

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

FLORIDA TRAUMA SYSTEM ADVISORY COUNCIL  
FLORIDA DEPARTMENT OF HEALTH  
2555 Judge Fran Jamieson Way  
Viera, Florida 32940

May 24, 2018  
Commencing at 9:00 a.m.

- Present: David Summers, R.N.  
Mark McKenney, M.D.  
Zeff Ross  
Malcolm Kemp  
Joseph Ibrahim, M.D.  
Robert "Larry" Reed, M.D.  
Donna York, R.N.  
Darwin Ang, M.D.  
Nicholas Namias, M.D.  
Lisa DiNova, R.N.  
Glenn Summers, M.D.  
Brad Elias, M.D.
- Also  
Present: Leah Colston, Bureau Chief, Em. Med. Oversight  
Cindy Dick, Assistant Deputy Secretary  
Amanda Bush, Esq., Office of General Counsel  
Kate Koccevar, Trauma System Administrator  
Michael Leffler, OMC Manager
- Court Reporter: Elizabeth J. Beyer, FPR  
Angell Reporting Service  
8195 N. Wickham Road, Suite 200  
Melbourne, FL 32940  
(321) 259-8500

1 MS. COLSTON: We do have a few folks here, it looks  
2 like, attending from the public, so we are very excited.  
3 This is our first Florida Trauma System Advisory Council  
4 meeting. We're very excited about this.

5 We do have a court reporter here today, which is  
6 standard with all of our advisory council meetings, so we  
7 would ask, for the purposes of our court reporter and for  
8 people attending on the phone, that you please use the  
9 microphones that are available. If we have to pass them,  
10 we'll try to be proactive and get the microphones where  
11 they're needed.

12 We are definitely looking forward to setting up the  
13 council today. It will be a primarily administrative  
14 meeting for us today as we look to solidify our bylaws and  
15 work through our plan of action at least for the next year.

16 We have some activities by statute that we're going  
17 to be required to do by December 31st, so we have some  
18 priorities that are already set.

19 We are going to be looking forward to receiving  
20 recommendations from you about what our other priorities  
21 will be, as far as addressing some things in the trauma  
22 system and looking at areas that we can work on. I know  
23 there are a lot of good ideas that are ready to be floated.  
24 We want to get those documents as well, and start thinking  
25 about how we can begin to address those things.

1 I'd like to introduce Dr. Maria Stahl. She's a  
2 county health officer here. Her team and herself has been  
3 gracious enough to allow us to use this facility for our  
4 first meeting. So, Dr. Stahl?

5 MS. STAHL: Thank you, Leah. I know there's many  
6 physicians here, but I'm not a physician. I'm a nurse NP  
7 doctor, just to clarify.

8 Welcome to Brevard County. I'm glad that we were  
9 able to host you all here. I don't know if any of you have  
10 been to Brevard County before, but it's nice and sunny  
11 yesterday and today. It's going to probably be rainy after  
12 today. We have had ten days of clouds and yuck, but it  
13 really is a beautiful county with 72 miles of coastline.

14 I hope you found us okay. I know there are some  
15 here that drove this morning from Tallahassee. Oh, my  
16 goodness, I don't think I could do that.

17 Welcome. It's wonderful that you're all  
18 volunteering and are willing to get together and look at the  
19 trauma system here in the state of Florida. It's just  
20 wonderful. If there's anything we can do, if there is  
21 anything you ever want to use this building for, it's open  
22 anytime you guys want it. We host a lot of state meetings,  
23 a lot of local meetings.

24 For anyone that needs the restroom -- if you  
25 haven't found them already -- it's out in the lobby. Men's

1 is to the left; women's to the right, just before you go  
2 through the front door.

3 You're welcome if you ever want to come and see the  
4 rockets, enjoy the space center, go to Port Canaveral and  
5 take a cruise. We're here for you. I was just telling Leah  
6 that I'm going on a cruise tomorrow, a three-day cruise.  
7 It's going to be nice and rainy, so I don't know if I'm  
8 going to enjoy it.

9 But welcome to Brevard County. I'm going to hand  
10 it back over to Leah.

11 MS. COLSTON: For the court reporter's benefit, my  
12 name is Leah Colston. I am the bureau chief for emergency  
13 medical oversight. I know most everybody here, but just for  
14 the record. We'll also introduce Kate Kocovar in the back,  
15 the trauma system administrator. Amanda Bush, who is with  
16 our general counsel's office. Our interim division  
17 director, Doug Woodlief. Raise your hand, Doug. Our  
18 assistant deputy secretary, Cindy Dick, is here as well.

19 Special recognition, Michael Leffler, who is also  
20 with the trauma program at the state. He's been very active  
21 in coordinating all of this.

22 So I guess we'll go ahead and get started. Would  
23 you please rise for the Pledge of Allegiance?

24 (Pledge of Allegiance.)

25 MS. COLSTON: Thank you.

1           MR. LEFFLER: Are we going to do some council  
2 introductions?

3           MS. COLSTON: If we could, since this is our first  
4 official council meeting, I want to kind of just go around  
5 the table. I have already introduced our staff. If you  
6 could each give an introduction and what your representation  
7 is, and then we'll also acknowledge our members, other  
8 members that are here as well. Starting here with  
9 Dr. Elias.

10           DR. ELIAS: I'm Brad Elias. I'm an emergency  
11 physician in Jacksonville. I guess I represent the  
12 nontrauma hospitals. Baptist Medical Center is a large  
13 community medical center in downtown Jacksonville, primarily  
14 stroke and cardiovascular hospital, but we get our share of  
15 traumas, and transfer out.

16           I also served as a medical director for  
17 Jacksonville Fire Rescue, one of the largest fire rescue  
18 departments in the state.

19           DR. SUMMERS: Glenn Summers, from Sacred Heart  
20 Pensacola. We are a pediatric and Level II trauma center.  
21 I also teach residents. I'm representing the Panhandle, and  
22 happy to be here.

23           MS. DiNOVA: Hi. I'm Lisa DiNova. I am the  
24 Florida Hospital Association representative on this council.  
25 I am from St. Joseph's Hospital in Tampa. We're an adult

1 Level II and pediatric trauma center. I'm excited that we  
2 get to have this council reinstated.

3 DR. NAMIAS: I'm Nick Namias. I'm from Jackson  
4 Memorial Hospital. I was appointed as the member of the  
5 community on trauma with pediatric surgical experience, but  
6 my main role is I'm a medical director of a not-for-profit  
7 Level I trauma center.

8 DR. ANG: My name is Darwin Ang. I'm the trauma  
9 director of Ocala Regional. It's a Level II trauma center,  
10 both state- and national-verified. I represent  
11 investor-owned trauma centers in the state of Florida.

12 MS. YORK: I am Donna York. I'm from UF Health  
13 Shands Hospital in Gainesville, and I'm representing the  
14 nonprofit trauma program managers.

15 DR. REED: Larry Reed. I'm from IU Health  
16 Methodist Hospital in Indianapolis. I'm an acute care  
17 surgeon there. I am the state trauma medical director. By  
18 virtue of my position, I cannot live in the state of  
19 Florida.

20 DR. IBRAHIM: Joe Ibrahim. I work at Orlando  
21 Health as trauma medical director. I'm here in the role of  
22 trauma surgeon working at a Level I center.

23 MR. KEMP: Mac Kemp. I'm deputy chief of Leon  
24 County EMS. I'm here to represent Florida EMS Advisory  
25 Council.

1 MR. ROSS: Good morning. I'm Zeff Ross. I'm the  
2 executive vice president with Memorial Healthcare System and  
3 the CEO of Memorial Regional Hospital. I represent the  
4 Safety Net Alliance. Thank you.

5 MR. SUMMERS: I'm David Summers. I'm the trauma  
6 nurse outreach coordinator for the Trauma Agency for the  
7 Health Care District of Palm Beach County. I represent the  
8 trauma agencies.

9 MS. COLSTON: We have a couple of attendees in the  
10 room. We'll go ahead and introduce them.

11 MS. HOLZER: Kathy Holzer, Safety Net Hospital  
12 Alliance of Florida.

13 MS. STRENGTH: Michelle Strength, Orlando Health.

14 MR. SPIVEY: Rob Spivey, Holmes Regional Medical  
15 Center.

16 MS. COLSTON: Thank you. I know we have several  
17 attendees on the phone. In the interest of time, we will  
18 not open the phone line at this time. This is a publicly  
19 noticed and, of course, documented meeting, so there will be  
20 an opportunity, based on what we have on the agenda, for  
21 public comment. We do have speaker cards in the back for  
22 the attendees that are in the room. Those attending by  
23 phone, if you wish to make a public comment please send an  
24 e-mail to Kate.Kocevar, K-o-c-e-v-a-r, @FLhealth.gov, for  
25 the attendees on the phone.

1           We're going to go ahead and move forward. Just to  
2 kind of give you guys an overview -- you have the agenda in  
3 front of you. This is our first meeting, and our goals  
4 today will be to go ahead and set the foundation for the  
5 function of the advisory council as well as to get some  
6 draft bylaws or some good draft bylaws that we can submit to  
7 our legal folks so we can get those approved and done.  
8 Those will be the bylaws that you all operate as a council  
9 by, so you want to have some good documents.

10           We have developed a draft based on other advisory  
11 councils that we currently have, I think the EMS Advisory  
12 Council. But we'll take a look at those, we'll go through  
13 those. We will make sure that operationally those work for  
14 this council. Then we're going to go ahead and try to get  
15 those finalized once we leave here.

16           We also want to work through a charter, which is  
17 actually documenting what this council is developed to do.  
18 It's also going to, more importantly, lay out our tasks for  
19 the next year. Typically a work plan or charter is good for  
20 a year. We can extend it, we can amend it however you all  
21 want to, but for this first year we know that we have some  
22 work that we need to do.

23           So we want to go ahead and look at the other things  
24 that we might be able to complete in this year. We'll have  
25 the draft developed, hopefully the final draft. We do have



1 a finite amount of time to do that in. No rush, because we  
2 can develop a draft. We can all go and digest it, and in  
3 another week we'll collect comments, and then we'll finalize  
4 something that we can move forward to.

5           Primarily those are the things that I really want  
6 to try to get through, so we can all have a good path moving  
7 forward on what the council intends to complete over the  
8 next year. Some things we already know are in the statute.  
9 There are other priorities that we may want to outline as  
10 well, so let's think about that.

11           As part of our orienting you to your duties on this  
12 council, we're going to have a presentation from our general  
13 counsel's office, by Amanda Bush. There are very specific  
14 laws that govern the activities of this council, including  
15 communication between members. Some of you are already  
16 familiar with these rules and responsibilities, but we want  
17 to make sure that we're giving everybody the same  
18 information right offhand so we can move forward.

19           At this particular point in time, Amanda is going  
20 to talk to us about our sunshine laws.

21           MS. BUSH: It's a thrilling, thrilling topic.  
22 Hopefully I won't make all you guys fall asleep this  
23 morning.

24           So government in the sunshine of course is a very  
25 important part of your responsibilities on this council.

1 Florida's Government in the Sunshine Law is found in  
2 Chapter 286 Florida Statutes, and Article 1, Section 24, of  
3 the Florida constitution. Both provide a right of access to  
4 governmental proceedings of public boards.

5 The sunshine law applies to any board or commission  
6 of any state agency. It includes elected and appointed  
7 boards and commissions, advisory boards and committees.  
8 Private organizations that have been delegated authority to  
9 perform a government function or that play an integral role  
10 in the decision-making process of an agency have also been  
11 found to be part of the -- required to comply with the  
12 sunshine law.

13 I'm sorry. I have some notes here which  
14 unfortunately don't show up. So there are some limited  
15 exceptions. If the board or committee is only for the  
16 purpose of fact-finding, not making any recommendations or  
17 decisions to the agency, those are not -- those do not  
18 follow the sunshine law.

19 All right. So requirements under the sunshine law.  
20 This is found in Section 286 of the Florida Statutes. All  
21 meetings of public boards and commissions must be open to  
22 the public at all times. Reasonable notice of such meetings  
23 must be given, and minutes of the meetings must be taken and  
24 open for public inspection. That's part of the public  
25 records law, which we'll touch on at the end of this

1 presentation.

2           So what triggers the sunshine law? When two or  
3 more members of a board or commission -- or council, in your  
4 situation -- are gathered together to discuss issues on  
5 which foreseeable action or recommendations may be taken by  
6 the council. Telephone calls between members are included.  
7 This applies to all functions of the board and commission,  
8 including formal and informal functions.

9           So not only official votes and recommendations,  
10 which of course would be the formal actions, but also any  
11 sort of deliberations or discussions which lead up to those  
12 formal actions are also included.

13           You cannot use nonmembers to act as liaisons to get  
14 around the sunshine law. You may not engage in written  
15 correspondence, including e-mails, regarding council  
16 matters. Of course there is an exception to that. Reports  
17 can be circulated, again, with the understanding that any  
18 sort of discussion or comments must be had at a  
19 publicly-held meeting. Of course that written report is  
20 subject to public disclosure under public records law.

21           Council meetings may be conducted by telephone  
22 conference, as long as the procedural requirements are  
23 adhered to; and, of course, a quorum of the members must be  
24 present on the call.

25           Council members can attend social events where

1 there may be more than one council member. Of course, the  
2 important thing there is that you don't discuss any matters  
3 that may come before the board or are presently before the  
4 board for consideration.

5 One of the procedural technical requirements:  
6 reasonable notice, including time; place; agenda, if  
7 available, or a statement of the general subject matter to  
8 be considered. Those notices must be published seven days  
9 in advance of the meeting, unless there's an emergency  
10 session. Notice should generally be published in the  
11 Florida Administrative Register, and also needs to be  
12 physically posted in a location where the public may have  
13 access to it, or placed on the agency's website.

14 Meeting minutes should be kept; can be a brief  
15 summary or memorandum reflecting the events of the meeting.  
16 Verbatim transcripts are not required, although sometimes we  
17 may elect to have that. Minutes should capture all members  
18 in attendance and their votes and/or recommendations.

19 If the meeting is being held by conference call or  
20 conference call participation is allowed, then the notice  
21 should include any conference call number and any required  
22 passcodes.

23 As far as the publication of the notification,  
24 department staff takes care of that and assists with that  
25 function.

1           We must allow the public a reasonable opportunity  
2 to be heard on board actions before any sort of official  
3 action, such as a vote, is made. You may set reasonable  
4 rules and policies for conduct at a public meeting, to  
5 ensure orderly conduct. You can limit comments to items on  
6 the agenda. You can allow for reasonable time for the  
7 length of comments. And you should, of course, have a large  
8 enough space to accommodate attendees.

9           Avoid -- again, these are just kind of some general  
10 things. Avoid inaudible discussions. Open to the public  
11 means everyone: staff, media, public, everyone. You cannot  
12 prohibit the use of nondisruptive recordings.

13           If a council meeting is adjourned and will  
14 reconvene at a later date, you have to notice that second  
15 meeting.

16           Penalties. Courts interpret sunshine laws  
17 liberally, and exceptions very strictly. Actions taken at  
18 meetings held in violation of the sunshine law are void.  
19 There are ways to correct that, but generally the  
20 recommendation, of course, is don't do it.

21           Public officers who violate can be found guilty of  
22 a noncriminal infraction, and fined up to \$500. Members who  
23 knowingly violate can be found guilty of a second-degree  
24 misdemeanor. That would include violations that occur  
25 outside of the state. And that second-degree misdemeanor

1 may be sentenced to prison, not to exceed 60 days, and/or a  
2 fine up to \$500.

3 Let's talk a little bit about, what is a public  
4 record. So you see here a laundry list. This includes  
5 documents, letters, maps, et cetera, regardless of the  
6 physical form in which they exist; electronic records,  
7 e-mails, text messages, handwritten comments, regardless of  
8 their location, whether it's on e-mail, it's in a file  
9 somewhere; those are public records if they're made or  
10 received pursuant to law or ordinance in connection with a  
11 transaction of official business.

12 So generally the courts have found that any  
13 material used to perpetuate, communicate, or formalize  
14 knowledge is a public record. Agendas, meetings, materials  
15 associated with this council are public record. The record  
16 does not need to be in the final form; it may be a draft.  
17 If that draft has been circulated for review or comment,  
18 that is considered a public record.

19 Situations where you may have a private entity that  
20 is subject to the sunshine law, those records in possession  
21 of that private entity will also fall under the requirements  
22 of sunshine.

23 E-mail and text messages in connection with council  
24 business, regardless of what phone or computer you're using,  
25 are considered to be public records.

1           So what is not? As I hinted at before, personal  
2 drafts or notes that you may take for your sole use are not  
3 a public record. As I mentioned, if those drafts or notes  
4 are communicated to one another or used in any way to  
5 perpetuate, communicate, or formalize that knowledge, it is  
6 a public record.

7           Personal e-mails and records that are not related  
8 to official council business are not public record. But,  
9 again, be careful with that, because your personal e-mails,  
10 especially if you have it on your business system, your work  
11 system, could still be subject to review under public  
12 records, to make sure that all of the public records have  
13 been disclosed. Again, because public records are  
14 interpreted broadly, the possibility exists that e-mail you  
15 believe is private could be determined to be a public  
16 record.

17           Also, a record not in existence. So do not create  
18 a record to summarize or explain other records in response  
19 to a public records request. If you do create that record  
20 in response, that becomes a public record.

21           So just in general, tips. Consider each  
22 council-related e-mail to be a public record. Don't mix  
23 your personal and council records or your personal and  
24 council e-mails and texts. Again, text messages are public  
25 records. I suggest avoiding using text messages for that

1 purpose.

2 Do not destroy public records. Of course, as you  
3 may be familiar, we have the public records law under  
4 Section 119.07. Every person who has custody of a public  
5 record shall permit that record to be inspected and copied.  
6 So no purpose or reason is to be given by the requestor for  
7 asking for those records. If they ask for it, we don't get  
8 to ask them why they want it. They are not required to be  
9 in writing.

10 Then we'll touch on what happens if you violate the  
11 public records law. They allow for an immediate hearing  
12 upon filing of court matters. If the court finds that the  
13 agency has withheld, you have to comply with that court  
14 order within 48 hours. Reasonable costs and attorney's fees  
15 will be assessed if the public record was unlawfully  
16 withheld. Violations (sic) are guilty of a noncriminal  
17 infraction and a fine up to \$500. Again, a knowingly  
18 violated public records law is subject to suspension and  
19 removal. A person who commits does commit a first-degree  
20 misdemeanor, which will subject you to a year prison, a fine  
21 of \$1,000, or both.

22 So that is a very brief kind of overview. The  
23 First Amendment Foundation publishes a Government in the  
24 Sunshine manual, which is a very helpful resource. You can  
25 find it here at their website. They also have it online as



1 well as in the printed version.

2 Any questions?

3 DR. IBRAHIM: So if we have a Florida Committee on  
4 Trauma Meeting -- because there are several of us here that  
5 attend those meetings as well -- and some of the same issues  
6 come up, how does that apply? Is that considered a public  
7 meeting?

8 DR. NAMIAS: The Florida Committee on Trauma is not  
9 a public government meeting, but I suppose now if you and I  
10 are there we can't discuss the business of this council, but  
11 as the chair of the committee I could probably stand at the  
12 podium and present what happened at this meeting, right,  
13 without public notice?

14 MS. BUSH: Correct.

15 DR. NAMIAS: But you and I, and anyone else that  
16 participates in this committee, can't -- Darwin also --

17 DR. IBRAHIM: We couldn't even openly discuss --  
18 like if you were saying something and I had a question on  
19 that? That's kind of my concern.

20 DR. NAMIAS: I would interpret that, for fear of  
21 prison, as no, because I present it informationally. I  
22 suppose -- I don't think it would be a proxy if others who  
23 are not on this council discussed it at COT, but the three  
24 of us and anyone else who comes to COT couldn't participate  
25 in that discussion; is that fair?

1 MS. BUSH: That would be the recommendation, always  
2 proceed with caution, you know, err on the side of caution  
3 perhaps. Again, nobody wants to go to jail.

4 Any other questions?

5 MS. COLSTON: Dr. Ibrahim, we will, as part of  
6 council activities, set up commons hours. We're going to  
7 set those up regularly, especially in the interest of  
8 fostering an environment where you guys can do the work that  
9 you need to do, where these discussions and formal  
10 discussions can be held. We will still notice them  
11 publicly, but it will be an opportunity for you guys to get  
12 on this call and able to have discussions that you need to.

13 Yes, ma'am?

14 MS. DICK: I have a question in general. I know  
15 some of our council -- sometimes our councils e-mail each  
16 other. They will e-mail the whole group, thinking they're  
17 not having individual sidebar meetings. None of that  
18 information is public notice. Is that permissible activity?  
19 Can they discuss, as a group, outside of publicly noticed  
20 meetings --

21 MS. BUSH: No.

22 MS. DICK: That includes e-mail, phone calls,  
23 anything like that?

24 MS. BUSH: Right. Exactly.

25 MS. COLSTON: Typically what we've done is, if

1 there's a message that needs to go out to the group, we, as  
2 administrators of the group, send it out to the broad group.  
3 We set up a time where we can talk about whatever was sent  
4 out.

5           So there's a lot of formalities. We're pretty used  
6 to negotiating and navigating all these different things.  
7 We're going to facilitate that, make sure you guys have the  
8 opportunities that you need to talk. At any point in time  
9 you can call us and say, hey, we think we need to have a  
10 call or a commons hour. We can set something up. We're  
11 happy to facilitate that, as well. Just keep in mind that  
12 we do have to notice these things at least seven days in  
13 advance, you know, unless it's an emergency. I don't know  
14 what would constitute an emergency.

15           MS. BUSH: Well, that's a whole other discussion.

16           MS. COLSTON: We will always set something up, and  
17 we can do it as regular as weekly right now if you guys want  
18 to, in the interest of getting this set up. It's not going  
19 to be mandatory attendance, but it will give you an  
20 opportunity, if you guys do want to talk about business, you  
21 can call into that number, and we'll leave the line open for  
22 however long and have someone on there to facilitate  
23 whatever it is that y'all need to get this thing going.

24           I see Dr. McKenney just came in. We had  
25 introductions, so I'll give you the opportunity to be

1 introduced.

2 DR. MCKENNEY: Mark McKenney. I'm the medical  
3 director at Kendall SM.

4 MS. COLSTON: Thank you so much.

5 So next we're going to talk about what brought us  
6 here to this state. You guys know that we had House Bill 65  
7 that was successfully passed, giving us the ability to have  
8 a trauma system advisory council with some defined roles.  
9 We're very excited about that. It does more than just that,  
10 but that is one of the key things that it does do.

