 42:1,3 employees 40:10 41:23 empty 6:10 enacted 21:17 encourage 18:18 42:6,19 43:1 65:18 encouraged 62:19 63:11 ends 55:19 energy 72:24 enforce 58:3 enforceable 58:6 enforcement 28:10 32:5 57:21 63:16 64:17 67:2,5,8 70:21,24 71:4,5</p>	<p>engage 42:23 enhance 40:9,14,22 41:22 42:3 enjoy 3:8,13 14:9 entire 42:14 equally 71:14 equals 69:23 especially 14:22 17:1 36:7 40:18 42:9 47:2 60:9 63:15 establish 34:2 42:1 established 10:4 21:4 establishing 28:23 evaluations 30:23 event 68:20 72:7 75:9 events 42:22,25 43:2 everybody 2:10,12 3:3,5,12,13 16:9 18:18 25:11 33:13 34:6 58:12,22 61:17 72:18 74:4,19 everybody's 34:24 everything's 23:15 evolve 41:4 evolved 56:5 evolves 41:3 evolving 35:15 exact 48:20 exactly 46:4,4 example 47:10 examples 39:12 excellent 72:3 excited 11:16 16:19 45:8 exciting 3:25 4:3 11:23 18:1 45:13,19 executive 10:3,21 18:15 exist 42:16 existing 22:21 23:18 24:6,15 25:1 31:5 31:16,24 33:22</p>	<p>34:15 35:18 39:14 39:20 40:21 41:11 41:18,25 42:5 exists 31:2 expand 32:1 34:8 35:3 39:17,20 41:6 41:13 64:10 expanded 27:20 32:17 expanding 33:23 48:10 expect 65:1 expecting 15:8 exper 67:15 experience 14:10 expertise 67:15 experts 61:24 explain 12:24 express 57:2 expressing 29:1,4 external 32:15</p>
<p>e</p>		<p>f</p>	
<p>e 72:20,22,22 eagle 8:15 earlier 13:10 24:24 39:18 63:1</p>			<p>fabulous 16:18 face 10:14 66:5,6 faces 16:11 facility 2:15 3:6 30:18 45:22 72:8 fact 52:14 53:22,25 64:9 fair 30:19 fairly 63:8 fairness 27:25 familiar 34:25 far 11:21 25:1 57:8 64:3 73:15 fares 69:11 fast 35:8 43:16 51:8 faster 45:16 fastest 45:17 fault 12:2 fax 72:20 fear 70:20 february 43:14</p>

<p>federal 10:19 17:4 18:11 20:22,24 21:7 21:14 22:18 28:19 37:7,16,17 38:4,11 40:3,8,21,21 41:5 50:22 feedback 58:8 feel 2:16 51:10 52:8 57:7,22 58:2,10 65:16 feeling 68:14 feels 54:5 felt 35:25 53:14 field 42:24 52:20 66:8 fields 36:13 figure 46:7 final 9:12,16,21 15:5 26:16 28:17 37:5 40:5 42:5 50:14 55:19 finalize 35:12,21 43:11 finalized 43:19 financial 48:25 59:24 find 23:11,17 44:2 44:10 50:10 63:8 finding 48:13 findings 30:17 32:18 fine 43:19 48:10 finest 61:23 fire 74:6 firm 57:16 first 5:4 20:21 21:4 21:4 22:1 23:12 49:25 fiscal 24:12 40:22 62:14 fit 17:19 five 24:6 28:8 34:4 52:1 flight 69:3 flood 14:5</p>	<p>floor 72:10 florida 11:19 45:6,9 flown 70:1 fly 68:23 69:1,5,12 focus 19:20 28:24 29:25 30:23 focusing 32:3 33:12 folks 10:25 11:22 49:13 66:7,8 follis 7:7,7 67:25 following 37:10 60:14,15 61:5 forefront 63:23 forester 19:9 forestry 17:12 forge 57:15 forget 4:25 form 14:15,24 formal 11:14 32:8 33:23 former 9:7,9 19:8 formerly 20:12 forms 33:1 formulation 37:13 fort 8:23 forth 61:11 forward 9:23 11:2 11:13 15:22 58:11 60:9,23 61:9 62:20 63:14 65:2 four 12:13,14 24:3 25:20,20,24 29:2 30:4 34:4 36:8 fourth 11:18 28:17 59:13 foxwoods 4:9 68:12 framework 20:23 22:16 27:3 63:5,24 64:9 freeways 33:13 friendly 16:10 froman 7:9,9 front 5:16 48:17 49:23 55:14</p>	<p>frontline 36:1,4 fulfilling 67:10 full 51:21 fully 14:2 27:5 28:2 34:6 fun 20:2 function 63:16 functions 40:17 41:16 48:8 fundamental 19:17 funny 69:9 further 40:8 41:22 50:12 future 19:20 21:2 22:8 23:8 59:19 fyi 61:16 68:21 74:13</p> <hr/> <p style="text-align: center;">g</p> <hr/> <p>gamble 17:16 gaming 1:7 2:4 3:19 7:1,3,15,18,21,25 8:8,11,14,16,17,20 8:22,24 9:13 13:22 14:12 17:13,19 26:22,23,24 27:4,9 27:13 30:8,8,12,25 31:18 34:17 36:11 36:13 45:22 47:12 52:15 53:2,11 54:3 54:11,13,23 55:1 56:18 57:7,9,12 60:3,11 61:8 63:6 63:23 64:3,15,20,20 65:9 71:12,13 72:10 73:5 74:3 gather 26:5 general 4:8 9:3 39:6 46:17 generalized 22:15 22:22 23:3 24:16 getting 25:3 52:3 gig 19:25 girl 18:7 56:11</p>	<p>gist 25:15 give 2:22 18:18 25:14 26:17 32:12 32:20 59:2 68:22 given 42:10 gives 58:14 glad 3:1 4:11,23 58:18 71:16 73:12 go 6:8,23 13:2,3,6 13:14 17:15,15 19:3 19:24 20:16,18 23:13,16 24:12,14 25:7 33:11,14 42:17 44:12 45:16 46:12 53:16 56:22 70:11 72:9 73:17 goal 30:4 32:23 33:5 33:21 35:6 36:2,18 37:5 39:14 40:6 47:9 52:12 53:5,7,8 53:9 59:13 goals 12:19 22:3,19 22:20,23 23:1 24:17 24:17 27:6 28:8,24 29:11 30:1 46:19,20 47:6 52:22 55:15 goes 23:5 24:7 46:18 51:21 73:19 going 