11 We want to talk about -- a little bit about the  
12 statutes, not necessarily so much the rules. There are  
13 rules that govern us. I'm sure many of you are aware of  
14 those rules. We do want to talk about the statutes as they  
15 relate to the rules and responsibilities of this council.

16 I keep talking about an assignment that is due at  
17 the end of the year. That is one thing that's outlined in  
18 the statute, that we do have to do. We will facilitate the  
19 completion of that study with you. You guys can estimate --  
20 we'll make sure we create some dates and deadlines, so that  
21 we can successfully get that submitted.

22 Kate Koccevar, our trauma system administrator, is  
23 going to come up and talk to you about the rules and  
24 statutes that kind of govern our council and all the  
25 activities that relate to trauma.

1 MS. KOCEVAR: Good morning, everyone. My name is  
2 Kate Kocevar. I am a trauma system administrator. I get  
3 the pleasure of discussing the wonderful things in the  
4 Florida Statutes, rules, and standards.

5 As indicated, House Bill 65 gave us this advisory  
6 council that we sit here today with. Part of that is to  
7 really go through and find out what exactly the statute  
8 empowers this council to do. As indicated, we talked about  
9 homework assignments, and we do have one. This one is due  
10 by January of 2019. That is for us to take a look at a  
11 pediatric study. So that, unfortunately, is our first  
12 homework assignment as this council.

13 That said, let us kind of take a look at our slides  
14 here and go through things. All right. So this is going to  
15 be Florida constitutional statutes. You can probably see  
16 that. Okay. So the role of the Department of Health.  
17 People wonder who we are sometimes, so this is who we are.  
18 Chapter 395, Part 2 of Florida Statutes: to plan,  
19 establish, and maintain an inclusive trauma system. In  
20 that, what we look at is defined roles for trauma centers  
21 and acute care hospitals. Part of that, as we talked about  
22 with the standards and rules that we have, we have these  
23 things that allow us to go in and look at facilities, make  
24 sure everything is flowing properly. So you wonder why we  
25 do come in, this is part of why we do.

1           We establish local and regional trauma systems  
2 designed to meet the specific needs of the population,  
3 actively foster the provision of trauma care, and serve as a  
4 catalyst for improvements. I think everybody wants to  
5 continue to make our trauma centers the best here in this  
6 state.

7           A statute means a codified law that's enacted by  
8 the Florida legislature and approved by the governor.  
9 Chapter 395, as I talked about, are the Florida Statutes  
10 that govern the Florida trauma system.

11           Rule means each agency's statement of general  
12 applicability that implements, interprets, or prescribes law  
13 or policy. So a lot of times we talk about the rules. We  
14 have to say, look, we have these statutes. Does the statute  
15 give us the authority to make the rules? Those are one of  
16 the things we have to look at, do the standards fully  
17 connect with one another. A lot of times when we've found  
18 ourselves saying, well, we'd like to do something different;  
19 here's the standard conversation that would come back, that  
20 would say, well, do we have statutory authority to make a  
21 new rule? Do we have statutory authority to essentially  
22 change a rule? Those are things that we have to kind of  
23 work on with this council, and just advise them when they  
24 come up on issues of whether it's provided in the statute or  
25 whether they have rule authority to do such a thing.

1           The statute must grant the department authority to  
2     make a rule, as I said. Rules must be adopted using the  
3     statutorily prescribed process. So there is a process. We  
4     don't just sit down and make a rule, and say, that's what we  
5     want to do. There's an entire process. There's a hearing,  
6     public notice, this type of thing before really a rule can  
7     be fully developed. Then, as you can imagine, it goes  
8     through general counsel to ensure that we have that  
9     statutory authority to be able to implement that rule.

10           Rules may not enlarge, modify, or contravene  
11    specific provisions of the law implemented. Rules must be  
12    supported by logic or facts. Rules may impose requirements  
13    or solicit information not specifically required by the  
14    state.

15           Chapter 395, this is the statute that we were  
16    referring to. First and foremost we're just going to do the  
17    brief topics of the statutes; we're not going to go into  
18    extreme detail into all the statutes. The first one is  
19    395.40. It says: legislative findings of intent. That is  
20    actually the title of that particular section. It requires  
21    the establishment of an inclusive trauma system designed to  
22    meet the needs of all injured trauma victims who require  
23    your care; encourages the Department of Health to actively  
24    foster the provision of trauma care, and serve as a catalyst  
25    for improvement. As you can see, there are some words that

1 keep coming back each time we look at these things, and  
2 "improvement" is one of them.

3 The next section, 395.401, trauma system service  
4 plans; approval of trauma centers and pediatric trauma  
5 centers; procedures; renewal. A long topic title, but it  
6 allows the department to adopt standards for verification of  
7 trauma centers, based on national guidelines, including  
8 those established by the American College of Surgeons.

9 So in the book that you have here today, you'll see  
10 that the standards are in the back, 1150-9, which are the  
11 standards that we use when we come into a trauma center.  
12 Those are the standards that you will use when you set your  
13 trauma centers up, and follow what's in there.

14 We also have an outline that requires for the  
15 establishment of local and regional trauma agencies. As you  
16 know, we have some in our -- there are some agencies here in  
17 the state of Florida, and others that are in the process of  
18 developing one. So those rules also kind of are an area to  
19 guide them.

20 395.4015 is state and regional trauma planning and  
21 trauma regions. This requires the department to create a  
22 state trauma system, plan and use the state trauma system  
23 plans as a basis for establishing a statewide inclusive  
24 trauma system. It directs the department to use the  
25 Regional Domestic Security Task Forces, also known as RDSTF,



1 use them to develop regional trauma agencies.

2 Now, 395.402, legislative findings and intent.  
3 This assigns counties. As you're aware with Bill 1165 we  
4 went from 19 counties to 18 counties, combined one. So we  
5 are down to 18 now. It allocates the number of trauma  
6 systems to each TSA, and establishes the Florida Trauma  
7 System Advisory Council. This is where we come in. So that  
8 was the rule that kind of came through here.

9 One of the things that I want to kind of  
10 specifically read from the actual statute that was written  
11 indicates that when the decision to apply to create the  
12 Florida Trauma System Advisory Council -- it specifically  
13 noted, "to promote an inclusive trauma system and enhance  
14 cooperation among trauma system stakeholders. The advisory  
15 council may submit recommendations to the department on how  
16 to maximize existing trauma center, emergency department,  
17 and emergency medical services infrastructure and personnel  
18 to achieve the statutory goal of developing an inclusive  
19 trauma system."

20 That is what the advisory council's basis is. That  
21 is kind of like your motto. This is what you're going to be  
22 handling. It's important to realize as an advisory council  
23 group you can certainly provide a lot of leadership, but we  
24 must ensure to include all stakeholders when these ideas  
25 come through the council, and make sure we address everyone

1 equally in that way.

2 All right. 395.4025, trauma centers; selection;  
3 quality assurance; records. It delineates the trauma center  
4 selection and designation process. It requires the  
5 department to conduct an analysis of the Florida trauma  
6 system by August 2020, and every three years after that. It  
7 grants authority to the department to collect trauma  
8 registry data, so that's still part of the statute, the  
9 registry is still part of that.

10 Trauma payments, which is Section 395.4036, directs  
11 the distribution of red light camera and other traffic fine  
12 revenues to state-verified trauma centers. Funds are to  
13 ensure the availability and accessibility of trauma services  
14 throughout the state. The statutory reference now requires  
15 the department to use the Agency for Health Care  
16 Administration -- also known as AHCA -- data to evaluate  
17 trauma patient volumes.

18 Reviewing trauma registry data -- this is  
19 Section 395.404 -- requires that all trauma centers  
20 participate in the National Trauma Data Bank. The use of  
21 what we call the NTDB data is limited to quality improvement  
22 and trauma system assessment purposes. It directs all  
23 trauma centers and acute care hospitals to report all  
24 transfers of trauma patients and the outcomes. Just  
25 remember when you're filing this NTDB, that's what you'll be

1 filing through the state trauma registry.

2 395.4045, emergency medical service providers;  
3 trauma transport protocols; transport of trauma alert  
4 victims to trauma centers; interfacility transfer -- also  
5 known as TTP, so you know that language. That establishes  
6 the requirements for EMS providers and trauma agencies for  
7 the development of trauma transport protocols. It directs  
8 the department to develop trauma triage scoring for adults  
9 and pediatrics. In this section you'll be able to see that  
10 it's outlined very clearly about what measures those adult  
11 scorecards and pediatric scorecards.

12 So that is a little bit about what we have to work  
13 with in our division. We want to make sure that we stay  
14 within all the statutes, rules, and standards. As the  
15 council gets underway to the business at hand, we are here  
16 to guide you through that. We just have to make sure that  
17 we continue to use these boundaries that we have, and we  
18 work within them in order to establish council activity or  
19 recommendations that you want to provide to the department,  
20 so that we know that meets all the standards that we have  
21 here.

22 Does anybody have any questions?

23 DR. NAMIAS: Will these slides be posted on the DOH  
24 website?

25 MS. KOCEVAR: They're already on there. All right.

1 Thank you very much. I appreciate it.

2 MS. COLSTON: Thanks for that question, Dr. Namias.  
3 We did post on the trauma website all of the documents we  
4 are handing out today. For those who are accessing those  
5 documents, please remember these are all drafts, but in the  
6 interest of putting out public documentation we will always  
7 post our documents on the website. Those things are subject  
8 to change. Once we revise those, we'll walk away today with  
9 some new draft language and we will relay those documents  
10 with the new updated drafts, so everyone should always have  
11 access to those.

12 Typically no more than a 24-hour delay, but  
13 sometimes we have issues, so we will try to stay on top of  
14 that as best as we can, and also send things out by e-mail.  
15 That makes it easier for everybody. Just in the interest of  
16 ensuring that gets out, we will send everything to council  
17 members. Again, these are public records so you may forward  
18 them as you see fit. We're probably going to go ahead and  
19 do that as well.

20 So, no other questions about statutes and rules?  
21 Great. So I'm going to change the order of the agenda a  
22 little bit. Sorry, Amanda. We will still cover the same  
23 content -- I'll just put that as a qualifier. We're going  
24 to talk about bylaws next. We are getting ready to move to  
25 the section of this council meeting where we're going to

1 look at our bylaws. Understand that the bylaws that you  
2 have in front of you are simply a draft, so your input is  
3 appreciated and desired. If you see something in here that  
4 you're uncomfortable with, this is the forum and we will  
5 change things as we need to. But these are drafts. We  
6 currently use a very similar model for our EMS Advisory  
7 Council. This is a template that has been vetted thoroughly  
8 by our legal office, so it contains a lot of the required  
9 elements in there.

10 Michael Leffler is going to talk to you about that  
11 a little bit. There are some differences between the EMS  
12 Advisory Council structure and this particular advisory  
13 council structure. But, again, any input that you may have  
14 or ideas that you may have to make these bylaws a good  
15 operational document for you, we'll welcome those comments.  
16 Mike?

17 MR. LEFFLER: Good morning. There should be a  
18 handout for each of you there, that has a copy of draft  
19 bylaws. I'm going to walk through it a little bit, and just  
20 let you know where we came from and where we're going with  
21 some of this stuff in each article.

22 The difference between EMS bylaws -- we looked at  
23 several different councils and commissions that the  
24 department does. We incorporated ideas that we thought  
25 would best work for this council. Ultimately, the bylaws

1 are by and for this council, so this is a draft. We are  
2 looking for input and change. Our hope is to give you a  
3 little bit of a chance to look over these as we go through  
4 them; and when we meet again in July we hope to take that up  
5 as the first order of business of the council, would be to  
6 vote in approved bylaws.

7 Article 1 talks about naming the council. In  
8 statute this is the Florida Trauma System Advisory Council.  
9 We came up with the shortened name of FTSAC or just Council  
10 as a short name. FTSAC is not the most audibly pleasing  
11 name, so there may be some opportunity for improvement  
12 there.

13 Council composition and membership. Council  
14 membership is outlined in statute. Council members are  
15 appointed by the governor, and, you know, we've aligned with  
16 that. Council membership is voluntary. The statute also  
17 says that we cannot reimburse you for travel and per diems  
18 to participate in council activities; however, if you're a  
19 Department of Health employee and would otherwise receive  
20 compensation outside of council, certainly there's nothing  
21 to prohibit you from getting reimbursement for activities  
22 that you otherwise would have gotten reimbursed for; but you  
23 cannot be reimbursed for travel or per diem for council  
24 activities.

25 Attendance requirements: Council members who fail

1 to be physically present for two consecutive or three total  
2 regular meetings within their term shall essentially be  
3 considered to have abandoned their position, and it may be  
4 reappointed. I know that you guys are all very busy.  
5 There's lots of scheduling conflicts. The department will  
6 work with you all to find meeting times that work for all of  
7 us.

8 Article 3 is the council's purpose. We've outlined  
9 six items that we have felt, you know, truly embody the idea  
10 of what the department and the division of the council is  
11 doing. I will let you guys do that. That's another  
12 opportunity where we can possibly enhance the division of  
13 the council.

14 Article 4 is officers. This is probably an area  
15 where we change the greatest from EMS and some of the other  
16 councils that you may be familiar with. We're appointing a  
17 moderator and a secretary, two officers. The moderator will  
18 essentially chair the meetings, will be responsible for  
19 facilitating the meetings, working with the department on  
20 agenda setting, but doesn't have the normal powers we have  
21 given to chairmen of other advisory councils.

22 The secretary, the role of secretary is going to  
23 determine the presence of a quorum. Will be in line with  
24 the normal duties of a secretary under Robert's Rules of  
25 Order. The council can adopt additional officers. Looking

1 at this, we didn't see a need to do that at this time. If  
2 you guys have visions for additional officers, we would  
3 certainly like feedback in terms of that.

4 All members of the council are eligible to serve as  
5 officers of the council, so whether -- whatever your  
6 affiliation, it does not prevent you from being an officer  
7 on the council.

8 Role of the Department of Health. The Department  
9 of Health is directed under Florida statute to administer  
10 the council. So we will work to provide meeting space; do  
11 the scheduling; public notices; agenda setting. We will  
12 facilitate the activities of this council. That is our  
13 role. Ultimately council business that we come together and  
14 put in our charter is the responsibility of the council, but  
15 we will help you put the meetings together, and we'll help  
16 make the council activities happen.

17 There are a couple of different kinds of meetings.  
18 I just want to kind of run through them. Regular meetings,  
19 the statute requires us to meet at least quarterly, so those  
20 will be our regular meetings. If there's need to have a  
21 formal meeting outside of the quarterly meeting, we'll call  
22 those special meetings. They're required to be noticed  
23 seven days in advance. We are going to try to provide as  
24 much advance notice as possible for those meetings, to  
25 ensure that everybody has the opportunity to facilitate.



1 There are more people, obviously, that need to facilitate  
2 than just the council members. We hope to get everybody in  
3 the trauma community to be engaged in council activities,  
4 so, you know, we will put that notice out as soon as  
5 possible for regular and special meetings.

6 Emergency meetings are very complicated, but there  
7 is a procedure in Statute 120 that allows us to schedule  
8 emergency meetings. This is determined if there is a public  
9 health emergency or something that affects the safety and  
10 welfare in the state of Florida, there is a procedure for us  
11 to schedule emergency meetings.

12 I want to talk about the commons hour concept.  
13 What this is, is an idea where we provide a telephone line,  
14 or a meeting space, or both. The council doesn't take any  
15 official action. It's an informal opportunity for council  
16 members to dialogue and take up council business informally.  
17 Anybody can listen in. Anybody can participate, but it  
18 allows -- I think it will facilitate some of the work of the  
19 council inside of the sunshine, and be as least disruptive  
20 to everybody as possible.

21 What we would require is that you guys come to us  
22 and say, we'd like to have a meeting to discuss trauma  
23 transport protocols, or whatever the issue is. We can go  
24 ahead and notice those meetings with an agenda. The agenda  
25 will simply say "informal discussion," so there's an

1 opportunity to deviate from there. But I think it provides  
2 us an opportunity to have constant dialogue in the sunshine.

3 MR. ROSS: Excuse me. A question: If indeed  
4 public attends that meeting, since it's publicly noticed,  
5 are they permitted to be part of that discussion as well?

6 MR. LEFFLER: The question is, is public  
7 participation allowed during those meetings? Yes. This is  
8 an informal opportunity. The stakeholders obviously have  
9 business that's affected by -- whether it's council  
10 subcommittees or other things that are going on, so we  
11 encourage everyone to participate.

12 MS. COLSTON: However, the same rules apply. They  
13 will complete a speaker card and be able to provide public  
14 comment at the end.

15 MR. LEFFLER: Correct.

16 The next article is Article 6. It relates to  
17 committees, subcommittees, and ad-hoc workgroups. Council  
18 can create its own committees and subcommittees as they  
19 need. We would like to work together to keep council  
20 subcommittees anchored on the charter of the missions of  
21 council, so we want to kind of have some oversight and  
22 thought when we create these subcommittees. But the council  
23 has the opportunity to create those committees. It should  
24 be headed by a member of council, and are generally made up  
25 of three to ten persons. Subcommittees are two to five

1 persons. It just needs to be a member of the committee, so  
2 if you have someone who is not a council member, they can  
3 head up a subcommittee. Ad-hoc workgroups are designed for  
4 special assignments.

5 Annually, council will create a charter. We'll  
6 work with the department to create a charter. This will  
7 guide the activities of those committees, subcommittees, and  
8 workgroups.

9 Article 7 just says that the council will approve  
10 bylaws by a two-thirds vote.

11 Anyway, we'd like you guys to look over this in the  
12 next couple of weeks, and provide input. My hope is that  
13 when we come back together in July, this can be the first  
14 order of business of the council so that we can set up and  
15 institute rules that we need to function.

16 Are there any questions?

17 DR. ELIAS: I just have a question regarding  
18 subcommittees. So if two and three committees are doing  
19 work, how does that affect sunshine?

20 MR. LEFFLER: If there's a subcommittee and there  
21 are two people who are not appointed to the council doing  
22 work for the council, is that considered sunshine activity?

23 DR. ELIAS: Or even if they are council members.

24 MR. LEFFLER: If they are council members, it would  
25 certainly need to be public notice.

1 MS. BUSH: Certainly. Absolutely. So we're  
2 talking about a subcommittee. If they're talking about  
3 issues that are going to foreseeably come before this  
4 council or are before this council, then it either needs to  
5 be publicly noticed, or you need not to discuss it.

6 Again, if it's a subcommittee, there certainly  
7 could be nuances if there's a subcommittee that comes out of  
8 this group.

9 MR. LEFFLER: The department is going to notice,  
10 err on the side of caution, all meetings that are related to  
11 council business.

12 DR. NAMIAS: So I sit on the Florida EMS Advisory  
13 Council, which Mr. Kemp chairs. As an outsider to  
14 government coming in, this thing is serious. Basically, if  
15 you're going to talk to somebody else about anything to do  
16 with this committee, it's got to be in the sunshine. It  
17 seems onerous, but if you think about it, it's probably a  
18 good thing; it's just a little difficult.

19 MS. COLSTON: Again, we will pretty much facilitate  
20 as we need to, as we need meeting time. We're going to  
21 establish a schedule of meetings today, so those will be  
22 opportunities, especially with the commons meetings, that we  
23 can set up where you don't have to be there, but if you want  
24 to talk about stuff you can.

25 MR. LEFFLER: And a copy of these bylaws is

1 available on the Florida Trauma System Advisory site.

2 DR. NAMIAS: I have a bunch of -- first I want to  
3 thank you for -- although these were provided sort of  
4 last-minute, thank you for providing a few weeks now to go  
5 over these, so that we're not just pushing these things  
6 through today.

7 But this is the only chance to talk about it with  
8 council, so I'd like to make a few comments that people  
9 might want to think about. I guess we'll need to know and  
10 have as part of this what will constitute a quorum when we  
11 get together. If three members show up and two vote, does  
12 that count? I don't know if that's a state law, or rule, or  
13 whatever, but --

14 MR. LEFFLER: I believe the quorum question is  
15 addressed in there. I believe it's 50 percent plus one. If  
16 not, we certainly can add that.

17 DR. NAMIAS: It did say that some things would be  
18 voted on by 50 percent plus one. The reason we got to this  
19 place where we are now is because of the contentiousness  
20 there's been in the state for the last almost ten years now.  
21 So 50 percent plus one would allow there really to be voting  
22 blocs without consensus.

23 I think we should adopt something like two-thirds  
24 or 75 percent, so that way even if there is a bloc it would  
25 require, reasonably, people from the other bloc, so

1 hopefully what we're serving is the people and not our --

2 MR. LEFFLER: I agree. If that's something you  
3 suggest, that you guys feel is necessary, we certainly would  
4 be open to that. I will say that this council (sic) will  
5 listen to all points of view of the council. If the council  
6 passes a resolution, it doesn't mean that the other side of  
7 the issue is not heard, and the department hasn't gleaned  
8 concepts from that. But we would certainly be open to  
9 75 percent, or whatever you guys feel is necessary.

10 MS. COLSTON: What I'm hearing is that one of the  
11 recommendations, just so that we're clear -- because I'm  
12 taking notes -- is that we want to make it a 75 percent  
13 majority with the vote. So we will insert that in. Does  
14 everybody understand what that recommendation is, what we're  
15 asking?

16 DR. REED: I heard suggested two-thirds.

17 DR. NAMIAS: I don't know, but not 50 percent plus  
18 one. If there's some other set of rules of procedure that  
19 has a standard set for this, then we should do that, but I  
20 think 50 percent plus one really puts a risk that we get a  
21 bloc.

22 MS. COLSTON: I definitely understand.

23 DR. NAMIAS: Our goal is to serve the people.

24 MS. COLSTON: We're going to go ahead and -- here's  
25 what I recommend that we do. This is a little bit out of

1 the Robert's Rules of Order type of meeting, because it's a  
2 workgroup session.

3 Can we entertain a motion to change the bylaws  
4 to --

5 DR. NAMIAS: Can we do that?

6 MR. LEFFLER: Just before we take that up, I just  
7 want to be clear. These bylaws belong to the council.  
8 These are your bylaws, so it's up to you guys to decide what  
9 is the way you want to do business. This was just  
10 recommendations from the department, from looking at  
11 different councils and other workgroups within the  
12 department.

13 DR. REED: It says draft all over it.

14 MS. COLSTON: Correct, sir. I'll entertain a  
15 motion and a second. I need to note -- we have a court  
16 reporter, but Kate if you could also be documenting our  
17 action items from here, and I am as well.

18 DR. NAMIAS: We make a motion to change a draft; is  
19 that what we're doing?

20 MS. COLSTON: We're making a motion to change  
21 something very specific. It's kind of outside what the  
22 standard is.

23 DR. NAMIAS: I make the motion that all of our  
24 business, in order to pass, has to pass by a two-thirds  
25 majority of those present.

1 MS. COLSTON: Of the membership. Our quorum would  
2 be two-thirds. We're kind of redefining our quorum at this  
3 particular point. There's a motion on the floor to amend.  
4 Is there a discussion? Questions?

5 DR. MCKENNEY: Sometimes the meetings will be  
6 inconvenient with the call schedule. Is there a way to  
7 phone in so you have all 12 members? You start getting down  
8 to small numbers and --

9 MS. COLSTON: Absolutely. Yes, absolutely. We did  
10 have a phone line for today and we will --

11 DR. MCKENNEY: Going forward, we'll have a phone  
12 line, and you can vote on that phone line if you're present  
13 on the phone?

14 MS. COLSTON: Absolutely, as long as it's you and  
15 not your clone or anything like that. We want a real member  
16 of council.

17 DR. NAMIAS: What if it is your clone? Let's say  
18 Dr. McKenney happens to be called into a mass casualty and  
19 he has to go operate. Can his trauma program manager sit  
20 in? Can he have a clone, subject to the rules of  
21 attendance? I would say -- this says that if you miss two  
22 consecutive meetings, you're out. If he sends his proxy to  
23 two consecutive meetings, he's still out -- or me, or  
24 whoever.

25 MS. COLSTON: I will defer to our general counsel



1 on that.

2 MS. BUSH: The question is whether or not their  
3 proxy can vote?

4 DR. NAMIAS: Yeah. Like you said, there's a lot of  
5 trauma surgeons here, busy people, not really very well  
6 scheduled. So, for instance, if I can't make it because I'm  
7 called away to an emergency, or I have a planned something  
8 that I have to go do; instead of losing the voice of my  
9 position, can a proxy take my position for that vote or the  
10 next one, still subject to -- you can't be appointed and  
11 then delegate to somebody. If you do it twice in a row, it  
12 counts for two absences, and you're fired.

13 MS. BUSH: The question for me is, are you allowing  
14 for proxies within your bylaws?

15 DR. NAMIAS: Can we do that?

16 (All talking at once.)

17 MS. BUSH: -- appointed by the governor's office --

18 MS. COLSTON: Yes, and that's where I hesitate. I  
19 would assume if we can document proxy votes --

20 MS. BUSH: We have to confer with the governor's  
21 office on that. We have to get back to the group.

22 MS. DICK: I think the issue that's a little gray  
23 for me is that these are appointments by name. Some are  
24 done by agency only. So I'm drawing an analogy to the  
25 Domestic Security Oversight Council, which Dr. Philip is

1 actually the appointed member, but I serve at every meeting  
2 and vote. But I don't know. We'll have to work with the  
3 governor's office to determine if it's -- since these were  
4 appointments that were applied for and selected by name, if  
5 it's different in this case. We'll certainly get back to  
6 council.

7 DR. NAMIAS: My only point is -- as you bring this  
8 to the governor's office -- we are not trying to lighten the  
9 responsibilities of the member. The member needs to find  
10 the proxy. The proxy has to be there. If you send a proxy  
11 twice in a row, you're absent twice in a row.

12 MS. DICK: Understood. It may be a case where -- I  
13 don't know, we have to find out the legal answer to this --  
14 but it may be a case where you designate a specific proxy,  
15 if it's allowed, and that specific person is the only person  
16 that can come. That's a great question. We'll get that  
17 information and bring it back to you.

18 MR. LEFFLER: I will take that up next time, as  
19 soon as we get back.

20 DR. NAMIAS: One more question. We made a motion  
21 and a second. Do we vote?

22 MS. COLSTON: Do we have any other discussion about  
23 changing it to a two-thirds vote of the quorum, so the  
24 actual membership of the council, 12 members, two-thirds of  
25 that, we are going to change that --

1 DR. SUMMERS: I think there's confusion.  
2 Two-thirds of the members represent a quorum? That's  
3 totally different than a vote of two-thirds.

4 MS. COLSTON: I'm sorry. So it's two-thirds of the  
5 membership would equal a quorum? Thank you.

6 DR. NAMIAS: No, that just means that we can vote  
7 with two-thirds of the people there. What I'm saying is  
8 whatever we define a quorum as, if we make quorum, of those  
9 who are voting you need a two-thirds majority to pass any --

10 MR. LEFFLER: I'm not trying to confuse the  
11 question on the floor, but you're saying that a quorum is  
12 50 percent, but two-thirds to pass a resolution?

13 DR. NAMIAS: I haven't said what the quorum should  
14 be. I don't know what the quorum should be. Whatever the  
15 rules for a quorum are, I'm good with it, whether it's two  
16 people, or five people, or ten people, or all the people,  
17 whatever that is.

18 Of those -- if we have established quorum so that  
19 we can have a meeting and business, of those members that  
20 vote there should be a two-thirds majority to make anything  
21 happen, so that we avoid the risk of a bloc vote.

22 MR. ROSS: As an example, if I understand correctly  
23 -- there are 12 members on the council. If we do a quorum  
24 at three-quarters, that would be nine people. Then  
25 two-thirds of the quorum, you would need six to pass the

1 vote --

2 MR. SUMMERS: Eight.

3 MR. ROSS: No, of those present would be six, of  
4 those present to have a quorum. I'll repeat it. Maybe I  
5 said it incorrectly.

6 If we have 12 people on the council, and a quorum  
7 is three-quarters, it's nine people. To pass something is  
8 two-thirds. You would need six people.

9 DR. NAMIAS: Exactly right. Yes.

10 MS. COLSTON: Okay. Any comments or questions  
11 about that?

12 MS. YORK: I think it goes back to if you can't be  
13 here, how can you vote?

14 DR. MCKENNEY: Well, you could be on the phone;  
15 right? You don't have to physically be here. You can be on  
16 your phone, but if you're not at your phone then you get the  
17 quandary if you can have a representative or not.

18 DR. NAMIAS: And that's a separate question.  
19 We've already said -- and I didn't know that -- if Dr. Ang  
20 can't make it, he can call in on the phone and be present,  
21 and he can vote; right?

22 MS. COLSTON: That's correct.

23 MS. DICK: Hang on, Leah, for just one second.  
24 Just for clarity's sake, there's really two issues on the  
25 table here, and I think we should separate them. One is

1 what a quorum is.

2 DR. NAMIAS: And I didn't ask that. Whatever a  
3 quorum is.

4 MS. DICK: So that's either part of this motion or  
5 not. Do you want quorum to not be part of what you're  
6 discussing right now?

7 DR. NAMIAS: No. I don't want it to be part of  
8 this.

9 MS. DICK: Your motion is that two-thirds of the  
10 members present --

11 DR. NAMIAS: Of the members voting.

12 MS. DICK: Takes two-thirds to pass, of the members  
13 voting. I'm assuming you wouldn't have a vote if there  
14 wasn't a quorum.

15 DR. NAMIAS: Correct.

16 MS. DICK: So that's two different issues there.  
17 We heard -- I heard discussion initially, two-thirds of the  
18 whole council.

19 DR. NAMIAS: No. No.

20 MS. DICK: So the motion is, two-thirds of the  
21 members voting to pass, period?

22 DR. NAMIAS: Correct. Yes.

23 MS. DICK: More discussion on that issue?

24 MS. COLSTON: So what are we defining quorum as?

25 MS. DICK: Don't do that yet.

1 MS. COLSTON: Okay.

2 MS. YORK: I thought I got it, but now I'm  
3 confused. I thought your initial concern was having a bloc  
4 of people. So if you have a vote in an official quorum, and  
5 you only need two-thirds of that, you could in fact then  
6 have a bloc.

7 So that's different than saying two-thirds of the  
8 council have to approve it. So that's where I got confused.

9 MS. DICK: That's what I was trying to clarify.

10 DR. NAMIAS: I think if you accepted this  
11 appointment, you need to make it a point to be here. If you  
12 choose to abdicate your responsibility to be here, then  
13 you've given up your position to whatever bloc might form.  
14 You need to be here.

15 It needs to be noticed well in advance, so we can  
16 confirm our schedules. You need to have the opportunity to  
17 do it by phone if we can't do the travel. That's a good  
18 thing. I didn't know we had that. We're going to ask if we  
19 can get a proxy --

20 MS. DICK: We're going to find out.

21 DR. NAMIAS: We're going to find out. That would  
22 also make it easier to vote. But, yes, it does mean that if  
23 the members who chose to come were all on one side or the  
24 other of an issue, yes, they could be a bloc -- that's how  
25 politics and government work -- so be here, I guess.

1 MS. DICK: I'm just trying to clarify what the  
2 discussion is.

3 DR. NAMIAS: So you're saying if, for instance --  
4 what is typically a quorum in these councils?

5 MS. DICK: Fifty percent, plus one.

6 DR. NAMIAS: So 50 plus one, so we need six?

7 MR. LEFFLER: Plus one, so seven.

8 DR. NAMIAS: So if we have seven, two-thirds of  
9 that seven, what does that work out to?

10 MS. DICK: Two and a third.

11 DR. REED: Say a couple of members are carpooling,  
12 and crash, and are hospitalized. Okay.

13 MS. DICK: The other members are operating on them,  
14 and the meeting is canceled.

15 DR. REED: My question relates to unavoidable  
16 nonattendance, meaning you can't even get on the phone. Do  
17 we have an option to later cast our vote on an issue?

18 MS. DICK: I want to be really clear -- this is  
19 what I whispered in Michael's ear before, that he tried to  
20 iterate on my behalf -- this is all up to you, these entire  
21 bylaws. If you want to say you can be absent all the time;  
22 if you want to say people can never be absent; if you want  
23 to say they're absent but they have a justifiable reason, so  
24 it shouldn't count against them; these are your bylaws.

25 DR. REED: I think on the issue of voting on

1 things, it is separate from the quorum for an actual  
2 meeting, a public -- publicly noticed meeting. For the  
3 actual vote we would like the input of all members, whether  
4 they attend or not. I don't see why we can't get votes from  
5 the people who are there, but then follow up with e-mail or  
6 whatever to those members who are not.

7 MS. DICK: You can't follow up. You can't follow  
8 up, because voting has to be in the sunshine. You can't  
9 follow up. It has to be in the sunshine.

10 DR. REED: What I'm saying is, the members who were  
11 unable to attend for unavoidable --

12 DR. NAMIAS: That's the problem. That vote is out  
13 of the sunshine. Their vote would have to be publicly  
14 noticed.

15 MS. DICK: What I would suggest in that  
16 circumstance is that you defer that vote until everybody is  
17 ready. You can hold these commons hours, you can do a  
18 week's notice, and we can convene for that specific issue  
19 and revote.

20 DR. NAMIAS: Can we vote at commons hours?

21 MS. DICK: You can. We publicly notice it and --

22 DR. REED: I think that would be preferable, so we  
23 get input from all the members on any votes, any issues, you  
24 know. So we have to have a full vote cast.

25 MS. DICK: That's up to you guys. There's a motion



1 on the floor -- I'm trying to -- we're getting into multiple  
2 things.

3 DR. NAMIAS: Two-thirds of the vote --

4 MS. DICK: The motion on the floor is two-thirds of  
5 the people present, which is very different than two-thirds  
6 of the council. The motion on the floor is two-thirds of  
7 the people voting --

8 DR. NAMIAS: Let's say people voting. It sounds  
9 like we're also about to change who might vote and when.

10 MS. DICK: Two-thirds of the people voting on an  
11 issue; that's your motion?

12 DR. NAMIAS: Yes, that's the motion.

13 MS. DICK: Even if -- I'm not going to confuse  
14 anybody.

15 DR. NAMIAS: -- rabbit-hole scenarios.

16 DR. REED: That carries the vote.

17 MS. DICK: Two-thirds of the people vote, is the  
18 motion?

19 DR. NAMIAS: Yes.

20 MS. DICK: Are we good? Any more discussion on  
21 that? Do you guys want to officially vote on it? Do you  
22 want to just nod if that's something you want us to -- we're  
23 going to continue these bylaws at another meeting. We can  
24 agree that we're going to edit the bylaws to incorporate  
25 that change.

1 DR. NAMIAS: This is a discussion. So if anyone  
2 wants to discuss it -- but it seems like no one is really  
3 objecting to that idea.

4 DR. REED: Here's the rabbit hole. Do we need  
5 two-thirds to pass this vote?

6 MS. DICK: No, because we're not voting. You will  
7 when you get to adopting bylaws, but we're not -- I want to  
8 make sure that we're --

9 DR. NAMIAS: These bylaws are ours, you know.  
10 Larry, you know, you're sort of the moderator by default  
11 today because you're sort of from outside. We'll just look  
12 to you, since you're holding the microphone.

13 MS. DICK: What might be easier is -- so we've got  
14 this issue to incorporate into our edits. I understand  
15 you've not made a final decision on anything. What might be  
16 beneficial is to just take these bylaws out and just go  
17 through them one by one. I heard you discuss quorum, how  
18 many. I heard you discuss voting. I heard you discuss  
19 attendance.

20 Why don't you just go through them, and whatever  
21 collective suggestions you want to make for edits, you want  
22 us to bring back to the group when next you meet, then you  
23 guys can discuss and vote on them.

24 DR. REED: Did we ever second the two-thirds?

25 MS. COLSTON: No.

1 MS. DICK: I think we had a nod, a bunch of nods.

2 MS. COLSTON: Do we have a second?

3 DR. IBRAHIM: Second.

4 MS. COLSTON: Dr. Ibrahim seconds. Okay. So we're  
5 going to insert that.

6 We're going to go ahead and walk back, start on the  
7 first page and discuss what the bylaws are. So the name,  
8 Article 1, the name of the council. The short title; do you  
9 guys want to revisit the short title, either Council or  
10 FTSAC? Any changes?

11 DR. NAMIAS: It's fine. We need not worry about  
12 the name.

13 MS. COLSTON: Excellent. So we're good with  
14 Article 1.

15 Article 2 is composition and membership. So it  
16 kind of just lays out what Statute 395.402(2)(b) outlines --

17 DR. NAMIAS: That's in statute; right? So there's  
18 nothing to discuss.

19 MS. COLSTON: Absolutely.

20 DR. NAMIAS: Is the part about attendance in the  
21 statute?

22 MS. COLSTON: No. That would be our next point of  
23 discussion. So this is -- you have a question?

24 MR. KEMP: I would say for the members failing to  
25 be physically present or if they can't make a phone call, I

1 think we should allow the moderator, if there is a good  
2 excuse, if someone gets in a car wreck and can't get here,  
3 that the moderator has the ability to give -- excuse that  
4 absence, so that people are not thrown off council.

5 DR. NAMIAS: I suppose that, since this is a trauma  
6 council, that we wouldn't schedule these meetings during the  
7 meetings of the Eastern Association, the Western Trauma  
8 Association, The American Association for the Surgery of  
9 Trauma, the American College of Surgeons, the American  
10 Surgical Association, the Southern Surgical Association, all  
11 of the things that many of us are likely to be at.

12 MS. COLSTON: Absolutely.

13 DR. MCKENNEY: You could call in if they were at  
14 the same time. There's six or eight meetings --

15 DR. NAMIAS: It will be tight.

16 MR. LEFFLER: We're taking this up as a different  
17 agenda item later on, but at least for this first year our  
18 vision is that this council meets in conjunction with the  
19 EMS Advisory Council. I know you have lots of other things  
20 that you attend, but we felt that was the most natural link  
21 as far as facilitating an inclusive trauma system, was to  
22 have all the components at the table if possible.

23 So at least for the next year we're looking at  
24 meeting in conjunction with the EMS Advisory Council, but  
25 that's up to you guys.

1 MS. COLSTON: Today if we can get kind of those  
2 dates, so we can look at trying to schedule -- walk out of  
3 here with at least a meeting schedule for the next --

4 DR. NAMIAS: EMSAC is probably scheduled; isn't it?

5 MS. COLSTON: EMSAC is scheduled for July 9th  
6 through the 12th right now. That is our next anticipated  
7 meeting for the EMS Advisory Council.

8 We're doing that because we have got a task in  
9 front of us and we want to give you guys the opportunity to  
10 start working on that. But we do want to get these other  
11 dates that we're talking about, so when we discuss the  
12 meeting schedule development after this, we'll kind of start  
13 looking at dates.

14 DR. NAMIAS: So, Mac, you're proposing that the  
15 moderator get to decide if someone's excuse is reasonable?

16 MR. KEMP: Yes.

17 DR. NAMIAS: I like that.

18 MS. COLSTON: Is there a motion to make that change  
19 in the bylaws, the draft bylaws?

20 MR. KEMP: I make that motion.

21 MS. COLSTON: So we're going to leave the council  
22 members failing to be physically present for two consecutive  
23 or three total regular meetings, we're going to leave that  
24 language in there. We're just going to add, moderator may  
25 excuse the absence for good cause. Is that language okay

1 with everybody?

2 DR. NAMIAS: Yes.

3 MS. YORK: Is this going to be defined? Do you  
4 have to be physically present, or does physically present  
5 include phone?

6 MS. COLSTON: We can just remove the word  
7 "physically," and just leave "must be present." That would  
8 cover us for telephonic --

9 MS. YORK: Okay. Because being physically present  
10 and being on the phone is not the same thing.

11 MS. COLSTON: So the ask is to remove "physically."  
12 Motion?

13 MR. KEMP: So moved.

14 MS. COLSTON: Second?

15 DR. MCKENNEY: Second.

16 MS. COLSTON: Okay. So that is our edits that  
17 we're going to incorporate for Article 2, composition and  
18 membership.

19 Moving forward to Article 3, purpose. So the  
20 purpose of the council is kind of just very generic. I  
21 think we pulled this language out of statute and some other  
22 areas.

23 Do we have any recommendations for edits to this  
24 particular section?

25 DR. NAMIAS: Would the council participate in rule

1 development?

2 MS. COLSTON: Yes.

3 DR. NAMIAS: Is that in this somewhere?

4 MS. COLSTON: Number 3, "Provide recommendations to  
5 the department on state statutes, administrative rules,  
6 planning documents, and policies related to the care of  
7 severely injured persons."

8 MR. ROSS: Something that I would suggest -- we  
9 recognize that every topic is going to have pros and cons.  
10 We are going to make reports and/or recommendations. I  
11 think it would behoove us and be of benefit if at the end of  
12 the report we put in the minority opinion, so that advice is  
13 heard.

14 MS. COLSTON: Your recommendation is to include  
15 some statement in here about providing recommendations,  
16 maybe in Number 3 --

17 MR. ROSS: That's where I put it.

18 MS. COLSTON: Okay. So give me the language again.  
19 Minority opinion --

20 MR. ROSS: Minority opinion be expressed.

21 DR. NAMIAS: Like the supreme court.

22 MR. LEFFLER: That's what I was saying earlier.

23 The department is going to hear feedback from all points of  
24 view, regardless of what the council's recommendation --

25 MR. ROSS: It's good to have a council -- the

1 recognition by others that the council discussed this.

2 MS. COLSTON: Okay. So I'm going to draw up some  
3 draft language. You guys can shoot it up as you want to.  
4 Minority opinions shall be represented in all  
5 recommendations provided by this council.

6 DR. MCKENNEY: It's probably a dumb question, but  
7 where does the majority opinion go?

8 MR. KEMP: It's in the main recommendations.

9 DR. MCKENNEY: But who does it go to? Literally,  
10 where does it go? Where do we send it?

11 MS. COLSTON: So that would depend. We're your  
12 administrators. We're going to take that, whatever it is --  
13 it depends on what it is. We would then put that through  
14 our chains as far as -- let's say, for example, it's a rule  
15 change. So the recommendation comes from this council, then  
16 of course it would come to us as the trauma section folks.  
17 We would then push it to our general counsel, our executive  
18 leadership team, so that we can manage it appropriately and  
19 make sure that whatever the recommendations are, our legal  
20 has had -- then we would conduct the rule workshops and all  
21 of the rule promulgation activities associated with that.

22 MS. DICK: There also is, I think, an expectation  
23 that this council creates and submits to the legislature a  
24 report at the end. There's a specific statutory requirement  
25 for that.



1 MS. COLSTON: Yes.

2 MS. DICK: That report would then go to the  
3 legislature. Other kind of more routine business would  
4 funnel up from the surgeon general.

5 MR. LEFFLER: Like I said, part of the advantage of  
6 this council is the ability to talk about some of these  
7 administrative rule changes before we have formal workshops  
8 and formal hearings where our communication is somewhat  
9 limited. It allows us to have collegial discussion outside  
10 of the rule promulgation process.

11 DR. NAMIAS: What this is doing is basically what  
12 the Florida COT used to do, which is good, except now you  
13 have it legislatively mandated, balanced membership, you  
14 know, so that it's, theoretically, if it works the way it's  
15 supposed to, truly representative.

16 MR. LEFFLER: Correct.

17 MS. COLSTON: Okay. Any other discussion?

18 MR. ROSS: I had one other thought. That is on  
19 page 2, last sentence: "The council shall have a defined  
20 charter or work plan approved by the department and the  
21 council." I think it should state with priorities, you  
22 know, listing the priorities as such, in order, so that  
23 we'll know what we're working on first and what's going to  
24 come up at the end.

25 MS. COLSTON: Okay. Once we discuss that, I'm

1 happy -- is that a recommendation through a motion?

2 MR. ROSS: Motion.

3 MS. COLSTON: Second?

4 DR. McKENNEY: Give me the motion one more time.

5 MS. COLSTON: So the motion for Article 3 -- I'll  
6 list both of them -- is to add to Number 3, "Minority  
7 opinions shall be represented in all recommendations  
8 provided by the council."

9 And at the very end where it talks about, "The  
10 council shall have a defined charter or work plan approved  
11 by the department," we are going to add, "with defined  
12 priorities."

13 DR. REED: With prioritization of issues.

14 MS. COLSTON: Excellent.

15 DR. McKENNEY: Second.

16 MS. COLSTON: So we have a motion and a second.  
17 Moving on to article -- did that answer your question,  
18 Dr. McKenney?