2:2 4:15 5:24 6:5 10:17,21,22,22 11:9,12,12 12:22,23 14:5 15:8,15 16:6 18:4,24 20:6,16,17 23:2 24:4,12 26:18 28:5,17 31:21 32:12 37:9 39:11 43:2 52:20 53:3 56:1 59:1 70:5,7,21 71:25 73:8 74:11 good 2:12,13 3:11 3:15 7:2 9:24 11:7 14:7,8,25 15:9 16:9 16:10 20:11 25:15 27:22 32:20 34:23 36:23,25 37:1 43:3</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>45:23,25 50:9 52:23 54:8 55:3 57:10,22 58:5,5,7,9,10,20,25 59:9 60:7,22 61:2 67:6,21 71:20 gotten 45:17 governance 16:24 17:6 government 12:5 13:19,19 18:12,21 20:20,24 21:3,14 26:15,15 27:22 28:4 37:16,18,21 39:15 39:15,23,25 47:15 51:8 57:6 62:18,18 69:11,18</p>	<p>groups 54:12 56:16 59:22,23 guess 4:1 6:21 20:1 41:1 42:22 48:7 56:9 60:19 68:21 70:4 72:15 guests 2:16 3:8 guidance 32:9,25 33:23,24 37:13 guide 19:18 29:25 gunter 8:19,19 guts 29:20 guy 2:19 guys 31:6 43:19 47:3</p>	<p>heavily 60:3 held 1:8 hello 42:13 help 31:10 46:5 47:7 49:19 63:5 66:19,21 67:16,18 helped 74:18 helpful 47:25 helping 9:21 65:17 hereinbefore 75:6 hereunto 75:11 hey 6:1 14:15 33:19 hi 6:1 hickman 8:9,9,9 46:15,15,15 high 15:7 70:16 highest 22:19 24:23 24:25 highlight 27:1,16 43:4 66:2 highlighted 18:10 18:14 26:18 29:2 38:6 42:8,18 43:25 44:3,12 highlighting 25:19 27:14 29:21 highlights 19:16 28:8 40:17 hiring 50:14 history 11:15 hobbs 8:25 hoc 26:9 holiday 4:18 home 72:14 homer 8:5,5,5 9:8 70:7,9 hop 69:6 hope 2:24 3:8,11 10:25 13:16 45:1 56:24 58:18 61:13 63:17 65:7 hopeful 64:6,17,25 hopefully 3:9 32:19 35:4 59:14</p>	<p>horribly 25:14 hosting 68:2,19 72:7 houle 5:11 16:8 25:11 27:13 31:5 35:24 36:23 37:5 44:7,11,24 45:12 50:13 hour 13:4,5 hours 68:7 housekeeping 5:24 hr 48:9 huber 7:2,3 52:6,6 huge 54:23 70:13 huh 69:16 hundreds 14:6,6 53:12</p>
<p>governments 10:13 13:22 18:11 25:22 27:8 46:24 62:20 63:4 64:13 gpra 12:5 21:3,16 21:19 22:12,13,14 22:15 23:17 24:8 26:20 44:4,12,13,14 gpra's 21:22 grab 6:20 graciousness 72:7 gradual 71:3 graduated 71:5 grand 74:6 granthum 7:11 grateful 54:20,20 great 9:4 14:13 44:21 62:1 73:22 74:20 greater 63:21 greatest 31:14 61:20 61:22 greatly 59:23 green 44:18,19,22 44:22 greeting 42:13,14 group 8:10 46:16 53:11 58:20</p>	<p>h</p> <p>half 13:5 28:15 35:8 69:12 hammer 46:8 hand 16:2 18:4 23:12,15,16 25:7 31:2,2,19 44:4,12 75:11 happen 2:18,18 4:15 10:17 61:10 70:22 72:14 happened 46:25 happening 42:25 happily 14:20 happy 46:1 59:25 harangued 70:15 hard 3:20 51:1 harjo 7:16,16 17:2 62:7,9 67:23 harper 5:15,19 he'll 34:11 headquarters 32:16 48:19 health 17:5,25 hear 46:1,20 60:8,23 61:2 72:16 heard 15:5 45:15 60:16 61:19 66:24</p>	<p>high 15:7 70:16 highest 22:19 24:23 24:25 highlight 27:1,16 43:4 66:2 highlighted 18:10 18:14 26:18 29:2 38:6 42:8,18 43:25 44:3,12 highlighting 25:19 27:14 29:21 highlights 19:16 28:8 40:17 hiring 50:14 history 11:15 hobbs 8:25 hoc 26:9 holiday 4:18 home 72:14 homer 8:5,5,5 9:8 70:7,9 hop 69:6 hope 2:24 3:8,11 10:25 13:16 45:1 56:24 58:18 61:13 63:17 65:7 hopeful 64:6,17,25 hopefully 3:9 32:19 35:4 59:14</p>	<p>i</p> <p>idea 9:24 ideas 11:13 identified 12:14 22:3 67:14 identifies 26:2 identify 22:11 identifying 29:3,5 65:16 igra 27:3,25 31:18 33:4 45:21 54:2 igra's 27:6 illustration 62:23 imagine 13:6 immediate 29:3 immediately 30:3,21 impl 36:5 implement 34:3 35:12,21 39:22 40:13 41:12,19 42:2 43:20 implementation 29:10 47:7 implemented 36:6 implementing 29:2 46:19 import 10:8 26:5</p>

<p>importance 58:8 important 5:7 52:10 52:11,19,19 53:5,16 54:1 57:24 59:15 60:9 improve 28:12,13 28:18 32:15,23 35:6 37:6 39:20 40:1 41:6 47:1 56:25 58:10 63:5 64:14 improved 31:6 56:6 improvement 29:6 32:3 70:13 improvements 30:24 64:5 improving 37:24 39:15 impson 7:22,22 include 12:4 22:23 50:10 60:15 included 36:22 includes 37:24 including 4:8 27:22 41:20 increase 24:18,18 28:20 32:10 40:6 62:17 increases 30:6 ind 51:13 independent 21:9 38:11 51:14 indian 1:7 4:3 7:21 10:9 13:22 14:12 17:4,7,25 19:24 20:15 26:22,23,24 27:5,9 33:19 38:21 53:15 64:15,20 74:3 indicated 64:11 65:3 65:3 industry 26:25 27:9 30:25 35:16,18 45:20 48:10 51:17 55:5 56:18 57:8 60:3,13 61:24</p>	<p>informal 32:8 33:23 information 23:11 34:16,20 39:10 40:2 40:15 41:15 