19 DR. McKENNEY: Yes.

20 MS. COLSTON: Article 4, officers. As Michael  
21 mentioned, we said we have a moderator and secretary. If  
22 you decide otherwise, we can change that. As it stands now,  
23 the recommendation is to have a moderator and a secretary.  
24 These officers are going to be selected by majority vote of  
25 the council, and approved by the state surgeon general.

1 These officers will serve a one-year term, much like the EMS  
2 Advisory Council chair does, and may be reappointed for  
3 consecutive terms, not to exceed two.

4 Are we good with this first statement, the  
5 definition of officers? Mac?

6 MR. KEMP: Being the chair of a council, this may  
7 sound silly. But a parliamentarian has been of great  
8 assistance to me, because you're so intent on running the  
9 meeting and doing whatever, that when something comes up on  
10 how to proceed through the Robert's Rules of Order, all that  
11 sort of thing -- it's not what I'm thinking about. So just  
12 having someone that I can turn to and say, what's the proper  
13 process to go forward. Just having someone in that role  
14 that understands.

15 MR. LEFFLER: We considered a parliamentarian. We  
16 certainly can add that to this as a recommendation. We  
17 could also provide department staff that can serve as  
18 parliamentarian. Obviously, we're not a member of council.

19 MR. KEMP: It's just helpful to know how to proceed  
20 when you get stuck.

21 MS. COLSTON: All right. We can do a combo, add a  
22 parliamentarian to be filled by department staff, if that's  
23 okay. Is that a motion, Mac?

24 MR. KEMP: Yes.

25 MS. COLSTON: Second?

1 MR. SUMMERS: Second.

2 MR. ROSS: One other thought that I had with regard  
3 to secretary. Rather than having anyone on the council  
4 doing this with any slant possible, DOH may be the one,  
5 rather than us designating somebody here. DOH has the  
6 transcripts, DOH has the administrative issues dealing with  
7 the meetings. I would suggest that the secretary be the  
8 DOH.

9 MS. COLSTON: Okay. Any questions or discussion?

10 DR. REED: Do we even need that position, then?  
11 Can we just have the DOH staff support that role?

12 MR. LEFFLER: The motion would be that DOH would  
13 serve as secretary and parliamentarian?

14 DR. REED: Second.

15 MS. COLSTON: We have a second. So when we define  
16 the secretary we are going to just change some language.  
17 Secretary will be staffed by department program staff to  
18 ensure accurate minutes, et cetera.

19 DR. NAMIAS: Not being a parliamentarian myself,  
20 does anything in Robert's Rules of Order contradict what we  
21 said about what we're going to require for a majority? Does  
22 Robert's Rules just say who gets to speak when, or does it  
23 define what is a majority, and a quorum, and all that?

24 MR. LEFFLER: My understanding with Robert's Rules  
25 of Order is that it allows the institution to set up those

1 rules. We can certainly provide the background on that  
2 issue. We'll clarify that. My understanding is that it  
3 allows the institution to decide.

4 MS. COLSTON: Mr. Ross?

5 MR. ROSS: If indeed Robert's Rules may not permit  
6 such, I would suggest -- I know that a number of legislative  
7 bodies, of which I guess this is one, distant cousin, call  
8 it what you want -- use Mason's Manual. That may be more in  
9 concert with what we've already stated. So you may want to  
10 use that.

11 MR. LEFFLER: We'll look at that, too. We could  
12 even add a statement in there that says the council shall  
13 use modified Robert's Rules of Order, as approved by the  
14 council. We'll find a way to incorporate that.

15 MS. COLSTON: So I'm going to go back. I'm not  
16 sure, did we second changing parliamentarian being a DOH  
17 position and also --

18 DR. NAMIAS: I second.

19 MS. COLSTON: Okay. Great. Do we want to add any  
20 other officers, other than parliamentarian?

21 MS. DICK: Just a suggestion for the group. If  
22 you're only having a moderator as the only council officer,  
23 maybe you want a comoderator or a second --

24 MR. LEFFLER: The bylaws do allow the moderator to  
25 appoint a moderator pro tem.

1 MS. COLSTON: That's temporary.

2 MR. LEFFLER: But they could serve --

3 MS. COLSTON: Do you want to have a comoderator, or  
4 something along those lines?

5 MS. DICK: The person then automatically takes that  
6 role if the moderator is, you know, called away to surgery  
7 or --

8 MS. COLSTON: I'm sorry. That's not an official  
9 recommendation, just the council --

10 DR. REED: I think it would be at the time of a  
11 meeting. If the moderator is on the phone and goes away, he  
12 could say, Nick, would you continue moderating until I get  
13 back.

14 MS. DICK: What if you're the one in the car? If  
15 you're the moderator and you're the one --

16 DR. REED: Well, you could still do that by  
17 designating that person -- or your surviving spouse.

18 (Laughter.)

19 MS. DICK: I guess that's my question. Do you want  
20 to designate in advance somebody who would serve in that  
21 capacity in the moderator's absence, or do you just want the  
22 group to point at somebody and say, it's you today?

23 MR. ROSS: It makes sense to have another  
24 moderator.

25 MS. COLSTON: Is there a motion to add a

1 comoderator position?

2 MR. ROSS: Yes.

3 MS. COLSTON: So pretty much the same language, it  
4 will just say the comoderator will preside in the absence of  
5 the moderator, or as otherwise designated.

6 MS. YORK: That gets rid of that pro tem?

7 MS. COLSTON: Yes, that's correct.

8 DR. NAMIAS: So we have to make sure they don't  
9 travel to the meeting in the same mode of conveyance,  
10 separate flights, or buses, or vehicles.

11 MS. COLSTON: Is there a motion to add a  
12 comoderator, Mr. Ross?

13 MR. ROSS: Yes.

14 MS. COLSTON: Second?

15 MS. DiNOVA: Second.

16 MS. COLSTON: And a second. Any other additions?  
17 Any other comments regarding Article 4, officers?

18 Moving forward, Department of Health's role. This  
19 is just kind of basic generic language of what the  
20 department is responsible for doing, as outlined in statute.  
21 Do we need to look at that?

22 MR. ROSS: No. I would just reflect now the  
23 secretarial and parliamentarian.

24 MR. LEFFLER: Ex officio?

25 MR. ROSS: Right.

1 MS. COLSTON: Moving to Article 6, meetings.  
2 Michael talked to you a little bit about regular meetings,  
3 special meetings, emergency meetings, and commons hours  
4 meetings. Do we have any additions? Do we need to add  
5 anything or edit any language?

6 DR. NAMIAS: The third line says physical  
7 attendance. We talked about phone.

8 MS. COLSTON: Excellent. We'll say, "Attendance of  
9 a majority of appointed council members." Where is that?

10 DR. NAMIAS: Article 6, fourth line.

11 MS. COLSTON: Okay. We'll change it. We'll make  
12 sure that that lines up.

13 MR. SUMMERS: You just drop the word "physical";  
14 right?

15 MS. COLSTON: Yeah. That's okay. I just changed  
16 it. I took off the word "physical."

17 Any other comments?

18 DR. NAMIAS: Now we talk about the quorum.

19 MS. COLSTON: Okay. Let's talk about the quorum.

20 MR. ROSS: Exactly. My opinion, you were appointed  
21 by the governor. You really have a responsibility to be  
22 here. So I think two-thirds is even light, but two-thirds  
23 would constitute a quorum.

24 DR. NAMIAS: I'm okay.

25 MR. ROSS: Three-quarters is better, to be honest.



1 DR. MCKENNEY: You can call in.

2 MR. KEMP: If that works, that's fine. Just be  
3 aware -- being in another environment -- if you can't, for  
4 some reason, have a quorum -- storm's coming is most common  
5 -- it's embarrassing to have a publicly noticed meeting and  
6 all that stuff, and no quorum. All you can do is sit and  
7 talk and take no votes, do nothing. You're just kind of  
8 just there.

9 So I understand. The higher you set the bar,  
10 though, the more chance of likelihood there is that you're  
11 going to have a meeting with nothing getting done of value  
12 whatsoever.

13 DR. MCKENNEY: A hurricane is really the one thing  
14 that could bugger up a big chunk of the state. Maybe it's  
15 best not to have a meeting where votes are taking place if  
16 you're struggling to help get people or get yourself through  
17 a hurricane. We can reschedule; right?

18 MR. LEFFLER: I can tell you from a department  
19 point of view, if there's a hurricane we would cancel the  
20 meeting.

21 MS. COLSTON: We'll do that with sufficient notice.  
22 Hopefully by setting up a meeting schedule well in advance  
23 we'll have some options. I know things change, but  
24 hopefully having a meeting schedule well in advance -- we  
25 want to try to get at least six months to a year, as far as

1 knowing when our meetings are, so that y'all can plan  
2 accordingly. We're going to try not to schedule on top of  
3 other things. It's going to be an intricate dance that  
4 we'll have to do, but we'll do our best.

5 But it's up to you guys if you want to set the bar  
6 high. I think everybody here -- sometimes we go in with  
7 good intentions. If this doesn't work for us our first  
8 year, we're going to look at these again next year and we  
9 can change it that particular point.

10 DR. MCKENNEY: I like three-quarters. You can call  
11 in. It seems like there should be very little to get in  
12 your way.

13 DR. REED: And we may be able to submit proxies.

14 MR. LEFFLER: So we have a motion on the floor for  
15 three-quarters?

16 DR. ANG: Second.

17 MS. COLSTON: So three-quarters of the council  
18 constitutes a quorum. I'll put that language in.

19 Any other discussion about any of these meeting  
20 types, committee, subcommittee, workgroup meetings?

21 MR. ROSS: Yes. One suggestion. With regard to  
22 the regular meetings properly noticed to the public. At the  
23 same time can the materials be sent to us, so that we have  
24 at least seven days, which I think is even minimal?

25 MR. LEFFLER: I can tell you, we'll try and get

1 stuff out as quickly as possible. We're looking at 30 days  
2 at a minimum.

3 MR. ROSS: That would be perfect, because all of us  
4 have lives and schedules.

5 MS. COLSTON: Absolutely. This time we were under  
6 the gun to get the meeting scheduled. We'll have time for  
7 you all to take a look at what's out here and what you have  
8 in front of you, so we can vote on it, which is why we're  
9 not looking at taking any action. We want to have something  
10 good that we can walk away with, that we'll be voting on at  
11 the next council meeting.

12 Any other discussion regarding Article 6?

13 DR. REED: Under special meeting, are we going to  
14 change the physical attendance on special meetings, as well?

15 MS. COLSTON: We will change the word "physical" in  
16 areas with reference.

17 DR. REED: Then the quorum for the special meeting,  
18 as well?

19 MS. COLSTON: Yes.

20 DR. MCKENNEY: Three-quarters.

21 MS. COLSTON: Okay. The last article is just a  
22 statement that the bylaws may be established until otherwise  
23 amended by two-thirds majority vote of council. Okay.

24 There are no other changes or edits --

25 DR. NAMIAS: I'm sorry. Where?

1 MS. COLSTON: Article 7, last page.

2 DR. NAMIAS: A two-thirds majority. Is that where  
3 we voted a two-thirds majority of the entire council, or of  
4 those present when voting? What is that; same as everything  
5 else?

6 MR. LEFFLER: I would say -- my recommendation  
7 would be for the adoption of bylaws to be two-thirds of the  
8 council, the entire council.

9 MS. COLSTON: If we're going with three-fourths, I  
10 would say three-fourths.

11 MR. LEFFLER: Excuse me.

12 DR. NAMIAS: Whatever it is, make it consistent.

13 MS. COLSTON: Absolutely. Got it.

14 DR. REED: Again, there is the issue of quorum  
15 versus vote. We said three-quarters of the appointed  
16 membership.

17 MS. COLSTON: Two-thirds of the members voting.

18 DR. REED: Two-thirds of the quorum?

19 MS. COLSTON: Okay. So maybe we need to change  
20 wording here.

21 DR. NAMIAS: We said three-quarters is a quorum.  
22 Then separately, whatever we vote on, it takes two-thirds to  
23 pass a vote.

24 MS. COLSTON: Two-thirds of the voting members?

25 DR. ANG: Specific to the bylaws. It's not like

1 other recommendations. The bylaws should have a more  
2 stringent --

3 DR. NAMIAS: A higher bar if you're going to change  
4 the bylaws.

5 DR. ANG: Yes.

6 MS. COLSTON: So Dr. Ang made a comment -- so  
7 everybody can hear -- that the two-third majority vote is  
8 specific to the bylaws. He's stated that should probably be  
9 more stringent criteria.

10 DR. NAMIAS: Two-thirds of what?

11 DR. ANG: Of everybody on the council as it is  
12 right now.

13 MS. COLSTON: So just leave it as is?

14 DR. ANG: Correct, I'm saying as is. We made  
15 changes to recommendations and voting by the council for  
16 representation of those that are voting and present, but  
17 this is for the bylaws, which I think should be more  
18 stringent. Leave it as is.

19 MS. COLSTON: Okay. So a motion to leave it as is,  
20 Article 7, bylaws?

21 DR. NAMIAS: Yeah.

22 MS. COLSTON: Second?

23 DR. NAMIAS: That's fine.

24 MS. COLSTON: Okay. All right.

25 MS. YORK: So once I get home this evening when

1 it's raining, and I go through these again, how do I provide  
2 any comments that I may or may not have?

3 MR. LEFFLER: I think the best thing to do is you  
4 can send them to me. I could provide a document to the  
5 entire council once I get everybody's comments. We can put  
6 them at the top of the items -- motions to hear before we  
7 vote on the bylaws. We can do live edits when we -- before  
8 we vote on them, to make sure they're in line with what  
9 council has.

10 So we can perform this exercise briefly once again  
11 before we actually take up a vote on the bylaws.

12 DR. NAMIAS: I just feel compelled to make it  
13 clear to people that might not have been involved in  
14 sunshine before. The point is, you can send it to him  
15 because he's not a member of the council.

16 MR. LEFFLER: I can communicate with all of you.

17 DR. NAMIAS: We can't send it to each other.

18 MR. LEFFLER: Right.

19 MS. COLSTON: We can disseminate them, because it  
20 is a public document. We will disseminate everyone's  
21 comments out prior to the meeting well in advance. But we  
22 will take a discussion of the concerns at the next council  
23 meeting. But you will send everything to the Department of  
24 Health.

25 MS. YORK: Is there a deadline time?

1 MS. COLSTON: Not yet. We'll set that up and  
2 contact you. We are going to pull all this stuff together.  
3 We're going to have a draft, a new draft of the bylaws.  
4 We'll go ahead and get that out, get that up on the web so  
5 everybody will have access to it, so you can digest what was  
6 discussed here, and then we'll have a call for comments.

7 Okay. So at this point, unless there's further  
8 discussion, we're going to conclude the discussion of the  
9 bylaws. We'll make the appropriate edits, and we'll move  
10 forward. Okay.

11 MS. COLSTON: Do you want to take a break?

12 MR. LEFFLER: For the record, we'll take ten  
13 minutes.

14 MS. COLSTON: We'll reconvene at 10:45.

15 (A break was taken.)

16 MS. COLSTON: We'll reconvene right now. Before we  
17 move to our next order of business -- we're going into  
18 discussion of the charter -- Donna, you have a question?

19 MS. YORK: I have a question. Under the bylaws on  
20 Article 2 -- because it says council membership shall be on  
21 a voluntary basis, and members receive no compensation. Is  
22 this expected to come out of my pocket, versus my work  
23 people? That is my question.

24 MS. COLSTON: Well, you're asking if your job can  
25 pay for your travel?

1 MS. YORK: Exactly.

2 MS. COLSTON: Yes.

3 DR. REED: It should be, there's no compensation  
4 from the state.

5 MS. COLSTON: We can make that change. No  
6 compensation from the state. That is correct. That is in  
7 the statute. It was surprising to us, because there is no  
8 -- we will not pay for travel.

9 MS. YORK: I just wanted to make sure I was legal.

10 MS. COLSTON: It's not specific to who can pay for  
11 it, but we can't pay for it.

12 MS. YORK: Okay. That's fine.

13 MS. COLSTON: Any other questions? Okay.

14 In your packets that you received you should have a  
15 draft charter, kind of like this. Does everybody have one?  
16 So this is what is referenced in your bylaws document. This  
17 is going to be your charter work plan. We will work through  
18 this with you. This will become the public record for the  
19 priorities, so we can amend the bylaws to discuss  
20 priorities. We'll get to where those priorities are going  
21 to be listed.

22 Then once we complete this document and adopt it,  
23 we will post this on the website as well. But this will  
24 become our work plan for the year. We are going to define  
25 what we want to do. One of the things is already



1       prepopulated in there, because the statute says so. We'll  
2       add additional things as necessary, based on council  
3       recommendations.

4               I just want to walk through this. It's kind of  
5       simple. There's little qualifying statements in gray, just  
6       to kind of help you guys understand what this is. We give a  
7       background on the charter that defines why this team is in  
8       existence. It's not just because of HB 1165, although  
9       that's what gives us the authority, but also because this is  
10      a group to kind of give us recommendations on our trauma  
11      system. You can amend that statement, add to it, as you  
12      please. If you want to add more, try to keep it very simple  
13      for purposes of discussion.

14             Council mission is the next area. It outlines  
15      what's important to this particular council, what is our  
16      mission, what do we want to do. I didn't feel like the  
17      Department of Health should even try to populate that.  
18      This mission is going to be something that's defined by  
19      members of council, so you guys can think about that, what  
20      you want the mission to be.

21             Again, this is going to become something that is  
22      our guiding document for when you're talking about business,  
23      if you're giving updates, you can disseminate this as you  
24      want: here's what the Trauma System Advisory Council is  
25      currently doing. So think about what you want your mission

1 to be, so that way we can accurately provide details on what  
2 that is.

3 Dr. Reed?

4 DR. REED: Shouldn't the mission be the same as the  
5 purpose?

6 MS. COLSTON: It should be, if that is the  
7 recommendation. Okay.

8 DR. NAMIAS: You mean in the bylaws?

9 DR. REED: No, purpose meaning what's in this  
10 background here: "The purpose of the council is to promote  
11 an inclusive trauma system and enhance cooperation among  
12 trauma system stakeholders by providing recommendations to  
13 the Department of Health on how to maximize existing trauma  
14 center, emergency department, and emergency medical services  
15 infrastructure (including personnel)."

16 DR. NAMIAS: I second that. We could spend the  
17 next three days wordsmithing a mission.

18 MS. COLSTON: All right. So motion and second for  
19 moving the mission or defining the mission as "promoting an  
20 inclusive trauma system," all that language all the way down  
21 to the end of what is currently listed in that line.

22 DR. NAMIAS: Although I seconded it, it only  
23 maximizes existing trauma centers, emergency department, and  
24 EMS infrastructures. There's nothing about growth or  
25 change.

1 MS. YORK: Right.

2 DR. REED: Okay.

3 MS. COLSTON: So let's add to that, then.

4 DR. REED: Existing and future. Existing and  
5 future trauma centers.

6 MS. COLSTON: Any discussion or any other  
7 recommendations on that? So if I might make a suggestion  
8 for background, since we are going to move a majority of  
9 this -- I'll leave the definition of the statute as our  
10 background as to how it was created. If you guys have any  
11 other background information that you want -- you know,  
12 really we try to cite the authority, so that way -- our  
13 authority is found in the statute, so we can leave it as  
14 generic as the statutory language. Is that amenable? Yes?  
15 Okay.

16 Any other changes, then, to our mission? Okay. So  
17 the next section on the left, then, is council members  
18 appointed by the governor. Of course, that is in need of no  
19 edits. It's just simply an outline of who you are and what  
20 your statutory representation is.

21 Lisa?

22 MS. DiNOVA: Under mine they have it as FHS. It's  
23 FHA. It's a typo.

24 MS. COLSTON: Thank you. And we're going to place  
25 some M.D.s on here. We do realize that -- I think we

1 populated this based on something, so we're going to edit  
2 that as well to add the M.D.s.

3 DR. NAMIAS: The time frame. So my understanding  
4 -- I don't remember if it was in the law or where else I  
5 might have read it -- my understanding is that this is a  
6 three-year council. I understand that some people were to  
7 have been appointed for one, some for two, and some for  
8 three, so there's staggered turnover. This just says one  
9 year, it doesn't say --

10 MS. YORK: Under the charter.

11 DR. NAMIAS: The charter is one year?

12 MS. COLSTON: Yes. Because the time frame -- this  
13 is really defining our time frame for completing things. If  
14 we talk about -- so I have the initial meeting being 5/24,  
15 but we can say one year effective whenever this is approved  
16 to the next year. It depends on how you want to qualify the  
17 time frame. It's really just saying a definitive date to  
18 accomplish whatever our priorities are going to be that are  
19 outlined in this particular document.

20 MS. DiNOVA: Should we then, under council members  
21 where our names are, should we put what our appointment date  
22 time frames are?

23 MS. COLSTON: No. You don't have to worry about  
24 that. We'll manage that and update it as needed.

25 But the time frame, this is a time frame relative

1 to what we identify as priorities and what we're going to  
2 complete. We're going to talk about, at the bottom of the  
3 page where it says assignments, action steps, and  
4 deliverable -- it's anticipated that those are the things  
5 that we want to complete in the next year.

6 We can change this time frame and make it two or  
7 three years, whatever the case may be, but typically you're  
8 going to want to update this. So once that pediatric study  
9 is completed, that's going to fall off. It's easy sometimes  
10 when you're going in to update your bylaws, that you update  
11 your work plan as well. You can carry things over, add new  
12 things, you can do whatever you want to, but this document  
13 is really intended to kind of make sure we don't work on  
14 things that we haven't identified as priorities. It kind of  
15 helps us not do the scope creep thing, and keeps us lined up  
16 and focusing in on the priorities at hand.

17 Any other questions? Okay. So we've got some  
18 corrections to do with council members. We'll take care of  
19 that. Moving over to stakeholders. This really kind of  
20 just helps us keep in mind who our stakeholders are  
21 internally, external to the council. I tried to put down  
22 the ones that just immediately popped into my mind. If  
23 there are others that are not included -- I know that there  
24 are -- we want to kind of think about those as well.

25 If there are things that need to be communicated

1 out -- this is going to help us in a number of different  
2 ways. For us, as administrators of the group, if we need to  
3 be communicating, messaging, doing anything of that nature,  
4 we want to be able to identify if we have addressed that  
5 stakeholder group and we haven't left that stakeholder group  
6 out.

7 If we're thinking along the lines of data  
8 collection or any information that we might need from  
9 interested stakeholders, we need to identify who those folks  
10 might be, and if there is a mechanism to obtain that data so  
11 that we can make informed decisions as a council -- so that  
12 you can, not me -- that we have reached out appropriately to  
13 that particular group. It just kind of helps us understand  
14 who might be impacted by the activities that are being  
15 undertaken by this council.

16 Dr. Reed?

17 DR. REED: In Indiana when we set up our trauma  
18 system -- which was really recent, just within the past  
19 decade -- we also looked at rehabilitation, long-term acute  
20 care facilities, those kinds of end-of-the-road care  
21 facilities for trauma, because it does hit the continuum.  
22 In fact, we have all of those facilities even submitting  
23 data to the trauma registry, so we can get a complete  
24 continuum of care story about how trauma patients are  
25 managed.

1 I think this council would be very interested in  
2 making sure that those aspects of the trauma patient's  
3 journey are also reviewed, or changed, or fixed, whatever  
4 needs to be done. That could be a part of this continuum.

5 MS. COLSTON: Absolutely. We actually do have a  
6 registry, RMIS, Rehabilitation Management Information  
7 System, with our Brain and Spinal Cord Injury Program, that  
8 collects a lot of that data. We're going to try to tie  
9 those two sets of data together.

10 That's a good call. Any other recommendations?  
11 Donna, and then Dr. Ibrahim.

12 MS. YORK: I'd sort of like to see these realigned,  
13 put the citizens and visitors at the top, because that's  
14 really who we serve, then put everything else beneath it.

15 Should we have something in there, like the doctor  
16 was talking about, with trauma and what you're going to do  
17 with that? That's not listed.

18 MS. COLSTON: Absolutely.

19 DR. NAMIAS: Since the American College of Surgeons  
20 verified this, and it's part of our -- part of this charter  
21 later on is to study the use of the ACS versus the Florida  
22 system for verification, is the college or college's -- this  
23 is for discussion, I really don't know the answer -- do you  
24 think the college's committee on trauma is a stakeholder?

25 MS. DiNOVA: I actually thought the same thing for

1 FCOT or for AFTC also, the trauma coordinators, because  
2 they'll be wanting reports back.

3 DR. NAMIAS: I think they probably are, at least  
4 the Florida COT, and maybe the national COT or the American  
5 College of Surgeons, but I guess then you get into whatever  
6 college of neurosurgeons, orthopedists, all of them. Maybe  
7 just COT, because that invites participation by all members.

8 MS. COLSTON: Any recommendation?

9 DR. ANG: What about health care providers that  
10 provide trauma services, like physicians and nursing, as  
11 opposed to one organization?

12 MS. DiNOVA: Where it says "trauma centers" -- "and  
13 providers"; does that cover it?

14 DR. ANG: Yes, I think so.

15 MS. COLSTON: Trauma care providers, something  
16 along those lines maybe.

17 DR. SUMMERS: Maybe that's a separate entity,  
18 because that then becomes exclusive when you put trauma  
19 centers there. Trauma health care providers is a lot of  
20 folks at hospitals that are not trauma centers, that provide  
21 a lot of initial care.

22 MS. COLSTON: So I'm going to remove trauma centers  
23 and acute care hospitals, and put trauma care providers?

24 DR. SUMMERS: I think they certainly can be there.

25 MS. COLSTON: So leave them, but we'll add in



1 trauma care providers. Let me recap to make sure. We've  
2 gone over a lot.

3 We're going to move Florida citizens and visitors  
4 to the top; add rehabilitation and long-time care. Disaster  
5 management partners -- I'll come up with some folks. If you  
6 have any specific ideas on who that might be, let me know.  
7 We do work with disaster preparedness at the Department of  
8 Health, so we can come up with some things.

9 I have American College of Surgeons or the National  
10 Committee on Trauma, FCOT, trauma program managers, trauma  
11 care providers. That's where we are right now.

12 Let me get Dr. Ibrahim now.

13 DR. IBRAHIM: They may be included in this, but you  
14 said disaster management, so we're kind of on the same page.  
15 What about law enforcement? Do they fall under any of  
16 these, or should we include them separately? They are  
17 involved in a lot of it as well.

18 MS. COLSTON: I think that would be separate.

19 MR. ROSS: Any local trauma agency, if there are  
20 any out there, I think that's important.

21 MS. COLSTON: Adding in local/regional trauma  
22 agencies.

23 Dr. Elias?

24 DR. ELIAS: Health care coalitions.

25 MS. COLSTON: Is everyone here familiar with what a

1 health care coalition is from the Department of Health  
2 standpoint?

3 Do you mind talking about that a little bit?

4 DR. ELIAS: So across the state there are health  
5 care coalitions, which are basically a collaboration of a  
6 full spectrum of providers: EMS, hospitals, nursing homes,  
7 dialysis care centers, things like that. Basically it's a  
8 gathering of medical providers.

9 There are 16 of these health care coalitions  
10 scattered throughout the state, and we are kind of combining  
11 them also to correlate with the RDSTF, the Regional Domestic  
12 Security Task Force regions. We're trying to consolidate  
13 them in some form or fashion.

14 It is a way to reach a wide variety of medical  
15 providers, from EMS through hospital systems. That's how  
16 some of the federal funding passing through the state is  
17 being distributed amongst the locals.

18 So I think that's a good gathering point to reach a  
19 wide variety of health care providers.

20 MS. COLSTON: Thank you. Any questions for  
21 Dr. Elias on that?

22 Okay. Any other partners, stakeholders?

23 MR. KEMP: Yes. Rural health care providers. I  
24 know they're included in some of this, but I think we need  
25 to be very specific to include them because they're

1 underserved and forgotten.

2 MS. COLSTON: Excellent recommendation. Any  
3 others?

4 So if you guys think about other stakeholders later  
5 on, that's great, just make sure you include that when we  
6 send out the drafts, so that we can edit accordingly. I  
7 think we have a really good beginning list. So there is no  
8 further recommendations on this?

9 We'll look at the time frame really quick, then  
10 we'll have some discussion about the time frame. Is a year  
11 sufficient? Do you want to reevaluate in another year, have  
12 some defined things that we're going to get done this year,  
13 and keep it at a year? It's not locked into this, so if we  
14 adopt it for a year this time, and then we revisit next  
15 year, we can make a two-year plan. This is just a work  
16 plan. It outlines what we're doing over the next year  
17 pretty solidly. Any comments, recommendations, changes?

18 MR. SUMMERS: The last one to add to stakeholders  
19 would be injury prevention expertise.

20 MS. COLSTON: Thank you. Under stakeholders we're  
21 going to add injury prevention partners, or something along  
22 those lines.

23 The time frame? Is council good with the time  
24 frame?

25 MR. ROSS: One year from adoption?

1 MS. COLSTON: One year from adoption, yes, sir.  
2 The date will be updated once these are adopted. Okay.

3 Sorry this got cut off a little bit, but the next  
4 section is where we're going to outline what it is that this  
5 council is working on. It's going to outline your  
6 priorities, but in addition to outlining priorities --  
7 because it's great if we identify a priority for the  
8 council, but we also want to identify what we're doing to  
9 address that priority.

10 So it's very important that be identified as  
11 something that we want to get done. We identify the work  
12 that's associated with that, the steps that we need to take,  
13 major steps. Then, you know, what the deliverable is going  
14 to be. You know, we want some tangible things that tell us,  
15 here's where we are, here's what we're going to do to  
16 address that: recommendations to the department,  
17 recommendations to the governor's office or whomever.

18 Then we want to go ahead and document what that is,  
19 because also our checklist says, hey, we've got a great  
20 council. We finally got what we wanted. Here are the  
21 things we said we were going to do in the first year.  
22 Here's what that stuff is, and here's what the data is  
23 associated with whatever it is that we're doing.

24 Ideally, let's think through all those things  
25 logically. I filled in what we have to start with, because

1 that's the one thing I know we've got to do. We will  
2 definitely be the ones to facilitate that. We're going to  
3 talk about what our ideas are for when we should have kind  
4 of a finished product, because, working in state government,  
5 when they get ready to turn things in to the governor's  
6 office there's a whole approval process that adds probably  
7 two to four weeks to that. So in order to make sure that we  
8 have it in by December 31st, which is also prime time  
9 holiday time, everybody's doing Christmas and Thanksgiving,  
10 that sort of thing, we want to make sure we can get the  
11 group where we need to be so we can have that done.

12 DR. NAMIAS: Question about that item. As I'm  
13 reading it -- I know it's in statute. Why is this in  
14 statute? Why is -- you know, this can be blah, blah, blah,  
15 and the process for standalone pediatric trauma; but why not  
16 for combined adult/pediatric? Why not for adult only? Why  
17 this? What was -- what is the point of contention that led  
18 to this being in the statute? We can't discuss this in the  
19 hallway, so we have to do it here.

20 MS. COLSTON: I agree. I wish I had an answer for  
21 you. That was another Department of Health item that was  
22 introduced as part of the language. It was initiated  
23 between the folks that developed the language.

24 DR. REED: I mean, on a study there's usually a  
25 hypothesis. Was any hypothesis given? What data are we

1 going to be analyzing and measuring?

2 MS. DICK: Really, honestly, DOH was not privy to  
3 the conversation that led to the language of the statute.  
4 We were asked to do legislative bill analysis on the impact  
5 of the statute. Chair Young, Senator Young was the primary  
6 driving force.

7 You know, we tried last year. I mean, you guys  
8 all know the history of trauma shenanigans over the last  
9 20 years in this state. This particular bill language was  
10 brought forth by Senator Young. We understand that she  
11 brought various stakeholders together to craft the language.  
12 DOH was not privy to those conversations.

13 The one thing I can suggest, if you want some  
14 insight into that, go back and get on the house or senate  
15 websites and find the hearings that this bill was discussed.  
16 Just watch it, watch the presentations that were given by  
17 different people, watch the language.

18 The honest answer -- not trying to be -- the honest  
19 answer is we don't know.

20 DR. NAMIAS: I understand that. So my question, I  
21 guess, is partly rhetorical. There's no medical mystery  
22 here; right? This was baked into the legislation. There's  
23 some stakeholder that needed this, and this was part of a  
24 horse-trade to get this in here.

25 So what I would say our Numbers 2, 3, 4, 5, 6,

1 and 7 should be: ACS verification process versus Florida  
2 verification process for all trauma centers -- for not  
3 standalone -- for every variation on this should be included  
4 in this study, and would satisfy the statute mandate to  
5 study this, but we shouldn't limit it to this.

6 MS. DICK: Again, that's entirely up to you.

7 DR. NAMIAS: That would be my motion for the group,  
8 that we expand this. And, Larry, as far as the word  
9 "study," I don't think they mean a scientific study with a  
10 hypothesis. They're looking for guidance, it appears, from  
11 hopefully a supermajority --

12 DR. REED: So all we need is pros and cons?

13 DR. NAMIAS: Yeah, from a supermajority. It's  
14 funny that this one thing of all the things in the world  
15 would be the thing in the statute.

16 My motion is to -- if we're taking motions yet --  
17 my suggestion is that we should expand it to not just  
18 standalone pediatric trauma centers, but to all varieties of  
19 trauma centers, every permutation we can come up with.

20 DR. ANG: (Raises hand.)

21 DR. NAMIAS: Is that a second?

22 DR. ANG: (Nods head.)

23 DR. NAMIAS: We have a second to my right.

24 MS. COLSTON: Motion to expand this to a study of  
25 all trauma centers.

1 DR. NAMIAS: All types.

2 MS. COLSTON: Motion on the floor has been  
3 seconded?

4 DR. ANG: I second.

5 DR. REED: The types are actually variable.  
6 Florida has Level I, Level II, pediatric. A college can do  
7 Level III. Florida doesn't.

8 DR. NAMIAS: That would be part of this study.

9 MS. COLSTON: So we're going to change that to  
10 cover all types. I don't know what that entails, so I'll  
11 need your help. Is that going to be feasible to be  
12 completed by the deadline of December 31st?

13 DR. REED: Oh, yeah, if all we need is pros and  
14 cons.

15 DR. NAMIAS: A study of this, volumes, utilization  
16 -- once you're getting those numbers for any one kind of  
17 trauma center, I don't think it's any harder to get it for  
18 all the trauma centers.

19 DR. ANG: There's going to be different opinions on  
20 all those different levels of trauma centers and stakeholder  
21 interest. I think if we're to prioritize, we should  
22 prioritize -- I'm not saying don't study all the different  
23 permutations, but prioritize the one thing that's in the  
24 statute as number one, then kind of go through the rest of  
25 them, so at least we get that done by December 31st.



1 DR. NAMIAS: How many standalone pediatric trauma  
2 centers are there in Florida?

3 MR. LEFFLER: Nicklaus and All Children's, and  
4 Wolfson is a provisional. So Wolfson is a provisional  
5 pediatric in Jacksonville. All Children's is in St. Pete,  
6 and Nicklaus Children's Hospital in Miami.

7 DR. NAMIAS: You've already got one lawsuit, I  
8 heard the other day. Are you guys going to be able to talk  
9 about that? Are any of us going to be able to talk about  
10 that, because of this lawsuit?

11 MS. DICK: You guys can talk about pediatric care  
12 and trauma transport protocols, anything you want to talk  
13 about on this council. We obviously can't talk about the  
14 specific details of ongoing litigation.

15 DR. NAMIAS: We can, but you guys won't be able to.  
16 All right.

17 MS. DICK: You're not a party to the lawsuit. You  
18 can discuss it all you want.

19 DR. MCKENNEY: Who are the parties to the lawsuit;  
20 Nicklaus and the Department of Health?

21 MR. SUMMERS: And Kendall, I believe.

22 DR. NAMIAS: Is Kendall a party to the lawsuit? I  
23 knew it was Nicklaus and the Department of Health. I didn't  
24 know about Kendall.

25 MS. DICK: Listen. Listen. That's okay. I don't

1 expect the council to take up -- I don't expect the council  
2 to take up the issues related to whether pediatric trauma  
3 patients go to Nicklaus or Kendall.

4 The council is going to take up the issue of, what  
5 is the best system that we can create for the transport of  
6 pediatric patients or whomever else. If you discuss  
7 conceptually things that may or may not end up being a part  
8 of a specific discussion in court, that's okay. You're not  
9 trying to mediate this particular issue; you're talking  
10 about a statewide system. That's fine. They're looking for  
11 that.

12 DR. NAMIAS: We have -- by statute we have to  
13 address this. This is not an option. Whether it's  
14 prioritized or not, this is the one thing we have to do.

15 I'm just saying, for the sake of -- the  
16 legislators, obviously they weren't sitting there between,  
17 you know, parks and environment, and came up with standalone  
18 pediatric trauma centers. There's a reason it's there.

19 As a council we have to do that, but we can expand  
20 it to the logical thing, which is all kind of trauma  
21 centers.

22 DR. ANG: I agree. I just want to make sure that  
23 we're prioritizing.

24 MS. COLSTON: So is the recommendation to separate  
25 it out? Still address it as a priority, but to ensure that

1 we meet the deadline, we separate it?

2 DR. NAMIAS: Maybe we should, so there's no  
3 question that we didn't fulfill our responsibilities.

4 DR. REED: Pediatric should be the first one. That  
5 will be the model for how we do the other ones.

6 MS. COLSTON: We're going to talk about what it's  
7 going to take to do this study. Again, I'll want some kind  
8 of key milestone steps for what it would take for y'all to  
9 complete that study, so we can kind of keep the progress  
10 moving forward on that, ensure we are going to be able to  
11 get our purpose of, number one, doing the pediatric study.  
12 What are some key things we are going to need to do;  
13 identify the data set we are going to need to use?

14 DR. ANG: We need to define the context of the  
15 study. Dr. Reed mentioned you need a hypothesis for the  
16 study, and Dr. Namias says this is not the type of study  
17 that needs a hypothesis. Who's going to define the study?  
18 That will determine everything else.

19 DR. REED: We're looking at the verification  
20 process by the two types, then we have a listing of what the  
21 verification process is for the state of Florida. The  
22 college has their PRQ, or whatever it is, that you've got to  
23 complete. That process is available on the websites. We  
24 can certainly have access to COT personnel.

25 Now here's the question I have, though. Does

1 working on the study have to live under the sunshine stuff?  
2 We can't do any work on the study unless we're all together  
3 in a publicly noticed forum?

4 MS. COLSTON: You can do your work on it, you just  
5 can't work together. You can do your work. You can get  
6 together --

7 DR. NAMIAS: You can't discuss it.

8 DR. REED: So if we need to discuss it, we need to  
9 pull up one of the commons things: we've got some data, is  
10 this where we want to go with it?

11 MS. COLSTON: That's correct.

12 DR. NAMIAS: Which is why I keep -- it seems like  
13 we keep coming to a closure, but I keep saying that once we  
14 leave here we can't talk about it.

15 MR. LEFFLER: We can facilitate that discussion as  
16 you guys need it or request.

17 MR. KEMP: I don't know how to itemize the items we  
18 need for data for this kind of study.

19 DR. SUMMERS: We kind of just did this in our  
20 institution. We looked at going with ACS certification, and  
21 we looked at the differences. They're pretty easy to  
22 quantitate. You can just put them side by side, in terms of  
23 the things that the ACS asks for that are different and  
24 unique from what Florida does. A lot of them are  
25 overlapping, with minor differences. That's pretty easy,

1 just to quantify that.

2 DR. REED: Do you have that, that that could be a  
3 starting point for us?

4 DR. SUMMERS: I mean, that could be something that  
5 I could provide through Michael.

6 MS. COLSTON: So let me just read the language out  
7 of the statute, because there are certain things we really  
8 do have to address, and also requirements associated with  
9 obtaining and maintaining verification; which pediatric  
10 trauma centers in the state have obtained, are in the  
11 process of obtaining, or are capable of obtaining such  
12 verification; the barriers to obtain verification -- this is  
13 related to the American College of Surgeons verification --  
14 barriers to obtain; then policy proposals that address the  
15 need and value of such verification. Those are the things  
16 that --

17 DR. MCKENNEY: Can you read that list again?

18 MR. LEFFLER: It should be the last page in your  
19 book.

20 MS. COLSTON: We did include statutes in there. It  
21 looks like this. It looks just like this.

22 DR. MCKENNEY: So this is the primary issue that we  
23 have to address, by statute.

24 MS. COLSTON: That's correct.

25 DR. MCKENNEY: We can go above and beyond, but we

1 can't go below addressing this issue?

2 MS. COLSTON: That's correct.

3 DR. REED: So Glenn's got sort of a comparison list  
4 that could give us aid, I think.

5 DR. SUMMERS: At least a framework that we could  
6 put the different centers in. The centers we need to look  
7 at for our charter are going to be different than my place,  
8 but the framework is going to be same; just put their  
9 numbers in.

10 MS. COLSTON: Can you share that with us, so that  
11 we can kind of share -- you know, I don't know how you guys  
12 want to do this. This is something that the council is  
13 charged with doing.

14 Do you want to identify specific folks who are  
15 going to work on this? Certainly you can have your own  
16 little workgroup that's going to develop this. Already  
17 there's a few major folks that are --

18 DR. REED: I think we can communicate through  
19 messaging, having stuff on the website, maybe.

20 DR. NAMIAS: Commons meetings.

21 DR. SUMMERS: Tell me if this is allowable. I can  
22 send -- obviously, my folks will want to redact some of the  
23 things in terms of specific costs.

24 MS. COLSTON: Absolutely.

25 DR. SUMMERS: But I can send the framework to

1 Michael, and Michael can then disseminate it to the group.  
2 We can decide whether that's something we can use going  
3 forward or not.

4 DR. REED: Don't redact the dollar sign, but redact  
5 the number.

6 DR. SUMMERS: My considerable fee will be redacted.  
7 (Laughter.)

8 DR. REED: Redact the numbers, but we want to know  
9 that that's where to put the money in.

10 DR. SUMMERS: It actually worked well for us. We  
11 kind of exhaustively looked at this as our institution was  
12 trying to make this decision. We've done a comparison. We  
13 can do a better comparison, probably, with this group of  
14 people. It's a place to start.

15 MS. COLSTON: So we'll look for you to send that to  
16 Michael, once you've done the redactions, and we'll get that  
17 out to the group as well.

18 DR. REED: Great. Then the state should have at  
19 least some information on which pediatric trauma centers  
20 have obtained or are in the process of obtaining --

21 MR. LEFFLER: We can provide that. Molly Lorenzo  
22 has been very helpful with us in providing information on  
23 which trauma centers are pursuing various ACS --

24 DR. REED: You have them for the state, too; right?

25 MR. LEFFLER: Yes.

1 DR. NAMIAS: Our charter says standalone. If I'm  
2 looking at the right thing in the statute, it doesn't say  
3 standalone. Is it Section 13? I'm looking at 2018-66, Law  
4 of Florida, Section 13. It doesn't say standalone.

5 MS. COLSTON: Is that in the statute?

6 DR. REED: No. It says pediatric.

7 DR. NAMIAS: Study the national certification of  
8 pediatric trauma services.

9 MS. KOCEVAR: That was directly out of the statute.  
10 That was copied there. That was just physically copied.

11 MS. COLSTON: Which one?

12 MS. KOCEVAR: What you see right there.

13 MS. COLSTON: Okay. So it's not "standalone," so  
14 where did that come from?

15 DR. NAMIAS: Maybe the horse-traders forgot to get  
16 their word in the statute.

17 MR. KEMP: I've got the statute here. It doesn't  
18 say standalone.

19 MS. COLSTON: Okay. So we'll strike that. That's  
20 a typo on our part. So it's all; it's not just standalone.

21 DR. REED: It varies, obviously, based upon the  
22 data we get.

23 MS. COLSTON: What other data do you think we're  
24 looking at, as far as verified centers?

25 DR. REED: Well, there's going to be issues related



1 to cost. There's issues that are going to be related to  
2 personnel requirements for facilities.

3 DR. SUMMERS: Some of it will be difficult to  
4 quantify as well, because they charge an institution fees  
5 for getting it done, but then there's costs that would be  
6 associated with the state for having a different set of  
7 reviewers, those types of things. That's going to be a lot  
8 more difficult to pull.

9 DR. REED: But the state knows what it charges per  
10 survey.

11 DR. NAMIAS: But the statute says that the product  
12 we have to provide is a study evaluating the laws, rules,  
13 regulations, standards, and guidelines for the designation  
14 of pediatric trauma centers in this state -- in this state  
15 -- as compared to national, so that's ACS.