54:16 68:23 72:21 informative 3:11 informed 22:17 informing 38:1 initiative 28:10 30:5 37:21 39:24 57:21 65:2 inn 4:18 input 11:5,13 26:5 insights 58:7 inspector 39:5 instructs 10:6 instrumental 65:16 insulting 25:14 insure 27:24 31:17 65:5 insuring 27:9 integrated 40:15 41:15 integrity 26:24 27:8 30:25 64:14 intended 45:21 interest 30:12 interested 60:11 75:8 interesting 60:18 interference 51:18 interferes 74:6 intergovernmental 36:2 interior 14:12 38:9 38:12 39:6,9 41:3 51:16,20,21 interior's 38:24 internal 9:14 25:25 30:24 33:3 34:1 39:21 41:6,20 57:6 international 17:14 internet 57:12 60:11 61:7</p>	<p>interstate 68:15 introduce 2:22 introducing 2:7 introduction 6:9,23 introductions 2:9 invested 53:13 investments 48:25 invite 6:11 73:6 involved 63:24 iowa 7:3 8:15,17,19 8:21 52:7 issue 49:13 52:7 issues 4:13 10:8,13 10:14,23 11:10 14:11 29:3,7 31:11 59:16 60:6,14 65:16 67:2,17 70:19 it'll 55:20 73:16</p> <p style="text-align: center;">j</p> <p>j 1:25 75:21 jamie 4:8 5:1 9:2 jamison 5:19,20 janie 6:1,3,4 68:22 jannisen 5:18 january 22:12 43:12 job 1:24 16:14,18 33:14 66:11 71:14 71:20 jobs 40:10 41:23 52:10 john 7:9 19:13 johnson 6:25,25 joplin 68:25 69:5 70:2 judy 8:4 july 26:12 justification 43:24 44:10,17 justifications 21:25 23:20,23 justin 8:21</p>	<p style="text-align: center;">k</p> <p>kaiser 53:4 kay 8:11 keep 25:19 39:7 46:5 52:19 58:4 keeping 35:17 62:15 kept 51:11 ketchup 7:5,5 8:2,2 key 26:2,4 29:22,25 keynote 61:5 73:21 killed 19:9 kind 4:2 6:8 9:23,25 10:7 11:25 17:9 48:4 51:4 52:8 53:7 56:10,12 58:13 59:8 60:18 66:1 68:11,13 68:24 69:23 70:15 71:3,3,4 knew 10:17 35:21 68:11,17 know 3:6 4:12,14 6:12,13 9:17 10:2 10:14 11:11,23,24 13:14,25 14:9,13 15:10,11,18 16:2,13 16:17,23 17:1,25 18:5,7 19:20 21:12 21:13 23:10 25:13 26:8 28:15 30:7 32:20 34:9 36:6 39:8 45:13,18,24,24 47:11,18 48:6,8 49:10 51:7,16,22,25 52:17 53:16,20,22 54:3,6,10,12,15,16 54:18,23 55:2,14 56:5,10,13,23 57:9 57:14,16 58:4 59:2 59:3,5,6,7,11,11,15 59:15,20,21,22,25 60:7,7,12,17,20,24 60:25 61:19,20,21 61:25 62:1,1 63:3,8 63:9,15,17 64:10,14</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>65:13 66:3,4,13,19 66:21,22,23 67:4,5 67:6,12 68:9,10,22 68:24 69:2,6,9,14 69:22 70:5,9,12,14 70:15,22 71:2,4,8 71:10 72:16,25 74:6</p> <p>known 4:6</p>	<p>line 36:16,16 lines 25:19 31:7,10 49:18 59:8 link 38:23 linked 21:20,22 22:1 22:4 23:6 links 29:9 lisa 7:22 listen 62:19 listened 53:19 listening 54:4,9 literally 53:12 little 2:2,3 3:17,19 4:20,22,24 5:2,20 5:24 6:4 9:4 11:15 15:25 16:22 18:3,9 20:18 25:9 28:5 36:25 38:16 44:2,21 45:11,13 46:2,4,10 48:2 49:2,5,7 51:13 52:23 53:18 54:5,7 58:24 61:18 62:5 65:24 67:24 68:3 69:9,16,20,25 70:4 70:5 71:22 72:3,5 72:12 73:2,10,25 74:14,16 littleaxe 7:24,24 lives 48:4 liz 9:8 48:21 61:21 71:23 local 18:7 located 33:6 locations 33:18 log 47:11 lohah 8:5 long 4:7 30:2 48:7 49:15 look 9:25 12:1,21 20:12 22:9,21 23:9 24:11 29:19 48:12 48:12 50:2 55:21 57:10 59:12 69:14 71:25 72:23</p>	<p>looked 24:21 25:3 31:8 33:16 69:10 looking 12:6 25:2 48:24 50:7 52:2 57:11 loop 44:17 lose 18:3 lost 16:18 lot 6:12,15 10:13,16 12:22 13:1 15:11 22:23 29:21 30:7,18 43:2,16 49:12,18 51:6 53:21 54:13,17 54:17 60:6 63:25 64:4 65:25 66:3 67:8,13 lots 17:9 love 54:7 lower 73:18 luckily 19:11 luxuries 16:21</p>	<p>managers 56:20 mandated 52:13 66:16 manner 30:20 mashantucket 14:10 54:22 68:11 matt 9:18 matters 65:21 matthew 8:7 matthews 2:21 3:2 3:17 maximize 24:18 mba 17:14 mcclellan 8:15,15 mccosta 8:21,21 mean 27:15 31:22 39:13 41:9 47:17 48:18 49:11 51:3,4 55:18 71:15 meaningful 29:14 29:14,15,18 means 31:12 49:7 measurable 29:15 29:18 measurement 40:13 42:3 measurements 12:20 measures 26:3 29:13,23,25 mechanisms 38:6 65:6,8 media 13:20 meet 29:6 31:18 51:2 53:13 meeting 1:7 17:22 26:19 29:22 35:17 37:2 61:3 68:2 73:21 74:5,21 75:4 meetings 2:25 3:9 18:10,12 23:14 26:10,15 45:24 meets 30:12,12 member 9:18 14:18 18:6 20:15 42:12</p>