16 So, I mean, that shouldn't be hard to get our hands  
17 on at all; right? We know what a doctor costs, what a nurse  
18 costs, what a TPM costs.

19 MS. YORK: I mean, you're going to have  
20 assumptions, but you're going to have assumptions in any  
21 kind of study like this. Cost is going to vary a little bit  
22 from a more rural place to a more populated place, just  
23 because of what you have to pay individuals. But you should  
24 be able to make some assumptions.

25 DR. REED: There's going to be ranges, minimum of

1 this, maximum of that.

2 MS. DiNOVA: We're not looking at how much it would  
3 cost to become a pediatric center. What we should be  
4 looking at is, how much would it cost for a state-verified  
5 or state-designated center to become an ACS-verified center.  
6 That's what we're comparing; isn't it?

7 DR. SUMMERS: Initially. Then there's the  
8 continuum as well.

9 MS. DiNOVA: Right, the continuum. But we're not  
10 talking about a facility that's not already a pediatric  
11 trauma center becoming a pediatric trauma center. We're  
12 talking about what is the cost difference between what  
13 Florida requires and what the ACS requires.

14 DR. REED: There could be some issues related to  
15 becoming a trauma center. If Florida requires all this  
16 equipment, for example, in their statutes, and the college  
17 doesn't specify as detailed equipment and resources. So  
18 there could be some piece of equipment they have got to have  
19 -- which they probably already have -- but it could be a  
20 cost item if the facility doesn't, because it's different.

21 MR. LEFFLER: Let's try to use the microphone.

22 DR. REED: I think there could be differences in  
23 the cost of becoming a trauma center, if the requirements  
24 are different in some specific areas. I know, for example,  
25 for Level I, Florida requires an operating microscope for

1 neurosurgery. I'm not sure the college specifies that.

2 DR. NAMIAS: So Florida has always been a little  
3 more demanding than the college. A lot of us in Florida are  
4 happy with that. So there's some requirements, I think, for  
5 vascular capabilities in Florida that aren't requirements  
6 for the college.

7 So, I mean, I guess that's what we're going to look  
8 at and study, is the value -- cost and value of maintaining  
9 our higher standards that Florida has, versus going strictly  
10 to the college. I don't really have a dog in that fight  
11 right now, I just want to figure out what's right.

12 MS. COLSTON: So it looks like there's some really  
13 good discussion going on about defining the parameters of  
14 this study. We can continue to do that here, but keep in  
15 mind that we are going to set up a commons hour and we're  
16 going to walk through really a lot of the details of what  
17 that should look like.

18 Once we define the parameters and determine the  
19 content of the study, then we're going to hold several, I  
20 guess, commons hour workgroup meetings so you guys can work  
21 through this. Whatever way the Department of Health can  
22 support that, beyond setting up the meeting space and those  
23 types of meetings for you, just let us know about that.

24 We want to kind of set a deadline for a final draft  
25 for this of November 30th, because that will give us a full

1 month -- kind of, sort of, not counting the holidays -- to  
2 get this approved through the Department of Health  
3 structure, for submission of the report.

4           Is that palatable? Do you think we can do that?  
5 It sounds like it is feasible if we can set up workgroups  
6 and get this thing moving forward. So will that work? Our  
7 final draft deadline will then be November 30th, so I'll go  
8 ahead and kind of just put those major steps in. I'm not  
9 going to put in the things that we have talked about, as far  
10 as what elements you guys are going to be looking at for the  
11 study. I'm going to put those very broad defining  
12 parameters.

13           DR. REED: I think you can put, from this  
14 Section 13, 1(a) through (d) in there as the things to be  
15 looked at in the statute.

16           MS. COLSTON: Okay. Yes. I'll add that in. Under  
17 our deliverable on that is going to be to develop and submit  
18 a report by December 31, 2018.

19           So the second thing that was discussed was  
20 expanding this study to all types of trauma centers. I  
21 would assume that it will have some of the similar things  
22 that you'd wanted to look at. We can further define that  
23 later. We can start with the very basic things. The  
24 outcome, I would assume, would be a report of a similar  
25 type.

1 DR. NAMIAS: Similar.

2 MS. COLSTON: Okay. So we have got two good  
3 things, two solid items that we're going to work through,  
4 you all will be working through.

5 What are some of the other priorities? I'm sorry,  
6 Lisa, did you have a question?

7 MS. DiNOVA: I was just going to say, if we're  
8 going to do those things do we need to set a separate  
9 deadline, or do we want to look at all of them also by the  
10 November 30th and December 31st dates?

11 DR. REED: No.

12 MS. COLSTON: Let's think about what we want our  
13 deadline to be for that.

14 MS. DiNOVA: Separate items?

15 MS. COLSTON: It's going to be a separate item. So  
16 when do we want to have that completed by? It's up to the  
17 council.

18 DR. REED: Let's see how the peds one is. We could  
19 finish that within a month or two, if the data comes easily,  
20 and then just set these other. I mean, this is priority  
21 two. I mean, I think prioritization of these items is all  
22 we need to do, then say we'll go from one to the other. Set  
23 the deadline when we start.

24 MR. SUMMERS: And then the purpose would be it  
25 would go to the legislature; correct? Of the report.

1           MR. LEFFLER: Yes. Yes. It goes to the speaker of  
2 the house, the president of the senate, and the governor.

3           MS. COLSTON: We're on the pediatric, number one.  
4 The second one doesn't have the same requirements.

5           MR. SUMMERS: Do you know the dates for the session  
6 for next year?

7           MR. LEFFLER: It starts in March next year.

8           MR. SUMMERS: So we have a little cushion.

9           DR. NAMIAS: So we could potentially get the  
10 November 30th deadline for this one; and, depending on  
11 what we find, we might set ourselves a January 30th or  
12 February 28th, so they can have it before session. We don't  
13 even know if they're going to act on it or stick it on a  
14 shelf.

15           MR. SUMMERS: But they'll have it.

16           MR. KEMP: If you want to effect legislation, even  
17 with March -- they start committee hearings and everything  
18 way into, I mean --

19           MS. COLSTON: January.

20           MR. KEMP: -- December. So that's why they wanted  
21 this report by December 31st, for the committees to start  
22 looking at this, because you have to be way ahead of it in  
23 order to get anything introduced for this coming session.  
24 You may not get this session, but that's okay, maybe get the  
25 next.

1 MS. COLSTON: It depends on if you're trying to  
2 propose something. If it's simply something you want to  
3 give to them to inform them on what is happening with the  
4 trauma system, I think that's fine. When you're talking  
5 about actually proposing some legislative action, a bill, or  
6 something along those lines -- but if we're not doing that,  
7 I think it's okay for us to --

8 DR. NAMIAS: We're not doing that, but presumably  
9 if legislators are getting this report, they're going to use  
10 it to think about legislation.

11 MS. COLSTON: They could.

12 DR. NAMIAS: Maybe we should push ourselves up to  
13 an earlier deadline than November 30th. Speaking for  
14 myself, and probably most trauma surgeons, if you give me a  
15 deadline of November 30th, it will be done on November 29th.  
16 So if you give us October 30th, it will be done October  
17 29th. Maybe we should push the deadline up to late  
18 September, so we can get it in their hands before they go to  
19 committee.

20 MS. COLSTON: It's completely at the will of the  
21 council. You guys can decide.

22 DR. NAMIAS: I propose a September 30th deadline  
23 for the pediatric study.

24 MR. SUMMERS: I second.

25 THE COURT: Any discussion? Any dissent? So we're

1 adopting September 30th as the due date for the --

2 DR. NAMIAS: Pediatric study.

3 DR. MCKENNEY: After we finish it, what has to be  
4 done? It has to go through the Department of Health?

5 MS. COLSTON: You submit it. It will come to us.

6 DR. MCKENNEY: You have to review it?

7 MS. COLSTON: Not review for purposes of any more  
8 than running it through our executive chain so that they  
9 have visibility on what's happening. It has to go up  
10 through us, to the EOG.

11 DR. MCKENNEY: That maybe takes a few weeks?

12 MS. COLSTON: It's possible. We can make miracles  
13 happen when we need to. I just didn't want us to back up  
14 against a wall and be rushed to try to get that done.

15 DR. SUMMERS: Your submission would be the end of  
16 October, if we give you this information the end of  
17 September?

18 MS. COLSTON: Or as soon as we can get it approved.  
19 We won't hold onto it any longer than we need to, to submit  
20 it up the chain. If everybody's happy, and nobody has  
21 questions -- for example, if Dr. Philip, the surgeon  
22 general, has questions, of course she'll call and ask  
23 questions as needed. We want to give her that opportunity.  
24 But once we get it and it's approved, we'll send it to them.  
25 It says on or before December 31st.



1 DR. NAMIAS: Remind us of the organizational chart.  
2 The council has to provide it -- the report -- to the -- the  
3 council provides it to the legislature?

4 MS. COLSTON: Yes.

5 DR. NAMIAS: So where does the DOH and the surgeon  
6 general fall into the org. chart, between the legislature  
7 and this council, for this purpose?

8 MS. COLSTON: We're the administrative arm of  
9 the --

10 DR. NAMIAS: So you are the council, really. You  
11 are the council?

12 MS. COLSTON: Well, no, we're not the council.  
13 We're the ones that are administering the support. Anything  
14 that's submitted, we, as the executive agency that supports  
15 whatever it is, will submit it as your liaison.

16 MR. LEFFLER: We transmit it on your behalf.

17 DR. NAMIAS: Does the DOH or the surgeon general  
18 have the authority to refuse it? Change it?

19 MS. COLSTON: I don't want to say that we do. This  
20 is a report that's developed by you as a council. I mean,  
21 the only thing that may happen is if Dr. Philip is reviewing  
22 and she has questions, you know, maybe not even for the  
23 intent of changing what your findings are, she just may have  
24 questions.

25 I think it's important -- you know, she's our

1 state's surgeon general, so she should know what is  
2 happening with this particular component that falls within  
3 the realm of regulatory responsibilities for the Department  
4 of Health. But it's not -- the intent is not to change the  
5 content of the report as the council has developed it.

6 DR. SUMMERS: Perhaps we can then use our December  
7 31st deadline for our second phase of this study, for part  
8 two.

9 MS. COLSTON: Recommendation for December 31st as  
10 the second phase deadline.

11 DR. NAMIAS: Second.

12 MR. SUMMERS: Leah, your September 30th is a  
13 Sunday, if that changes your thought process at all.

14 MS. COLSTON: Can we make that October 1st, then,  
15 instead of September 30th? Thank you.

16 Any further discussion on this? Of course it's  
17 hard to see now, but use your imagination. We're going to  
18 have some nice little milestones there and some other  
19 things. This will be very well organized.

20 We've got two taskings right now: conduct the  
21 legislatively required pediatric study; and then conduct  
22 the study incorporating all of the other types of trauma  
23 centers. Due date is October 1st for the pediatric;  
24 December 31st for all the others. You are going to send us  
25 a template for review that's redacted.

1           So are there any other questions or discussion  
2 about those two taskings that you've identified for this  
3 council so far? Excellent.

4           Okay. So do we have any other priorities that we  
5 want to look at this year?

6           MS. YORK: I was on some e-mails this week where  
7 people were asking some questions about differences --  
8 because our Pamphlet 150 is dated. Is that in statute, or  
9 is that rule?

10          MS. COLSTON: That's rule.

11          MR. LEFFLER: Administrative rule.

12          MS. YORK: So I know it's not an easy change to  
13 make changes to, but there were some issues about what is  
14 acceptable for CME, because the differences -- in line with  
15 this, because of differences between ACS verification and  
16 state verification, what will be accepted and what will not.

17          Maybe it's time to relook at the Pamphlet 150. I  
18 would put that not at the top, because, you know, maybe we  
19 do all this and we say, hey, maybe everybody needs to do ACS  
20 or not, I don't know. But it's a document that's been there  
21 since, I don't know --

22          MR. LEFFLER: 2010 was the last revision. It's  
23 certainly been in most of its substantial form for quite  
24 some time.

25          MS. YORK: Right. I was thinking it's from the

1 '80s or '90s. There were some updates done, but not  
2 substantive.

3 MS. COLSTON: Okay. Council, we have a  
4 recommendation to look at Pamphlet 150-9. Michael, correct  
5 me if I'm wrong, but it would be one thing for y'all to look  
6 at Pamphlet 150-9 as a group. In order to incorporate  
7 changes, then we'd need to look at rule promulgation. I  
8 don't know --

9 MR. LEFFLER: It really would be based on the  
10 substance of the change. If the cost, regulatory cost is  
11 going to exceed \$200,000 in the first year, or a million  
12 dollars over the first five years, there is another  
13 substantial regulatory burden on the department to look at  
14 cost savings opportunities and estimate those.

15 MS. COLSTON: That goes to the rule promulgation.

16 MR. LEFFLER: That is part of the rule promulgation  
17 part. But as far as looking at -- if you want to look at a  
18 specific standard that wouldn't affect regulatory costs  
19 per se, it might be much easier for the department to take  
20 that up. It would depend on what the substance of the  
21 recommendations were. They would have to go through the  
22 rule promulgation process regardless.

23 MS. COLSTON: Right. But not to look at it,  
24 though. This group, as subject matter expertise, could take  
25 a look at Pamphlet 150-9, then we can do the rule

1 promulgation accordingly.

2           So I just want to put that out there. What we'll  
3 be working on is something that, in order to change it,  
4 would then necessarily need to go into a rule. The reason I  
5 caution that is because whenever we go into a rule, it turns  
6 into this big hodgepodge of stuff. We need to kind of  
7 really be cognizant about the communication, what we're  
8 trying to do with that, all that stuff, incorporate that  
9 kind of thing so that we're getting buy-in from our entire  
10 stakeholder community as we can. Maybe that will make the  
11 rule promulgation process a little smoother.

12           DR. NAMIAS: Optimistically, I would hope that rule  
13 change would be easier if it comes through this council. So  
14 we can go through all that stuff before then.

15           MS. COLSTON: I hope so, too. Yes.

16           DR. NAMIAS: Maybe -- to restate what Donna's  
17 saying -- maybe you're looking at recommendations for  
18 modernization, for making it more contemporary. Because  
19 it's really studying something that's part of the study that  
20 we're doing, but at the same time we can make  
21 recommendations for modernizations, just in case nothing  
22 comes out of our study.

23           MS. COLSTON: In order to do this, we're going to  
24 add this in. We're going to add "modernization" on that  
25 line. That's relatively nondangerous.

1           So let's think about how you guys want to attack  
2 that, because that's a huge thing. Are we looking at all of  
3 them? I would think so. Are we looking at all the  
4 standards? Let's think about how we would want to do that.  
5 We don't have to discuss it now, we'll just identify it as a  
6 priority. But, you know, do you want to break it up into,  
7 we'll do this by such-and-such a date? I know you've  
8 already got things on your plates, so maybe we don't  
9 identify any of that. Maybe we just identify it as a  
10 priority for now, and we can go back and revisit that. What  
11 say you?

12           DR. NAMIAS: Does the department have this thing in  
13 a Word document, as opposed to .pdf?

14           MR. LEFFLER: Yes.

15           MS. COLSTON: Yes, we do.

16           MR. LEFFLER: We will make the Word document  
17 available.

18           MS. COLSTON: We'll get that out to you guys, just  
19 for purposes of follow-up from this meeting.

20           So we're going to add that. We're not really going  
21 to add any other language as far as when we're looking at  
22 action steps. We're not going to define action steps just  
23 yet for any deliverables -- we're just going to identify it  
24 as a priority -- then we can address that.

25           Now do we want to identify when we will start to

1 look at that? To be determined on -- or in January 2019, or  
2 something along those lines, just so that we can keep that  
3 forward motion and it doesn't just sit there, nah, we'll get  
4 to it later. Even if it's to say, we might not be able to  
5 do that this year, or in January, let's do it in March, or  
6 whatever the case may be. Do you want to identify the  
7 next --

8 DR. NAMIAS: I think we can subcommittee that out  
9 at the same time. There's 12 of us here. Some can look at  
10 that.

11 MS. COLSTON: Okay. We are now entertaining a  
12 recommendation for a subcommittee to address the standards,  
13 so a trauma standard subcommittee. Do we have any  
14 volunteers?

15 (Several members raise their hands.)

16 MS. COLSTON: Okay. Trauma standards subcommittee,  
17 I've got Dr. Reed, Dr. Namias, Dr. Ibrahim, Mr. Summers,  
18 Lisa, and Dr. Summers. Anybody else that I missed?

19 DR. MCKENNEY: What's the purpose of the  
20 subcommittee, I guess?

21 MS. COLSTON: The subcommittee will begin to  
22 review, for modernization purposes, Pamphlet 150-9.

23 So Dr. Reed, Dr. Namias, Dr. Ibrahim, Dr. Ang,  
24 Mr. Summers, Dr. Summers, Lisa, and Donna; correct?

25 MR. ROSS: Okay. You need an administrator.

1 MS. COLSTON: Mr. Ross. Excellent. That's a great  
2 deal of the council, but that's excellent. So we will also  
3 kind of work through -- I guess we'll have -- we can arrange  
4 subcommittee meetings, since we're setting that up now, so  
5 we can arrange that. Keep in mind that we are going to work  
6 on dates here in just a moment, but we'll set up the same  
7 kind of meeting concept for the subcommittee as well. So  
8 you just tell us what your needs are, and we'll get that  
9 done.

10 Okay. We've got three priorities now. Everybody  
11 comfortable with that? Great. Okay.

12 DR. SUMMERS: If you don't mind, I really feel at  
13 some point, maybe next year, the year after, somehow or  
14 another this group ought to look at access, which so much of  
15 what we are trying to do is improve access to trauma care  
16 statewide.

17 Really I don't know of anybody that's looked at  
18 that recently, in terms of how we are doing, what we're  
19 doing, what we should do differently. We're going to  
20 eventually need to look at allocation and all those types  
21 of things. I think that's something that we ought to put on  
22 our radar to look at in this body at some point or another,  
23 looking at access to care, trauma care, in the state of  
24 Florida in 2019, or 2020, or whatever we're going to do.

25 I think that's an important part of what we're



1 trying to set up here and what we should be looking at as  
2 providers.

3 DR. NAMIAS: Aren't we going to be advisory for the  
4 needs 2020 study?

5 MS. COLSTON: Absolutely. It's not in here. I  
6 took it out because that's three years down the road type of  
7 thing, so we'd start looking at it in at least two years or  
8 so. So we can add it here if you want. I have no problem  
9 with that, if you want to start looking at it now, but I  
10 think, you know, it depends on what you want. It is on the  
11 radar, though. It won't fall off, because we have to do  
12 that.

13 DR. SUMMERS: I think it ought to be on there.

14 MS. COLSTON: Okay. Do we want to add that as a  
15 priority?

16 DR. NAMIAS: I second that.

17 MS. COLSTON: Okay. I'm denoting "access to trauma  
18 care"; is that okay? We'll put it to be determined. I'm  
19 also going to put some language in the assessment that's  
20 going to be 2020. So it will be on this charter. We can  
21 carry things over from this charter over to next year's  
22 charter, or whatever we decide to do -- whatever you all  
23 decide to do. I say "we" because it's just we'll get you  
24 there, but you guys are going to carry the torch.

25 Yes, Mac?

1           MR. KEMP: I'm glad you brought that up. That was  
2 on the top of my list, not being a trauma center. Trauma  
3 centers are very important, but this is much larger than  
4 trauma centers. A patient has to get to the trauma center  
5 alive, so we need to look at the entire trauma system,  
6 including EMS, air, and ground. And, you know, whatever  
7 training needs to occur, maybe even law enforcement with  
8 active shooters.

9           All of the things that are going on now, as far as  
10 tourniquet use, different types of bandages, things like  
11 that, are things that we should weigh in on in the state of  
12 Florida. How do we want to handle these larger types of  
13 trauma incidents as they occur? And then distribution of  
14 trauma patients when we have mass events, because one trauma  
15 center -- doesn't matter which one -- cannot handle it.

16           So we've got to be able to look at these things on  
17 a Las Vegas-type incident basis, things like that.  
18 Geospatial analysis of what is the reach of the ground  
19 ambulance, what is the reach of an air ambulance to the  
20 trauma center, to a pediatric trauma center.

21           We have some tools now that Department of Health,  
22 Biospatial And some of those other things, that we can pull  
23 some of that data and get some good information about where  
24 in Florida we should look at it, from a patient perspective  
25 -- not from a trauma center or EMS, but from a patient

1 perspective, how well are you going to be served, based on  
2 where you are geographically.

3 MS. COLSTON: Excellent. Thank you.

4 Okay. So we've got now full priorities, one maybe  
5 we'll look at that's on our radar. Do we have any other  
6 comments or discussion about any other priorities? I know  
7 we have a motion and second. If we're good, we can move  
8 forward.

9 The rest of this really is just the council  
10 procedures, council lead roles and responsibilities, which  
11 we don't really need to talk about lead roles and  
12 responsibilities because we just discussed it in bylaws,  
13 except for, you know, you actively participate as council  
14 members. It's just kind of some general rules and  
15 procedures that we'll live by.

16 We kind of note that the meetings will be held at  
17 least quarterly, so that means that, you know, there are  
18 other things that may take place as well. Under procedures,  
19 we note the sunshine laws. We state that we will always  
20 publish agendas in advance of the meeting. We may need to  
21 amend Number 5, where we talk about to be conducted in  
22 accordance with Robert's Rules of Order, because we modified  
23 that just a little bit, change that.

24 Then, you know, as an ask we always want you all as  
25 active members of this council to make sure that any notes,

1 or minutes, or anything that's produced by us is reviewed by  
2 you, to make sure that we've captured everything correctly.  
3 We will use our court reporter's notes to kind of develop  
4 things that we miss, but I pretty much take really good  
5 notes, make sure that they're as accurate as possible, but  
6 we want you guys to review them and be active participants  
7 in that process.

8           We've talked about constraints and assumptions.  
9 That's, again, just something for purposes of understanding  
10 what we can and can't do, as far as our resources. There  
11 are some things that we have to complete, so we've got these  
12 deliverables. When we talk about priorities and development  
13 of such, we need to understand what are the things that are  
14 absolutely required of us, what things can we kind of push  
15 back to the wayside, the kind of proposals that should be on  
16 the radar but we understand there's a workload earlier that  
17 we've already identified, so that may not get addressed this  
18 year.

19           These are things that typically, if we're using  
20 this document -- it is going to be a publicly available  
21 document -- we want folks to understand what this council is  
22 faced with, and it does have unique challenges and barriers.  
23 Please feel free to amend that section or the assumptions  
24 section as you see fit. If there's anything I've missed --  
25 I don't know everything, and certainly you guys have a

1 better perspective than I do, so you can complete that as  
2 necessary.

3 That is the end of our charter, so if there are no  
4 other questions, I think we have a good draft. We will get  
5 this disseminated out to you all as soon as we have the  
6 edits that you've recommended here. Any questions or  
7 concerns?

8 I just want to say that we're moving right along.  
9 It's ten minutes to 12. We have some things left on the  
10 agenda as far as developing a meeting schedule. Do you want  
11 to go ahead and move into that?

12 MR. LEFFLER: Yes. We have looked at what meeting  
13 schedule will work best from the department's perspective,  
14 as far as facilitating meetings using available resources.  
15 Ultimately, the meeting schedule is up to you guys and your  
16 availability to do those meetings.

17 Our suggestion, at least for our next regular  
18 council meeting, would be to hold it during the EMS Advisory  
19 Council week, which is January 11th and -- excuse me --  
20 July 11th and 12th. What we had envisioned was the  
21 Wednesday, July 11th, we would have a three-hour working  
22 meeting in the afternoon. Then immediately after the EMS  
23 Advisory Council we'd take a break for an hour or so, then  
24 move into the Trauma Advisory Council on Thursday afternoon.

25 DR. MCKENNEY: That would be July 12th --

1 MR. LEFFLER: Yes, correct.

2 DR. MCKENNEY: -- at around what time?

3 MR. LEFFLER: The working meeting would be the  
4 afternoon of July 11th; then the council meeting would be  
5 the afternoon of July 12th, around 1:00.

6 DR. NAMIAS: FCOT is also at the EMSAC, so it's all  
7 there. Just have to make sure it's not at the same hour.

8 MR. LEFFLER: Yes. We've worked with our partners,  
9 to try to ensure there's minimal interference. I know Mac,  
10 for example, and Dr. Elias, you guys have activities that  
11 you have to participate in. We've been working with EMS  
12 staff, to make sure we can facilitate a schedule that's  
13 conducive to everyone.

14 DR. MCKENNEY: When is FCOT? I don't have that in  
15 front of me.

16 DR. NAMIAS: It's at EMSAC, July 10th and 11th.

17 DR. MCKENNEY: Where is this going to be?

18 MR. LEFFLER: It's going to be in Orlando at the  
19 Caribe Royale Hotel.

20 MS. COLSTON: We will send that information.

21 MR. LEFFLER: We'll send that information out.

22 This is just, at this point, for discussion purposes. Is  
23 there any objection to July 11th and 12th?

24 DR. REED: I've got a conflict, but I can move it.

25 MR. SUMMERS: I'll have EMS meeting obligations

1 also.

2 DR. NAMIAS: It's at the EMS meeting.

3 DR. MCKENNEY: We're working around that.

4 MR. LEFFLER: We're working with EMS staff, to make  
5 sure to defuse any conflicts for members of the council

6 MS. DiNOVA: Also FCOT organizers, so they can get  
7 the timing of what those are?

8 MR. LEFFLER: I believe I spoke to FCOT's executive  
9 director, Brian Hart. I think we asked them to reach out to  
10 (inaudible) who actually provides us the space to hold that,  
11 to coordinate that.

12 So with trauma coordinators, I think the same thing  
13 is appropriate. Certainly we're working to provide a  
14 schedule that's conducive to everybody.

15 As far as future meetings, at least -- that's July.  
16 October, we're looking at meeting in St. Augustine. A date  
17 hasn't been nailed down, but that's where -- the direction I  
18 was looking at for October. We can certainly schedule any  
19 special meetings or commons hours in between.

20 DR. REED: On the July 12th, we'll actually meet  
21 all day or --

22 MR. LEFFLER: We'll meet to conduct council  
23 business. The idea would be that --

24 MS. COLSTON: It's 1:00 to 5:00 in the afternoon.

25 MR. LEFFLER: -- it's an opportunity to be able to

1 make any amendments to the bylaws, to the charter, to do any  
2 work relating to the pediatric survey, do any other work.  
3 Then the next day during the council meeting would be  
4 official adoption of all of those things.

5 DR. REED: The next day being the 12th or the 13th?

6 MR. LEFFLER: That's correct, the 12th.

7 MS. COLSTON: On the 11th, what time is that?

8 MR. LEFFLER: 1:00 to 5:00 in the afternoon.

9 MS. COLSTON: On both days?

10 MR. LEFFLER: Yes.

11 MS. COLSTON: We had to do the 12th because the EMS  
12 Advisory Council meets in the morning from 9:00 to 12:00.

13 MS. YORK: So four hours.

14 MR. LEFFLER: Four hours.

15 DR. NAMIAS: So 1:00 to 5:00 the 11th and the 12th.

16 MR. LEFFLER: Correct.

17 MS. COLSTON: Ideally, we would want to give you  
18 more than a month-and-a-half's notice or whatever, but we  
19 figured that because FCOT was being held at the same time  
20 that we would try to squeeze it in.

21 DR. NAMIAS: FCOT thanks you. You just improved  
22 our attendance.

23 MR. LEFFLER: So are we set for July? Is that  
24 agreeable to everybody?

25 MR. KEMP: Yes. Just to address EMS Advisory



1 Council Meetings in general, we meet January, April, July,  
2 and October of each year. Generally speaking right now, the  
3 January meeting has been held the last few years in Daytona.  
4 I think the contract still extends for another year or so.  
5 It's in conjunction with one of the large fire conferences  
6 on the East Coast, Fire-Rescue East.

7 So the advantage of being with the EMS Advisory  
8 Council is we always have different room space available.  
9 We would make room for the trauma group here. The April  
10 meeting moves all the time. It usually is in south Florida  
11 somewhere. This past year and the year before was in West  
12 Palm Beach -- Palm Beach Gardens, that's where it was.

13 MR. LEFFLER: We're looking at doing Palm Beach  
14 County again in this upcoming October. It probably will not  
15 be in the same location we held it previously.

16 MR. KEMP: You mean next April?

17 MR. LEFFLER: Yes. Sorry.

18 MR. KEMP: October is a little bit more north.  
19 July is always in Orlando, because of a medical conference  
20 there; we kind of associate with that. Then the October  
21 meeting is sometimes north, sometimes south. I like it to  
22 be more north personally myself.

23 So anyway, that's just generally how it is. We  
24 will work with the department and EMS to make sure we  
25 accommodate this meeting, if you choose to combine the

1 meeting with what we are doing.

2 MR. LEFFLER: We can take an official vote on this  
3 at our first meeting, as far as adopting a future meeting  
4 schedule. This is for planning purposes and kind of  
5 understanding -- the statute directed the department to put  
6 this together with existing available resources. This is  
7 the most judicious way for us to maximize our resources.

8 DR. NAMIAS: The American College of Surgeons in  
9 October is the 21st through 25th. You know, some senior  
10 people might have responsibilities before or after, so I  
11 would just say like the 19th through the 27th could  
12 potentially be conflicts with the surgeons' meeting.

13 MR. LEFFLER: We'll work on that.

14 MS. COLSTON: There are other options. We don't  
15 necessarily have to hold all of the meetings in conjunction  
16 with the EMS Advisory Council. We're not locked into that.  
17 We definitely appreciate -- because it's already a standing  
18 meeting -- that we can just kind of build on that. But I  
19 know that there are other meetings that we can -- like FCOT,  
20 tag into one of their quarterly meetings, just try to figure  
21 out how to do that.

22 I think as we kind of think about this, maybe we  
23 can't select dates right now beyond giving you what we've  
24 already given you. And that's good information, because we  
25 already need to look at a different meeting space for

1     October for this group. But if we can, what we'd like for  
2     you all to do is submit to Mike Leffler a calendar of all  
3     the major meetings that are taking place, whether it's for  
4     you personally or just in general. If it's duplicative and  
5     being reported by a bunch of different folks, that doesn't  
6     matter. We'll sort it out when we get it. I'd rather have  
7     more than less. That way we can kind of look at it from our  
8     end, what dates we might be able to propose for meetings,  
9     who we might be able to tag onto, you know. If we can call  
10    the FCOT folks that we work with and say, hey, can we hold  
11    our meeting in conjunction with where you guys are, or  
12    subsequent.

13             So if you can get all of that. When we send out  
14    the follow-up information from this meeting, that will be  
15    something that we include as one of your deliverables back  
16    to us, is kind of a calendar of what you all have going on  
17    over the next year, so that we can set that up.

18             This is also going to help us -- I think what we  
19    probably want to do is go ahead and maybe set up some  
20    commons hours meetings. Do we have a day of the week that  
21    works best for everybody here? Probably not. I'm just  
22    throwing it out there hypothetically. If we do it on a  
23    Friday in the morning, or Friday in the afternoon, or  
24    Monday, whatever. What would the group recommend?

25             What we can do is just go ahead and set one up

1 every week, so whether you guys are there or not we're going  
2 to set up an hour. We'll be there, so if anybody jumps on  
3 we can kind of help take minutes in general of what's going  
4 on. If we don't need them that frequently after the next  
5 couple of months, we can kind of decrease it. We'll let you  
6 know what that is, but at least you guys will know that  
7 there's a dedicated spot available for you to be able to  
8 discuss whatever. Are you good with doing that? If so,  
9 what day would be good? Once a week.

10 DR. NAMIAS: I don't know that any day is better  
11 than any other, but times. I would say I know mornings are  
12 tough for the surgeons. That's when everything happens. I  
13 think 3:00 or 4:00 we could, you know, hopefully be done  
14 with rounds or whatever. You might still miss, but --

15 MR. LEFFLER: If you look at the bylaws suggestion,  
16 participation in the commons hour meetings is not required.

17 MS. COLSTON: You won't be dinged for that.

18 DR. NAMIAS: But if it's in the mornings, the  
19 surgeons will never be there.

20 MS. COLSTON: So general consensus then is 3:00 or  
21 4:00 would be good?

22 DR. REED: Random days of the week. Everybody's  
23 got a different schedule.

24 MS. COLSTON: So is one day a week good enough  
25 right now, or do we want two days?

1 DR. MCKENNEY: Let's start with one, then if we get  
2 bogged down --

3 MS. COLSTON: We're just going to start with  
4 Monday, and schedule every one after that: Tuesday,  
5 Wednesday, all at -- 3:00 or 4:00? You guys pick.

6 MS. DiNOVA: 3:00 to 4:00.

7 MS. COLSTON: Okay. So we'll go ahead and get  
8 those set up. We're going to send those out as calendar  
9 invites, so they'll be on your calendar. They're going to  
10 be weekly for right now until this group decides otherwise.  
11 Okay.

12 MR. LEFFLER: That will help facilitate some of the  
13 premeeting stuff, as far as the meeting in July.

14 So I guess the next step is, Dr. Namias, you're  
15 going to send me a list of meetings that we could possibly  
16 hold it in conjunction with. We'll plan on July for our  
17 next meeting, then we'll look, in the July meeting, what our  
18 future meeting schedule will be for the rest of the year.

19 MS. COLSTON: And everybody send in --

20 MR. LEFFLER: Everybody can send me any conflicts.

21 MS. COLSTON: Whatever it is, even if it's  
22 anticipated, can you just note it as anticipated, but just  
23 let us know that that may be a barrier or a taken date. But  
24 everybody can send what they have, whether you know it for  
25 sure or whether it's anticipated, so that way we can at

1 least try to come up with a good meeting schedule.

2 We would, if at all possible, like to kind of keep  
3 the January and July, at least, to try to coincide with  
4 EMSAC, because there's a lot of the trauma folks that meet  
5 during that time. We try to get more bang for the buck, and  
6 for you guys, too, since we don't pay for your travel.

7 MR. LEFFLER: And there are some exciting things  
8 going on at EMSAC directly related to trauma, that certainly  
9 this group, I think, would have an interest in.

10 MS. COLSTON: So any other questions or concerns  
11 about the meeting schedule? We'll put a deadline on there,  
12 maybe a couple of weeks. I don't know if that's too short  
13 of a time, but if you could just respond back so we can kind  
14 of collate all that information, and then we'll start  
15 looking at proposed dates.

16 MS. YORK: So we set a meeting for July. We're  
17 going to have these commons meetings.

18 We set a deadline for the pediatric stuff for  
19 October 1st, before the October meeting -- I'm just saying.

20 MS. COLSTON: Yes. Do you have a recommendation as  
21 to what we might want to do with that?

22 MS. YORK: No. I'm just throwing that out there.

23 MR. LEFFLER: We can schedule special meetings as  
24 necessary, too, for purposes of -- if we want to schedule a  
25 meeting specifically to discuss and adopt the study.

1 MS. YORK: Okay. We have a little time. Okay.

2 MS. DiNOVA: Why don't we change the charter to say  
3 -- instead of October 1st -- for the October meeting?

4 MS. YORK: Yeah. If we do it for the October  
5 meeting, we could have it done and then vote on it at the  
6 October meeting.

7 MS. COLSTON: Okay. Let's keep that in mind.  
8 Leave it at October 1st now, with the thought that we can  
9 change it to coincide with the meeting that's going to be  
10 held in October, if we can do it in October.

11 Any other comments or questions? Thank you for  
12 that. As always, none of this stuff is set in stone. This  
13 is your council. We are here to support you. We appreciate  
14 whatever you guys want to give us, opinions of, you need to  
15 fix this, we need to do that. I think this is a great  
16 thing.

17 I think we accomplished pretty much everything we  
18 wanted to accomplish today.

19 MR. LEFFLER: We did. There is a public comments  
20 section available.

21 MS. COLSTON: Okay. So almost done. Great work  
22 today. We want to now open the phone lines -- you'll  
23 probably need to do it -- for public comment, if any was  
24 received. We did not receive any requests to speak via the  
25 phone line. We don't have any from here in the room,

1 either. We appreciate those folks who were able to attend  
2 today, both in person and on the phone.

3 At this particular point in time, then, I would  
4 like to ask Cindy Dick, our assistant deputy secretary, to  
5 come and provide some closing remarks for us.

6 MS. DICK: My closing remarks will be very brief.  
7 I know it's between lunch and travel back home. It's  
8 basically this: Everybody that's sitting at this table  
9 right now on this council is well aware of the last six --  
10 for sure -- years of the Florida trauma system, and how, I  
11 believe, our progress towards a real patient-centric,  
12 quality-driven trauma system has been distracted by a lot of  
13 other issues.

14 I am really, really excited that this council has  
15 been created in the statute and brought together, because  
16 you guys are the people that really are the minds that need  
17 to create and craft the trauma system in Florida, a  
18 patient-centric approach to the trauma system in Florida.

19 I think, as was mentioned earlier, that includes  
20 from time of injury, you know, all the way through patient  
21 rehabilitation and reintegration back into what is some sort  
22 of their new normal.

23 My history, for those of you who don't know me, I  
24 come from 27 years of fire service. I come from a  
25 prehospital care perspective. I was mentioning to



1 Dr. Reed, actually, last night, there's been a great deal of  
2 debate by a lot of really smart people about what's the most  
3 important thing for trauma patients. Is it time? Is it  
4 distance to the nearest stabilization facility? Getting  
5 them to a Level I trauma center? What is the most important  
6 thing?

7 The only thing I can come down with at the end is,  
8 ask any paramedic if they want to transport a trauma alert  
9 patient for two hours, you know. So I'm thrilled that we  
10 have people from the prehospital community here. We have  
11 people from trauma agencies. We have people from trauma  
12 centers, for-profit, not-for-profit. None of that should  
13 matter when it comes down to the work of this council, which  
14 is, how do you design and create a sustainable trauma system  
15 that focuses on what's best for Floridians.

16 The registry, I think, is a good tool that is  
17 available. Everything that DOH has, the brain and spinal  
18 cord injury registry, the trauma registry, anything that we  
19 have is available to you, to help inform your decisions.

20 I think that you've got one specific mandate per  
21 statute for a report, but, to me, the sky is, you know, it's  
22 unlimited for you in the work that you do. I'm just really  
23 excited. I know that you are all giving up very, very  
24 valuable time to travel here, to be here, to focus on this,  
25 without personal gain to come from it. You know, the gain

1 here is going to be the legacy that you leave to people that  
2 come to Florida and sustain a traumatic injury, and what the  
3 outcome is of that.

4 So I just want to thank you so much for your time.  
5 I'm going to attend as many of these as I can, just because  
6 I love to hear the dialogue and the good conversation. I'm  
7 going to ask that you do what I know that you will do, which  
8 is stay focused on the product, and take all the other  
9 nonsense out of the way. I'm excited. Thank you for your  
10 time. Go forth and do great things.

11 MS. COLSTON: Meeting adjourned. Thank you very  
12 much. There will be a follow-up e-mail out to you shortly  
13 -- well, maybe not today, it's a big drive back -- but  
14 sometime soon. Thank you.

15 (This meeting adjourned at 12:08 p.m.)  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

CERTIFICATE OF REPORTER

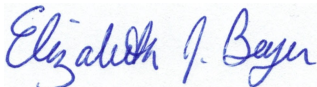
1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

STATE OF FLORIDA )  
                                       )SS  
COUNTY OF BREVARD)

I, ELIZABETH J. BEYER, a Notary Public in and for the State of Florida at Large, do hereby certify that I did report the proceedings in the Meeting held on the aforementioned cause before the Florida Trauma System Advisory Council; and, that the foregoing pages 1 through 130 constitute a true and correct transcription, to the best of my ability, of the proceedings in said Meeting.

I FURTHER CERTIFY THAT I am not a relative, employee, attorney, or counsel of any of the parties, nor am I a relative or employee of parties' attorney or counsel connected with the action, nor am I financially interested in the event of this cause.

WITNESS MY HAND in the City of Melbourne, County of Brevard, State of Florida, this 6th day of June 2018.



\_\_\_\_\_  
ELIZABETH J. BEYER

<b>\$1000</b> 16:21	106:7,9,24 (10)	<b>accessibility</b> 26:13	<b>activities</b> 2:16 9:14 18:6 20:25 30:18,21,24 32:12,16 33:3 35:7 56:21 78:14 118:10 (14)	<b>adhered</b> 11:23
<b>\$200000</b> 108:11	<b>3954022b</b> 51:16	<b>accessing</b> 28:4		<b>adhoc</b> 34:17 35:3
<b>\$500</b> 13:22 14:2 16:17	<b>6th</b> 131:20	<b>accommodate</b> 13:8 121:25		<b>adjourned</b> 13:13 130:11,15
'80s 108:1	<b>9th</b> 53:5		<b>activity</b> 18:18 27:18 35:22	<b>administer</b> 32:9
'90s 108:1	@flhealthgov 7:24	<b>accomplish</b> 76:18 127:18	<b>actual</b> 25:10 42:24 48:1,3 (4)	<b>administering</b> 105:13
<b>10th</b> 118:16	<b>abandoned</b> 31:3	<b>accomplished</b> 127:17	<b>acute</b> 6:16 21:21 26:23 78:19 80:23 (5)	<b>administration</b> 26:16
<b>11th</b> 117:19,20,21 118:4,16,23 120:7,15 (8)	<b>abdicate</b> 46:12	<b>accordance</b> 115:22	<b>add</b> 37:16 53:24 58:6,11 59:16,21 61:12,19 62:25 63:11 64:4 73:2,11,12 75:3 76:2 77:11 80:25 81:4 83:18,21 100:16 109:24,24 110:20,21 113:8,14 (28)	<b>administrative</b> 2:13 12:11 55:5 57:7 60:6 105:8 107:11 (7)
<b>12th</b> 53:6 117:20,25 118:5,23 119:20 120:5,6,11,15 (10)	<b>able</b> 3:9 8:24 18:12 23:9 27:9 34:13 66:13 78:4 89:8,9,15 91:10 97:24 111:4 114:16 119:25 123:8,9 124:7 128:1 (20)	<b>accordingly</b> 66:2 83:6 109:1		<b>administrator</b> 1:21 4:15 20:22 21:2 111:25 (5)
<b>13th</b> 120:5		<b>accurate</b> 60:18 116:5		<b>administrators</b> 19:2 56:12 78:2
<b>19th</b> 122:11	<b>absence</b> 52:4 53:25 62:21 63:4 (4)	<b>accurately</b> 74:1		<b>adopt</b> 24:6 31:25 37:23 72:22 83:14 126:25 (6)
<b>1a</b> 100:14	<b>absences</b> 41:12	<b>achieve</b> 25:18	<b>adding</b> 81:21	<b>adopted</b> 23:2 84:2
<b>1st</b> 106:14,23 126:19 127:3,8 (5)	<b>absent</b> 42:11 47:21,22,23 (4)	<b>acknowledge</b> 5:7	<b>addition</b> 84:6	<b>adopting</b> 50:7 104:1 122:3
<b>21st</b> 122:9	<b>absolutely</b> 36:1 40:9,9,14 51:19 52:12 67:5 68:13 79:5,18 94:24 113:5 116:14 (13)	<b>acs</b> 79:21 87:1 92:20,23 95:23 97:15 98:13 107:15,19 (9)	<b>additional</b> 31:25 32:2 73:2	<b>adoption</b> 68:7 83:25 84:1 120:4 (4)
<b>24hour</b> 28:12	<b>acceptable</b> 107:14	<b>acsverified</b> 98:5	<b>additions</b> 63:16 64:4	<b>adult</b> 5:25 27:10 85:16
<b>25th</b> 122:9	<b>accepted</b> 46:10 107:16	<b>act</b> 11:13 102:13	<b>address</b> 2:25 25:25 84:9,16 90:13,25 93:8,14,23 110:24 111:12 120:25 (12)	<b>adultpediatric</b> 85:16
<b>27th</b> 122:11	<b>access</b> 10:3 12:13 28:11 71:5 91:24 112:14,15,23 113:17 (9)	<b>action</b> 2:15 11:5 13:3 33:15 39:17 67:9 77:3 103:5 110:22,22 131:16 (11)	<b>addressed</b> 37:15 78:4 116:17	<b>adults</b> 27:8
<b>28th</b> 102:12		<b>actions</b> 11:10,12 13:2,17 (4)	<b>addressing</b> 2:21 94:1	<b>advance</b> 12:9 19:13 32:23,24 46:15 62:20 65:22,24 70:21
<b>29th</b> 103:15,17		<b>active</b> 4:20 114:8 115:25 116:6 (4)	<b>adds</b> 85:6	
<b>30th</b> 99:25 100:7 101:10 102:10,11 103:13,15,16,22 104:1 106:12,15 (12)		<b>actively</b> 22:3 23:23 115:13		
<b>31st</b> 2:17 85:8 88:12,25 101:10 102:21 104:25				