<p>I</p> <p>lake 74:6 lame 61:10 lands 27:5 language 35:20 58:9 59:14 lara 8:23 larry 17:6 las 11:20 lash 7:13,13 9:17 53:1,1 54:6 73:1,3,3 73:23 latest 31:14 law 8:6,9 46:16 66:16 laws 20:17 lawyer 47:17 lay 68:9 leaders 3:4 6:13 56:19 73:7 leap 17:13 learn 38:18,24,24 40:18 learned 49:24 left 23:16 31:2,2 36:18 44:4,12 legislation 37:12 legislative 60:15 leonard 7:16 17:1 62:9 letter 14:15,17 letters 14:15,24 level 52:20 73:18 light 68:17 limited 22:18 40:19</p>	<p>m</p> <p>m 19:14 ma'am 52:5 73:2 macao 17:15 magnificent 71:14 mail 72:2,20,20,22 72:22 main 33:12 58:1 maintain 30:25 40:15 41:14 64:14 maintaining 27:8 major 10:8,23 48:24 48:24 55:15 59:24 making 10:7 29:22 35:5 37:12 57:25 59:12 65:7,14,19 73:11 man 35:1 management 26:12 39:24 manager 4:8 9:3 50:16</p>		

<p>53:17 members 4:7 6:20 20:7 62:15 mentioned 47:20 53:10 63:1,19 65:4 met 36:13 miami 7:13 53:1 73:3 microphone 70:11 middle 33:8,11 68:12 mike 6:6,20,22 16:2 miles 68:15 69:5,22 million 38:10 millions 54:14 mind 4:15 58:4 mine 61:7 minimize 57:5 minimum 9:14 minutes 17:22 mirror 12:1 53:4 missing 36:2 57:24 mission 26:20 27:2 mix 14:22 mixes 30:11 modernization 22:12,14,17,25 23:22 24:9 modernized 22:14 modify 59:7 modoc 7:7,24 8:4 67:25 moments 53:25 monday 9:12 10:18 15:6 money 15:11 48:13 72:11 monitor 26:21 40:13 42:2 monitored 45:4 monitoring 31:25 montana 16:12 33:9 month 17:11 42:19 43:9 61:4</p>	<p>moody 5:16 moraga 7:20,20 72:1,4 74:1,3,15 morgan 8:7,7 9:18 morning 2:10,11,12 2:13,20 7:2 10:18 16:9 20:11,16 73:10 move 11:13 15:21 51:8,8 58:13 61:9 65:2 moved 11:2 movement 63:13 moves 10:24 60:23 moving 9:23 32:21 56:7 60:9 62:20 multiple 56:17 muscogee 7:1 myers 16:17</p> <hr/> <p style="text-align: center;">n</p> <hr/> <p>n 37:11 name 2:3 3:18 5:23 5:25 6:6 13:17 14:18,25 20:11 46:13 nation 7:1,12,17,22 8:8,10,14 28:2 46:16 47:4 62:9 national 1:7 2:4 3:19 8:1 13:21 14:12 64:20 nations 18:19 native 21:16 42:6,9 42:16 43:4 natural 16:23 42:13 nature 49:20 navajo 20:14 near 69:7 necessarily 10:1 48:8 54:10 55:25 60:21 necessary 35:19 need 10:9 15:17,20 16:1 22:10 35:11,12 35:13 37:1 45:3</p>	<p>47:22 50:2,2 52:21 55:17 63:25 65:5 66:18 67:7,18 needed 32:13 58:12 needs 21:1 30:9 33:13 35:17 51:2 58:12 neither 5:6 nelson 6:25 never 10:16 74:7 new 5:12 10:19 16:16,16 22:24 23:1 23:13 24:13,22 25:6 26:2,25 31:6,8 40:25 41:1,1 51:5,5 51:5 71:2 news 23:13 nice 4:4 16:9 68:4,8 68:18,25 73:20 nicole 5:12 12:6,23 20:7,10,12 26:18 43:25 niga 14:14 nigc 2:23 3:15 9:7 16:16 17:8,11 21:15 21:18,24 22:3,22 23:2,8,9,10,25 28:13,14 31:14,23 33:4,7 34:5 35:4 37:11,21,24 39:19 40:16 41:16 42:18 43:23 50:6 51:11 53:19,22 60:13,20 61:13 70:12,19,19 71:6,8,10,15,19 75:4 nigc's 12:4 35:6 39:22 40:1 nigc.gov 23:13,16 45:2 night 68:8,14 nine 68:6 nj1334455 1:24 noise 45:15 46:1</p>	<p>non 19:15 normal 72:4 notes 57:4 notice 71:3 noticed 35:25 november 43:9,11 number 36:2 48:6</p> <hr/> <p style="text-align: center;">o</p> <hr/> <p>o'clock 13:3,6 68:8 74:6 o'meilia 1:25 75:3 75:21 obama 10:6 objectives 22:4,20 22:23,25 24:20 25:1 obligation 67:11 obtain 64:4 obviously 4:4 26:14 occasions 36:14 occurred 48:5 october 1:8 13:25 44:8 72:19 75:12 offering 28:8,22 30:10 office 17:8 39:24 official 75:12 officials 6:15 oftentimes 10:18 67:1 oh 53:1 oiga 14:14 74:4 okay 9:4 15:25 36:23 45:5,11 74:13 oklahoma 1:10 4:14 5:21 7:3,12,17,20 8:3,16,20 16:10 52:7 62:10 73:4 74:3 75:22 old 48:23 54:5 older 50:23 oldest 50:21 omb 21:21 22:5 43:12,13</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>once 43:18,19 62:8 72:6 74:17 ones 19:5 58:21 ongoing 55:20 online 47:10,23 50:18 64:2 open 13:20 18:12 20:24 37:21 39:23 39:25 opening 15:17,20 73:9,20 operate 27:24 operation 51:19 52:2 operations 12:17 25:25 operators 36:12,12 36:13 opinion 36:5 opportunities 11:4,5 33:6 35:3 62:17 63:21 opportunity 59:18 62:11 65:21 70:8 opposite 17:5 options 47:22 order 9:15 10:3,21 18:15 23:21 25:14 26:24 28:2 38:20 51:2 64:13 oregon 11:20 organic 71:18 organization 5:25 6:7 13:17 19:19 46:14 organizations 19:15 otgra 2:25 ought 52:21 outdated 49:9 outlined 29:1,8 outreach 26:3 62:16 overview 26:17</p>	<p style="text-align: center;">p</p> <p>park 69:19 part 9:12,14 26:4 34:24 39:6 41:4 51:3,19 60:1,17 62:12 participate 15:12 26:22 33:7 60:25 participated 54:22 participation 64:19 particular 30:23 47:8 66:18 67:18 particularly 71:12 parties 75:8 partner 38:8,12 60:21 66:22 partnering 38:19 49:11 partnerships 40:20 parts 66:25 paula 7:18 pavilion 73:17,19 pawnee 7:11 paxton 16:17 pay 69:19 pending 62:25 penz 7:18,18 people 11:17 16:25 17:12 36:4,10 44:16 46:6 50:18 52:9 57:10,14 58:3,19 73:15 74:10 peoria 7:9 pequot 14:10 perform 32:5 40:10 41:23 performance 12:5 20:20,23 21:3,11,23 22:1,7 23:6,7,7,24 23:25 26:2 29:22 40:13,14 42:2,4 43:21 period 44:7</p>	<p>person 56:12 personally 17:23 51:16 71:9 perspective 47:18 47:20 peveler 5:13 20:7,11 20:12 31:4 philosophy 70:14 phone 48:22 phones 48:20 physical 27:23 pick 59:4 picture 32:20 63:8 pilot 20:21 21:5 place 67:10 68:16 plan 4:2 9:24 10:1 11:8,11,16 12:8,11 12:19 19:5 20:4,9 20:19 21:2,4 22:2,3 22:8,22,24 23:4,5 23:14,18,19 24:2,5 24:7,10,11,13,15,22 25:1,6,8,18 26:2,3 26:11 27:1,17 28:7 28:23 29:13 30:1 31:24 33:16,22 34:15 35:2,11,18 39:14,17,20 40:12 41:11,18,21,25 42:6 43:10,11,14,15,18 43:18,19,21,22 44:1 44:13 50:11 55:16 56:4 57:1,23 58:11 61:8,12 62:13 63:7 63:12 64:8,11,18 65:3,22 70:13 71:1 planned 56:23 73:21 planning 19:13,14 19:22,25 20:1,18,23 21:10,23 22:1,7 29:9 plans 21:11 23:7,22 23:24 plant 19:11</p>	<p>play 51:22 60:24 playing 52:20 please 5:25 6:6,17 34:10,19 46:14 58:4 66:19 67:17 73:13 pleased 63:10,15 65:13 plus 47:14 poignant 15:9 71:24 point 13:7 36:25 48:3 49:12 52:23 57:13 58:2 59:1,7,9 59:11 60:22 67:21 points 50:9 54:9 58:25 60:8 65:25 policies 40:9 41:19 41:22 48:8 policy 37:13 poor 64:3 poorest 52:11 portal 34:19 portland 11:19 position 16:16 positions 10:12 positive 11:6 57:19 63:13 71:6 possibly 61:15 posted 13:12 18:25 19:6,7 23:8,25 45:6 posting 41:8 potatoes 56:11 potential 67:2 pounding 46:2 power 37:16 38:14 powerpoint 12:24 15:22 23:14 31:7 46:21 pre 47:12 prefer 16:3 64:15 prepackaged 47:16 47:24 prepared 60:12,13 preparing 54:16 61:16</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>prerecorded 47:13 prerequisites 31:18 presentation 12:24 16:4 23:15 presented 26:12 presenting 26:11 president 10:4,5,6 51:23 pretty 15:7 34:23 43:16 prevent 33:2 previous 16:15 59:3 59:21 previously 39:21 price 69:12 primary 27:2,10,18 54:2 prime 56:11 principal 7:16 62:9 principles 27:21 63:11 printing 19:9 prior 10:11 priorities 6:15 12:14 22:4 24:23,24,25 25:20 29:1 priority 22:19 privy 61:3 probably 5:22 13:4 13:9 48:20,21 54:14 57:9,11 60:4 64:12 69:24 problems 70:20 procedures 41:19 proceedings 2:1 process 11:6,14 14:2 14:8,21 18:24 21:23 21:24 22:6 26:4,6 35:15,22 36:10 39:16 40:25 50:14 53:6,8 55:2,6,7,19 55:20 56:4,4,13 59:4,5 60:21 62:24 64:11,23 65:15 66:23</p>	<p>processes 29:6 40:16 41:15 procurement 49:20 prodding 70:10 produce 19:17 64:18 productive 36:7 profit 19:15 program 43:3 programs 34:3,7,10 41:20 42:1 66:21 progress 43:22 progressively 56:8 project 20:21 21:6 promise 74:7 promote 26:24 27:23 28:3 47:6 57:4 70:16 promoting 27:6 promulgate 35:19 proponent 70:16 proposals 37:11 39:19 60:15 proposed 26:10 28:7 28:22 35:11 62:21 proposing 25:25 26:25 29:12,24 30:5 30:22 32:17 33:5,10 33:15 35:1,20 37:6 37:9 39:16,22 40:11 41:13,21 61:9 proud 3:7 provide 18:13 25:23 32:8,17,25 33:6,22 33:24 34:16,20 35:3 40:1 64:2 66:10,14 67:11 providing 30:16 37:25 38:17 54:17 67:15 proxies 74:10,13 public 13:21 18:13 18:13 19:14 20:25 21:1,12 38:1 50:15</p>	<p>purchasing 38:14 pursuant 26:23 75:5 pushed 12:4 66:14 put 11:3 14:17,24 48:21 53:14 59:25 70:25 72:25 74:18 putting 12:18 63:14</p> <p style="text-align: center;">q</p> <p>quapaw 1:10 2:8 68:19 72:6 quapaws 68:2 question 59:21 62:8 questionable 68:24 questions 13:8 15:25 25:10 45:12 46:11 52:25 55:23 55:25 61:6 62:6 70:3 quick 40:22 74:1,4 quickly 3:21,24 quite 35:10 42:17</p> <p style="text-align: center;">r</p> <p>raise 16:2 ray 8:25 reach 33:15,20 38:20,21 40:18 69:17 reaches 38:18 read 12:10 14:5 18:17 19:3 25:13,17 27:21 31:10 32:3 33:24 35:20 39:17 39:21 44:25 56:1,1 reader 31:10 reading 14:9 25:21 37:18 45:8 ready 60:25 reaffirmed 10:5 real 32:20 74:1 realize 10:25 12:11 27:5 63:2 really 2:14,17 3:1,25 6:21 11:23 14:7 15:8 16:19 45:7</p>	<p>46:18 48:11 50:20 51:1,1 53:19 56:8 58:9,10,18 63:25 66:6 reason 67:6 reasons 24:9 48:4 60:5 rebecca 61:3 receive 43:13 70:24 received 43:10 recognize 5:8 10:15 20:2 27:5 63:3 64:22 recognizes 6:13 recommendation 46:18 recommendations 51:23 record 13:18 15:17 53:16 recover 33:3,25 recovering 18:2 recreating 48:14 reedy 8:1,1 reference 13:15 referenced 53:8 referencing 53:11 referred 57:19 referring 56:21 refers 61:15 reflected 15:5 64:8 71:2,18 refreshments 3:14 reg 5:21 14:7 regard 47:8 62:23 regardless 42:20 45:23 regards 5:4 61:25 region 5:14,21 11:20 42:25 66:25 67:16 74:18 regional 5:15 66:3,6 66:20 regions 33:7 35:4</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>register 10:20 regular 72:20 regulate 51:17 57:7 regulated 57:8,13 60:3 regulation 11:3 26:22 27:4 regulations 11:7 19:3 28:13,16 33:4 35:7,14,19,21 36:9 36:15,17 37:12 39:19 55:4,16,21 65:12,14 71:2 regulator 36:1,1 regulators 36:12,22 54:2 56:19 73:5 regulatory 10:8,25 12:17 14:1,21 25:24 26:23 28:19 32:5 35:15,22 36:4,10 37:8 38:4,11 40:4 51:15 53:8 57:2 60:1,21 62:21,24 63:5,16,24 64:22 65:17 71:12,13 relates 63:16 relationship 12:15 18:20 25:22 28:18 37:7,15 57:25 71:6 71:11,16 relative 58:8 75:7 relatively 64:2 remain 57:14 58:5 remarks 73:9,11 remember 14:11 46:13 53:5 remind 72:18 reminder 13:23 37:1 74:4,11 remote 40:19 renewable 19:11 renting 69:4 reported 1:25 reporter 75:4</p>	<p>reporting 20:23 21:19 22:9 23:6 reports 21:12 23:25 43:23 represent 8:10 29:9 representatives 53:13 request 34:12 require 21:18 66:14 required 21:11,15 23:4 61:1 62:2 requirements 21:20 21:22 26:20 requires 12:7,8 research 54:18 reservation 39:1 reserve 67:7 resource 16:23 19:11 66:12 71:8,15 resources 24:19 33:14 38:25 39:1,2 40:20 41:13 42:24 66:10 respect 18:19 28:1 62:13 63:4,20 64:16 64:25 respond 33:2 response 15:24 32:16 responses 30:17 32:18 responsibilities 28:1 37:17,22 39:23 40:7 responsibility 27:23 responsive 30:20 35:17 result 11:6 55:3 results 12:5 20:20 21:3 26:1 revert 69:4 review 10:25 12:17 14:1,7,21 19:1 25:24 35:13,15,22 40:22 53:8,23,24 62:24 64:22</p>	<p>reviewed 19:8 43:22 63:7 reviewing 23:10 25:24 26:14 55:16 reviews 14:2 revise 35:13 43:9,14 revised 35:21 rhonda 8:13 rib 56:11 richard 7:14 richness 42:20 right 6:5 10:20 13:9 20:9 23:12,15 30:10 31:19 42:11 44:13 44:15 46:13 65:24 67:7 69:6 73:17 river 20:15 road 42:17 roast 56:11 robin 7:13 9:17 52:25 53:1 54:5,8 55:22 56:21 73:3 74:1 rocky 16:12 role 51:22 60:24 61:25 roles 64:19 room 5:17 6:9,23 43:17 49:17 74:4 routinely 29:17 rule 57:25 58:5 59:12 65:7,19 rules 9:11,16,21 15:5 55:19 58:3 65:12 ruppert 8:23,23</p>	<p>satisfy 59:15 saves 47:14 saving 39:1 savings 48:16 49:21 saying 11:25 14:4 32:1,10 42:2 56:15 59:1 says 26:21 41:14 74:11 scheduled 13:3 26:16 science 17:12 seal 75:12 seats 6:10 second 37:20 secretary 3:23 17:7 19:23 51:20 61:4 secure 39:10 see 2:19 3:3,16 4:4 5:1,2 11:16 12:21 15:4,8 16:10 20:13 22:9 25:4 29:21 34:10,20 36:22 44:1 44:18 45:5,23 59:13 59:18 60:6 65:1,8 68:15,16 69:24 70:25 71:2,16,17 seek 43:1 seen 50:21 self 16:24 17:6 27:7 28:3 seminole 7:17 62:9 send 5:4 14:14,15,19 14:23 42:24 58:17 72:20 sending 53:13 seneca 7:14 senior 26:12,12 sense 30:19 35:5 51:3 sent 14:25 42:12,14 separate 39:7,7 49:16 september 26:9,13</p>
		<p>s</p>	
		<p>safe 39:5 72:13 sake 18:16 salazar 3:23 sampled 17:9 sands 17:16 sarah 5:10 61:19</p>	

<p>serious 28:15</p> <p>seriously 29:5 48:11 66:17</p> <p>serve 41:17</p> <p>server 39:7 49:17</p> <p>service 17:5,25 24:18 38:9</p> <p>session 26:9 47:13 61:11</p> <p>set 15:7 22:18 75:6 75:11</p> <p>sexy 18:1</p> <p>shape 19:18</p> <p>share 38:24 58:19 65:22</p> <p>she'll 13:11</p> <p>sheila 7:20 71:25 73:25 74:2,14</p> <p>shirt 2:19</p> <p>short 30:1</p> <p>shorthand 75:3</p> <p>shortly 19:6</p> <p>show 20:22,25 22:7 34:11</p> <p>showing 21:2</p> <p>shows 45:19</p> <p>shut 48:22 49:14</p> <p>shy 29:4</p> <p>sic 27:10,18</p> <p>side 17:18 23:12,15 23:16 31:3,3,19 44:4,12 51:19</p> <p>sign 14:19</p> <p>significant 52:8</p> <p>signing 38:22</p> <p>sill 8:23</p> <p>simmons 5:17</p> <p>sir 62:6</p> <p>sit 6:11,18</p> <p>site 30:22 32:2 66:9</p> <p>sitting 47:12 56:9</p> <p>situation 70:23</p> <p>six 21:9 24:4,15,20 52:1</p>	<p>skip 27:20</p> <p>slapped 70:21</p> <p>slides 25:16 31:6</p> <p>software 38:15</p> <p>somebody 17:22 46:8,12</p> <p>someday 51:10 57:12</p> <p>sorry 5:17,20 16:17 40:5</p> <p>sort 46:17</p> <p>sovereign 28:2 57:5</p> <p>speak 5:25 6:5,16 13:16,16 65:21</p> <p>speaker 49:1,4,6 61:5</p> <p>speakers 73:21</p> <p>special 2:17 9:6</p> <p>specific 15:1 23:2,4 24:21 26:19 32:4</p> <p>specifically 56:2 73:6</p> <p>specifics 28:6 32:22</p> <p>speck 38:16</p> <p>spend 15:11 30:18 53:20 54:14 72:10</p> <p>spending 48:13</p> <p>spent 38:9 68:6</p> <p>spoke 10:2 24:2</p> <p>spots 41:9</p> <p>spread 47:3</p> <p>staff 5:9,12 6:20 16:14,15 33:17 40:16 41:16 42:10 42:12,18 61:22 62:1 66:3,6,20 67:12 70:12 74:17,18</p> <p>stakeholders 26:4 28:13 32:24 40:23</p> <p>standards 9:13,14 14:23 36:15</p> <p>standpoint 47:7</p> <p>start 2:6 6:24 15:23 46:11 59:3</p>	<p>started 2:2 6:2 30:14</p> <p>starting 59:6 71:17</p> <p>starts 73:23</p> <p>state 5:25 6:6 13:17 28:19 37:8 38:4 40:4 46:13 75:22</p> <p>statement 15:20 26:21 27:17,21</p> <p>statements 15:17 26:18 28:5 32:9,21</p> <p>statutory 67:10</p> <p>stay 2:24 3:8 16:20 73:11</p> <p>step 26:16 58:11 61:14</p> <p>stephanie 18:7</p> <p>stepped 71:4</p> <p>steps 26:7 43:7,20 67:9</p> <p>stevens 5:5 7:11,11 18:6</p> <p>stick 10:21 43:18</p> <p>stipulations 75:6</p> <p>stop 73:7,13</p> <p>stopping 46:9</p> <p>strat 28:23</p> <p>strategic 4:2 9:24 11:8,11,15 12:8,11 12:19 19:5,13,14,22 19:25 20:1,4,18,19 22:2,2,22 23:13,18 23:19,22 24:5,7,10 24:11,17,17,22 25:6 25:8,18 27:1 28:7,8 28:23,24 29:13 30:1 35:11 40:12 47:6 55:15 57:1,23 58:11 63:7 64:18 65:22 70:13 71:1</p> <p>strategies 26:1 28:24 29:8 31:17 37:10 46:19</p> <p>strategy 42:5</p>	<p>straus 9:1</p> <p>street 4:18</p> <p>strengthen 55:4,4 62:16</p> <p>strive 58:6</p> <p>strong 27:7 28:4</p> <p>structure 21:19 57:11 58:13 60:1</p> <p>struggle 50:20</p> <p>studied 17:14</p> <p>stuff 31:20</p> <p>subject 17:25</p> <p>submission 32:16</p> <p>submit 13:24 43:12 43:15 45:1,3 58:17 72:19</p> <p>submitted 21:5 43:23</p> <p>substantial 37:14</p> <p>success 29:25 63:1</p> <p>successful 11:1 36:19,20,21 45:20 60:5</p> <p>sufficiency 27:7 28:4</p> <p>suite 47:22</p> <p>support 26:5 40:16 41:16 57:2,20</p> <p>sure 29:22 35:16 37:2 45:14,14 47:25 52:2,3 54:9 55:21 68:1 72:8 74:10</p> <p>surprised 14:20,21 68:22</p> <p>sustain 33:2</p> <p>switch 71:21</p> <p>switching 17:3</p> <p>symbiotic 71:16</p> <p>synonymous 44:19</p> <p>system 34:18,19,24 38:18 40:14,25 42:3 49:16 50:23 63:24</p> <p>systems 30:24 40:16 41:15 48:14,23 49:15,19 50:21</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

t	terms 70:14 terrible 70:18 thank 3:3,13,17,18 4:16,19,20,24 5:3 9:4,8,19,22 11:22 15:6,10,13 16:8 27:13 37:3,4 45:9 52:23 53:2 54:4 55:22 56:2 58:15,22 58:24 61:21 62:11 65:20,22,24 67:21 67:23 68:10,10,19 68:20 70:2 71:19,20 72:6,12,24 73:3,13 74:14,17,19 thankfully 73:10 thanks 3:15 74:15 themes 63:11 thing 12:1 31:12 35:25 44:20 45:23 45:25 50:13 57:10 69:8,11 70:18 71:6 things 5:7 13:2 14:19 27:16 38:7 41:8 42:7 44:16 47:2,10,18 49:20,24 49:25 50:4 52:4 56:22 61:20 63:18 think 5:16 6:12 9:5 10:15 11:5,24 12:10 13:3 18:17 19:15 25:20 33:9 34:4,23 36:21 37:18 45:15 46:12 47:24 48:3,4 48:20 49:12 50:23 51:21,24 52:7,11,18 53:7,10,16,19 54:3 54:25 55:5,7,10,11 56:3,7 57:9,10,15 58:7,11,13,25 60:4 61:6 66:1,3,4,18 67:13 69:10 70:17 71:5 73:15 thinking 30:13 56:10	third 11:24 32:15 38:3 thomas 2:21 thought 17:19 56:22 thoughtful 15:1 thousands 53:12 three 3:22 21:10 24:17 25:23 27:9,15 27:16,16 36:7,19 37:10 44:15 58:22 74:12 thriving 45:20 throwing 44:16 thursday 74:5 tied 50:23 ties 53:7 tim 5:14 16:2 34:10 34:20,25 time 3:8 4:7 15:18 30:18 32:16,19 36:15 45:9,22 53:21 54:21 56:6 68:7 72:10,24 73:7,14 time's 18:16 timely 30:17,20 32:18 times 6:12 10:3 12:15 36:6 46:8 54:5 55:1 66:4,24 tiny 38:16 today 3:5,11 9:9 11:10,17 13:4,7 24:12 26:11,14 27:19 28:8 45:10 53:3 62:12 70:6 72:13 tom 4:6 tomorrow 2:25 3:10 72:15,15 73:7 tongue 27:19 top 64:16 topic 11:23 track 35:8,17 43:16 tracking 29:17	tracy 18:6 traditional 64:16 trained 61:23 training 12:16 25:23 28:12 32:24 33:1,7 33:16,25 34:3,5,7,9 34:12 46:22 47:7,9 47:10,13,20 49:22 50:1,7,15,16 57:18 63:21 64:1 66:15 67:20 transcribed 19:2 75:5 transcript 45:6 transcriptionist 5:23 13:11 transcripts 19:6 20:14 transformation 48:5 transparency 27:22 28:21 40:6,23 transparent 18:24 travel 47:15,16 50:1 traveled 33:17 traveling 72:13 treat 4:5 9:9 trees 19:9,12 tremendous 63:2 64:23 71:15 tribal 3:4 6:12,14,17 9:17 10:12 13:22 14:13,18 16:21 17:5 18:6,10,11,19 20:3 20:13 25:22 27:6,7 28:2,3,4,19 30:24 34:17,19 37:7 38:4 39:2 40:3 42:12 43:8,10 45:7,22 46:24 47:11 53:9,11 53:17 54:13,22 55:1 56:19 57:6,25 59:22 62:20 63:4,6 64:13 64:20 65:8 71:12,13 73:4,6
----------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>tribe 2:8 4:7 6:14 7:3,6,8,10,13 8:4,16 8:17,19,21 12:3 16:19 19:21 29:15 38:18,22 47:9,16,25 52:7 53:1 66:13 67:25 70:23 72:7 73:4 tribes 10:9,16,23 12:9 14:24 15:5,11 15:16 17:2,18 18:21 20:15 27:4,10 29:3 29:8 30:7,17 31:13 31:18 32:14 33:6,10 33:13 34:5 35:3,9 36:3,21 37:11,15,15 37:17 38:2,20 39:3 39:18 40:18 41:17 47:21,25 50:1,6 51:2,25 53:6,13 54:1,3,12 55:11 59:25 60:11,16 63:22 66:9,15 67:1 67:4 68:1 70:18 71:7,7,11 tried 17:9 29:21 31:11 44:3 48:21 trip 68:5 69:7 72:14 troublesome 44:2 troy 7:24 trumbla 8:13,13 try 17:23 18:1 25:13 42:19,23 43:4 50:20 69:1,17 trying 25:15 32:20 38:8,12 50:17,17,17 50:24,25 51:1,6 58:3 59:9 tulalip 18:6 tulsa 5:14,21 69:4 69:12,23 74:17 tunnel 68:17 turn 2:23 13:1 15:16 16:6 20:6</p>	<p>turned 60:19 two 9:11 17:10 20:4 25:22 27:8 47:6 58:21 73:8 type 56:12 60:10</p> <p style="text-align: center;">u</p> <p>uh 69:16 underneath 37:22 44:14,15 understand 10:13 59:24 undertaking 63:2 64:23 unfolded 53:19 uniform 31:25 united 68:4,5 unjust 70:24 upcoming 23:7 update 28:13 35:6 38:14 40:8 41:21 updated 45:4 updates 21:10 updating 23:11 24:10 38:10 urge 66:19 67:16 72:9 use 24:19 25:21 38:13 67:7 71:7 useful 29:19 utilization 46:22 utilize 47:19 65:18 utilizing 39:11 49:18</p> <p style="text-align: center;">v</p> <p>valid 48:3 valuable 54:17 65:6 71:24 value 52:3 54:23 59:23 variety 30:10,12 38:5 various 20:17 vegas 11:21</p>	<p>versus 38:15 vice 2:20 5:5 9:7 10:11 18:8 73:4 view 70:24 viewed 60:20 viewpoints 62:20 views 65:22 violation 33:4 vision 27:17,20 29:2 visit 4:5 62:12 visiting 66:9 visits 30:22 32:2 66:9 visual 50:19 voice 18:4 72:16 voluntary 64:7 70:17</p> <p style="text-align: center;">w</p> <p>wait 16:1,4 wake 10:18 walk 12:23 walker 9:1 walkway 73:19 walters 5:10 44:6,9 46:5 want 2:6 4:16 5:4,8 9:6,8,19,22 11:22 13:2,23 15:6,10,12 19:3 35:16 43:25 45:5 49:2 57:1,13 57:14 58:1,4,5 66:22 67:3,4,4,6 68:18 71:19 72:12 72:23 74:17 wanted 4:10 17:17 55:10,11 70:11 wants 5:1 21:1 washington 48:19 watching 47:12 waters 17:9 way 4:25 42:22,23 45:21,25 47:5 50:10 51:14 57:14 60:6 65:14</p>	<p>ways 49:10 50:2 we've 12:12,13,14 14:1 18:25 31:20 34:12 35:7,9,10 41:7,9 42:8,18 43:8 48:11 50:16 57:17 59:7,16 66:24 67:8 weaknesses 33:3 34:1 web 38:17,25 50:4 72:22 webinars 50:4 website 13:13 18:14 19:1,7 23:9,9,10 24:1 34:11 37:24 38:22 40:1 41:8 44:2,5 72:21 week 31:9,9 46:3 48:23 weeks 13:13 16:14 welcome 2:5,24 3:2 3:7 9:3,5 18:13 63:12 welcomes 9:7 went 9:11 17:6 19:23 21:6 22:13 24:24 25:5 26:7 28:16 36:14 65:25 whereof 75:11 wiggle 43:16 willingness 62:19 wireless 6:21,22 wisdom 44:22 wish 72:13 witness 75:11 wonderful 2:6,14 68:19 72:8,16 wood 7:14,14 word 27:19 70:8 words 2:22 work 4:12 10:11 19:23 22:10,11,16 27:2 31:12,12,15 38:19 40:2 50:16 54:13 63:4 64:24</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>66:19 worked 4:23 10:12 17:2,4,6 19:21 22:10 50:25 53:15 54:21 55:8 66:13 workgroup 54:14 54:23 workgroups 65:9,15 working 12:3 14:10 17:3,8 26:8 27:19 30:11 42:15 45:21 53:11 55:22 56:16 59:21,22 61:12,24 64:13 65:11 66:2 68:11 works 37:25 54:3 56:13 world 57:9 60:4 worthwhile 37:18 written 19:6 29:20 53:23 wrong 12:7</p>
y
<p>yeah 6:22 14:4 56:10 57:15 69:20 69:25 year 3:22 24:12,14 28:14 35:8 36:17,21 62:14 year's 44:1 years 12:13 17:3,11 20:4 21:10,10 24:3 24:4,6,15 30:4,9,15 34:6 36:5,7,8,19 42:11 46:25 52:1 56:5 62:25 yellow 2:19 yesterday 68:5</p>