115:20 (10)	<b>agenda</b> 7:20 8:2 12:6 13:6 28:21 31:20 32:11 33:24,24 52:17 117:10 (11)	33:7,18 57:9 60:25 61:3 (6)	<b>annually</b> 35:5	56:18 78:12
<b>advantage</b> 57:5 121:7	<b>agendas</b> 14:14 115:20	<b>almost</b> 37:20 127:21	<b>answer</b> 42:13 58:17 79:23 85:20 86:18,19 (6)	<b>approval</b> 24:4 85:6
<b>advice</b> 55:12	<b>agree</b> 38:2 49:24 85:20 90:22 (4)	<b>amanda</b> 1:20 4:15 9:13,19 28:22 (5)	<b>anticipated</b> 53:6 77:4 125:22,22,25 (5)	<b>approve</b> 35:9 46:8
<b>advise</b> 22:23	<b>agreeable</b> 120:24	<b>ambulance</b> 114:19,19	<b>anytime</b> 3:22	<b>approved</b> 8:7 22:8 30:6 57:20 58:10,25 61:13 76:15 100:2 104:18,24 (11)
<b>advisory</b> 1:1 2:3,6 6:24 8:5,10,11 10:7 20:8 21:5 25:7,12,14,20,22 29:6,12,12 30:8 31:21 36:12 37:1 52:19,24 53:7 59:2 73:24 113:3 117:18,23,24 120:12,25 121:7 122:16 131:9 (36)	<b>ahca</b> 26:16	<b>amenable</b> 75:14	<b>anyway</b> 35:11 121:23	<b>april</b> 121:1,9,16
<b>affect</b> 35:19 108:18	<b>ahead</b> 4:22 7:10 8:1,4,14,23 28:18 33:24 38:24 51:6 71:4 84:18 100:8 102:22 117:11 123:19,25 125:7 (18)	<b>amend</b> 8:20 40:3 72:19 73:11 115:21 116:23 (6)	<b>applicability</b> 22:12	<b>area</b> 24:18 31:14 73:14
<b>affected</b> 34:9	<b>air</b> 114:6,19	<b>amended</b> 67:23	<b>applied</b> 42:4	<b>areas</b> 2:22 54:22 67:16 98:24 (4)
<b>affects</b> 33:9	<b>alert</b> 27:3 129:8	<b>amendment</b> 16:23	<b>applies</b> 10:5 11:7	<b>arm</b> 105:8
<b>affiliation</b> 32:6	<b>aligned</b> 30:15	<b>amendments</b> 120:1	<b>apply</b> 17:6 25:11 34:12	<b>arrange</b> 112:3,5
<b>afforementioned</b> 131:8	<b>alive</b> 114:5	<b>american</b> 24:8 52:8,9,9 79:19 80:4 81:9 93:13 122:8 (9)	<b>appoint</b> 61:25	<b>article</b> 10:2 29:21 30:7 31:8,14 34:16,16 35:9 51:8,14,15 54:17,19 58:5,17,20 63:17 64:1,10 67:12,21 68:1 69:20 71:20 (24)
<b>aftc</b> 80:1	<b>allegiance</b> 4:23,24	<b>amount</b> 9:1	<b>appointed</b> 6:4 10:6 30:15 35:21 41:10,17 42:1 64:9,20 68:15 75:18 76:7 (12)	<b>asleep</b> 9:22
<b>afternoon</b> 117:22,24 118:4,5 119:24 120:8 123:23 (7)	<b>alliance</b> 7:4,12	<b>analogy</b> 41:24	<b>appointing</b> 31:16	<b>aspects</b> 79:2
<b>agencies</b> 7:8 24:15,16 25:1 27:6 81:22 129:11 (7)	<b>allocates</b> 25:5	<b>analysis</b> 26:5 86:4 114:18	<b>appointment</b> 46:11 76:21	<b>assessed</b> 16:15
<b>agency</b> 7:6 10:6,10,17 16:13 26:15 41:24 81:19 105:14 (9)	<b>allocation</b> 112:20	<b>analyzing</b> 86:1	<b>appointments</b> 41:23 42:4	<b>assessment</b> 26:22 113:19
<b>agency's</b> 12:13 22:11	<b>allow</b> 3:3 13:1,6 16:11 21:23 37:21 52:1 61:24 (8)	<b>anchored</b> 34:20	<b>appreciate</b> 28:1 122:17 127:13 128:1 (4)	<b>assignment</b> 20:16 21:12
	<b>allowable</b> 94:21	<b>and/or</b> 12:18 14:1 55:10	<b>appreciated</b> 29:3	<b>assignments</b> 21:9 35:4 77:3
	<b>allowed</b> 12:20 34:7 42:15	<b>ang</b> 1:13 6:8,8 44:19 66:16 68:25 69:5,6,11,14 80:9,14 87:20,22 88:4,19 90:22 91:14 111:23 (19)	<b>approach</b> 128:18	<b>assigns</b> 25:3
	<b>allowing</b> 41:13		<b>appropriate</b> 71:9 119:13	
	<b>allows</b> 24:6		<b>appropriately</b>	

<b>assistance</b> 59:8	<b>audibly</b> 30:10	<b>barrier</b> 125:23	70:3 90:5 117:13 123:21 129:15 131:11 (11)	<b>bogged</b> 125:2
<b>assistant</b> 1:19 4:18 128:4	<b>august</b> 26:6	<b>barriers</b> 93:12,14 116:22	<b>better</b> 64:25 95:13 117:1 124:10 (4)	<b>book</b> 24:9 93:19
<b>assists</b> 12:24	<b>augustine</b> 119:16	<b>based</b> 7:20 8:10 24:7 73:2 76:1 96:21 108:9 115:1 (8)	<b>between</b> 9:15 11:6 29:11,22 85:23 90:16 98:12 105:6 107:15 119:19 128:7 (11)	<b>bottom</b> 77:2
<b>associate</b> 121:20	<b>authority</b> 10:8 22:15,20,21,25 23:1,9 26:7 73:9 75:12,13 105:18 (12)	<b>basic</b> 63:19 100:23	<b>beyer</b> 1:23 131:5,23	<b>boundaries</b> 27:17
<b>associated</b> 14:15 56:21 84:12,23 93:8 97:6 (6)	<b>automatically</b> 62:5	<b>basis</b> 24:23 25:20 71:21 114:17 (4)	<b>beyond</b> 93:25 99:22 122:23	<b>brad</b> 1:17 5:10
<b>association</b> 5:24 52:7,8,8,10,10 (6)	<b>availability</b> 26:13 117:16	<b>beach</b> 7:7 121:12,12,13 (4)	<b>big</b> 65:14 109:6 130:13	<b>brain</b> 79:7 129:17
<b>assume</b> 41:19 100:21,24	<b>available</b> 2:9 12:7 37:1 91:23 110:17 116:20 117:14 121:8 122:6 124:7 127:20 129:17,19 (13)	<b>beautiful</b> 3:13	<b>bill</b> 20:6 21:5 25:3 86:4,9,15 103:5 (7)	<b>break</b> 71:11,15 110:6 117:23 (4)
<b>assuming</b> 45:13	<b>avoid</b> 13:9,10 43:21	<b>become</b> 72:18,24 73:21 98:3,5 (5)	<b>biospatial</b> 114:22	<b>brevard</b> 3:8,10 4:9 131:3,20 (5)
<b>assumptions</b> 97:20,20,24 116:8,23 (5)	<b>avoiding</b> 15:25	<b>becomes</b> 15:20 80:18	<b>bit</b> 14:3 20:11 27:12 28:22 29:11,19 30:3 38:25 64:2 82:3 84:3 97:21 115:23 121:18 (14)	<b>brian</b> 119:9
<b>assurance</b> 26:3	<b>aware</b> 20:13 25:3 65:3 128:9 (4)	<b>becoming</b> 98:11,15,23	<b>brief</b> 12:14 16:22 23:17 128:6 (4)	<b>briefly</b> 70:10
<b>attack</b> 110:1	<b>background</b> 61:1 73:7 74:10 75:8,10,11 (6)	<b>begin</b> 2:25 111:21	<b>bring</b> 42:7,17 50:22	<b>bring</b> 42:7,17 50:22
<b>attend</b> 11:25 17:5 48:4,11 52:20 128:1 130:5 (7)	<b>baked</b> 86:22	<b>beginning</b> 83:7	<b>broad</b> 19:2 100:11	<b>broadly</b> 15:14
<b>attendance</b> 12:18 19:19 30:25 40:21 50:19 51:20 64:7,8 67:14 120:22 (10)	<b>balanced</b> 57:13	<b>behalf</b> 47:20 105:16	<b>brought</b> 20:5 86:10,11 114:1 128:15 (5)	<b>brought</b> 20:5 86:10,11 114:1 128:15 (5)
<b>attende</b> 7:9,17,22,25 13:8 (5)	<b>bandages</b> 114:10	<b>behoove</b> 55:11	<b>buck</b> 126:5	<b>buck</b> 126:5
<b>attending</b> 2:2,8 7:22	<b>bang</b> 126:5	<b>belong</b> 39:7	<b>bugger</b> 65:14	<b>bugger</b> 65:14
<b>attends</b> 34:4	<b>bank</b> 26:20	<b>below</b> 94:1	<b>build</b> 122:18	<b>build</b> 122:18
<b>attorney</b> 131:14,15	<b>baptist</b> 5:12	<b>beneath</b> 79:14	<b>building</b> 3:21	<b>building</b> 3:21
<b>attorney's</b> 16:14	<b>bar</b> 65:9 66:5 69:3	<b>beneficial</b> 50:16	<b>bunch</b> 37:2 51:1 123:5	<b>bunch</b> 37:2 51:1 123:5
		<b>benefit</b> 4:11 55:11	<b>boards</b> 10:4,7,7,21 (4)	<b>burden</b> 108:13
		<b>best</b> 22:5 28:14 29:25 65:15 66:4	<b>bodies</b> 61:7	<b>bureau</b> 1:18 4:12

<p><b>buses</b> 63:10</p> <p><b>bush</b> 1:20 4:15 9:13,21 17:14 18:1,21,24 19:15 36:1 41:2,13,17,20 (14)</p> <p><b>business</b> 14:11,24 15:8,10 17:10 19:20 27:15 30:5 32:13 33:16 34:9 35:14 36:11 39:9,24 43:19 57:3 71:17 73:22 119:23 (20)</p> <p><b>busy</b> 31:4 41:5</p> <p><b>buyin</b> 109:9</p> <p><b>bylaws</b> 2:14 8:6,6,8 28:24 29:1,1,14,19,22,25 30:6 35:10 36:25 39:3,7,8 41:14 47:21,24 49:23,24 50:7,9,16 51:7 53:19,19 61:24 67:22 68:7,25 69:1,4,8,17,20 70:7,11 71:3,9,19 72:16,19 74:8 77:10 115:12 120:1 124:15 (49)</p> <p><b>calendar</b> 123:2,16 125:8,9 (4)</p> <p><b>camera</b> 26:11</p> <p><b>canaveral</b> 4:4</p> <p><b>cancel</b> 65:19</p> <p><b>canceled</b> 47:14</p> <p><b>cannot</b> 6:18 11:13 13:11 30:17,23 114:15 (6)</p>	<p><b>capabilities</b> 99:5</p> <p><b>capable</b> 93:11</p> <p><b>capacity</b> 62:21</p> <p><b>capture</b> 12:17</p> <p><b>captured</b> 116:2</p> <p><b>car</b> 52:2 62:14</p> <p><b>card</b> 34:13</p> <p><b>cardiovascular</b> 5:14</p> <p><b>cards</b> 7:21</p> <p><b>care</b> 6:16 7:7 12:24 21:21 22:3 23:23,24 26:15,23 55:6 77:18 78:20,20,24 80:9,1 5,19,21,23,23 81:1,4,11,24 82:1,5,7,9,19,23 89:11 112:15,23,23 113:18 128:25 (36)</p> <p><b>careful</b> 15:9</p> <p><b>caribe</b> 118:19</p> <p><b>carpooling</b> 47:11</p> <p><b>carries</b> 49:16</p> <p><b>carry</b> 77:11 113:21,24</p> <p><b>case</b> 42:5,12,14 77:7 109:21 111:6 (6)</p> <p><b>cast</b> 47:17 48:24</p> <p><b>casualty</b> 40:18</p> <p><b>catalyst</b> 22:4 23:24</p>	<p><b>caution</b> 18:2,2 36:10 109:5 (4)</p> <p><b>center</b> 4:4 5:12,13,20 6:1,7,9,22 7:15 24:11 25:16 26:3 74:14 88:17 98:3, 5,5,11,11,15,23 11 4:2,4,15,20,20,25 129:5 (28)</p> <p><b>centers</b> 6:11 21:20 22:5 24:4,5,7,13 26:2,12,19,23 27:4 74:23 75:5 80:12,19,20,22 82:7 87:2,18,19,25 88:18,20 89:2 90:18,21 93:10 94:6,6 95:19,23 96:24 97:14 100:20 106:23 114:3,4 129:12 (40)</p> <p><b>ceo</b> 7:3</p> <p><b>certain</b> 93:7</p> <p><b>certainly</b> 25:23 30:20 32:3 35:25 36:1,6 37:16 38:3,8 42:5 59:16 61:1 80:24 91:24 94:15 107:23 116:25 119:13,18 126:8 (20)</p> <p><b>certificate</b> 131:1</p> <p><b>certification</b> 92:20 96:7</p> <p><b>certify</b> 131:6,13</p> <p><b>cetera</b> 14:5 60:18</p> <p><b>chain</b> 104:8,20</p> <p><b>chains</b> 56:14</p>	<p><b>chair</b> 17:11 31:18 59:2,6 86:5 (5)</p> <p><b>chairmen</b> 31:21</p> <p><b>chairs</b> 36:13</p> <p><b>challenges</b> 116:22</p> <p><b>chance</b> 30:3 37:7 65:10</p> <p><b>change</b> 22:22 28:8,21 29:5 30:2 31:15 39:3,18,20 42:25 49:9,25 53:18 56:15 58:22 60:16 64:11 65:23 66:9 67:14,15 68:19 69:3 72:5 74:25 77:6 88:9 105:18 106:4 107:12 108:10 109:3,13 115:23 127:2,9 (36)</p> <p><b>changed</b> 64:15 79:3</p> <p><b>changes</b> 51:10 57:7 67:24 69:15 75:16 83:17 106:13 107:13 108:7 (9)</p> <p><b>changing</b> 42:23 61:16 105:23</p> <p><b>chapter</b> 10:2 21:18 22:9 23:15 (4)</p> <p><b>charge</b> 97:4</p> <p><b>charged</b> 94:13</p> <p><b>charges</b> 97:9</p> <p><b>chart</b> 105:1,6</p> <p><b>charter</b> 8:16,19 32:14 34:20</p>	<p>35:5,6 57:20 58:10 71:18 72:15,17 73:7 76:10,11 79:20 94:7 96:1 113:20,21,22 117:3 120:1 127:2 (23)</p> <p><b>checklist</b> 84:19</p> <p><b>chief</b> 1:18 4:12 6:23</p> <p><b>children's</b> 89:3,5,6</p> <p><b>choose</b> 46:12 121:25</p> <p><b>chose</b> 46:23</p> <p><b>christmas</b> 85:9</p> <p><b>chunk</b> 65:14</p> <p><b>cindy</b> 1:19 4:18 128:4</p> <p><b>circulated</b> 11:17 14:17</p> <p><b>circumstance</b> 48:16</p> <p><b>cite</b> 75:12</p> <p><b>citizens</b> 79:13 81:3</p> <p><b>city</b> 131:19</p> <p><b>clarify</b> 3:7 46:9 47:1 61:2 (4)</p> <p><b>clarity's</b> 44:24</p> <p><b>clear</b> 38:11 39:7 47:18 70:13 (4)</p> <p><b>clearly</b> 27:10</p> <p><b>clone</b> 40:15,17,20</p>
---	---	---	---	---

<b>closing</b> 128:5,6	34:12 36:19 38:10,22,24	126:10,20 127:7,21 130:11 (203)	<b>common</b> 65:4	<b>completely</b> 103:20
<b>closure</b> 92:13	39:14,20 40:1,9,14,25 41:18	<b>combine</b> 121:25	<b>commons</b> 18:6 19:10 33:12 36:22	<b>completing</b> 76:13
<b>clouds</b> 3:12	42:22 43:4 44:10,22 45:24	<b>combined</b> 25:4 85:16	48:17,20 64:3 92:9 94:20	<b>completion</b> 20:19
<b>cme</b> 107:14	46:1 50:25 51:2,4,13,19,22	<b>combining</b> 82:10	99:15,20 119:19 123:20 124:16	<b>complicated</b> 33:6
<b>coalition</b> 82:1	52:12 53:1,5,18,21 54:6,11,14,16	<b>combo</b> 59:21	126:17 (15)	<b>comply</b> 10:11 16:13
<b>coalitions</b> 81:24 82:5,9	55:2,4,14,18 56:2,11 57:1,17,25	<b>comfortable</b> 112:11	<b>communicate</b> 14:13 15:5 70:16	<b>component</b> 106:2
<b>coast</b> 121:6	58:3,5,14,16,20 59:21,25 60:9,15	<b>coming</b> 24:1 36:14 65:4 92:13	94:18 (4)	<b>components</b> 52:22
<b>coastline</b> 3:13	61:4,15,19 62:1,3,8,25	102:23 (5)	<b>communicated</b> 15:4 77:25	<b>composition</b> 30:13 51:15 54:17
<b>codified</b> 22:7	63:3,7,11,14,16 64:1,8,11,15,19	<b>commencing</b> 1:5	<b>communicating</b> 78:3	<b>computer</b> 14:24
<b>cognizant</b> 109:7	65:21 66:17 67:5,15,19,21	<b>comment</b> 7:21,23 14:17 34:14 69:6	<b>communication</b> 9:15 57:8 109:7	<b>concept</b> 33:12 112:7
<b>coincide</b> 126:3 127:9	68:1,9,13,17,19,24 69:6,13,19,22,24	127:23 (6)	<b>community</b> 5:13 6:5 33:3 109:10	<b>concepts</b> 38:8
<b>collaboration</b> 82:5	70:19 71:1,11,14,16,24	<b>comments</b> 9:3 11:18 13:5,7 14:7	129:10 (5)	<b>conceptually</b> 90:7
<b>collate</b> 126:14	72:2,5,10,13 74:6,18 75:3,6,24	29:15 37:8 44:10	<b>comoderator</b> 61:23 62:3	<b>concern</b> 17:19 46:3
<b>collect</b> 9:3 26:7	76:12,23 79:5,18 80:8,15,22,25	63:17 64:17	63:1,4,12 (5)	<b>concerns</b> 70:22 117:7 126:10
<b>collection</b> 78:8	81:18,21,25 82:20	70:2,5,21 71:6	<b>compared</b> 97:15	<b>concert</b> 61:9
<b>collective</b> 50:21	83:2,20 84:1 85:20 87:24	83:17 115:6	<b>comparing</b> 98:6	<b>conclude</b> 71:8
<b>collects</b> 79:8	88:2,9 90:24 91:6	127:11,19 (18)	<b>comparison</b> 94:3 95:12,13	<b>conductive</b> 118:13 119:14
<b>college</b> 24:8 52:9 79:19,22 80:5,6	92:4,11 93:6,20,24 94:2,10,24 95:15	<b>commission</b> 10:5 11:3,7	<b>compelled</b> 70:12	<b>conduct</b> 13:4,5 26:5 56:20
81:9 88:6 91:22	96:5,11,13,19,23 99:12 100:16	<b>commissions</b> 10:7,21 29:23	<b>compensation</b> 30:20 71:21	106:20,21 119:22 (7)
93:13 98:16	101:2,12,15 102:3,19	<b>commit</b> 16:19	72:3,6 (4)	<b>conducted</b> 11:21 115:21
99:1,3,6,10 122:8 (16)	103:1,11,20 104:5,7,12,18	<b>commits</b> 16:19	<b>complete</b> 8:24 9:7 34:13 72:22	<b>confer</b> 41:20
<b>college's</b> 79:22,24	105:4,8,12,19 106:9,14 107:10	<b>committee</b> 10:15 17:3,8,11,16 35:1	77:2,5 78:23	
<b>collegial</b> 57:9	108:3,15,23 109:15,23	36:16 66:20 79:24	91:9,23 116:11	
<b>colston</b> 1:18 2:1 4:11,12,25 5:3	110:15,18 111:11,16,21	81:10 102:17	117:1 (11)	
7:9,16 18:5,25	112:1 113:5,14,17	103:19 (12)	<b>completed</b> 77:9 88:12 101:16	
19:16 20:4 28:2	115:3 118:20 119:24	<b>committees</b> 10:7 34:17,18,23		
	120:7,9,11,17 122:14	35:7,18 102:21 (7)		
	124:17,20,24 125:3,7,19,21			



<b>conference</b> 11:22 12:19,20,21 121:19 (5)	14:18,25 17:6 31:3 35:22 59:15 (7)	<b>convene</b> 48:18	99:8 108:10,10,14 (11)	76:6,20 77:18,21 78:11,15 79:1 83:23 84:5,8,20 89:13 90:1,1,4,19 94:12 101:17 103:21 105:2,3,7,1 0,11,12,20 106:5 107:3 108:3 109:13 112:2 115:9,10,13,25 116:21 117:18,19,23,24 118:4 119:5,22 120:3,12 121:1,8 122:16 127:13 128:9,14 129:13 131:9 (220)
<b>conferences</b> 121:5	<b>consistent</b> 68:12	<b>conversation</b> 22:19 86:3 130:6	<b>costs</b> 16:14 94:23 97:5,17,18,18 108:18 (7)	
<b>confirm</b> 46:16	<b>consolidate</b> 82:12	<b>conversations</b> 86:12	<b>cot</b> 17:23,24 57:12 80:4,4,7 91:24 (7)	
<b>conflict</b> 118:24	<b>constant</b> 34:2	<b>conveyance</b> 63:9	<b>council</b> 1:1 2:3,6,13 5:1,4,24 6:2,25 8:5,8,12,14,17 9:7,12,14,25 11:3,6,15,21,25 12:1 13:13 14:15,23 15:8,23,24 17:10,23 18:6,15 20:8,15,24 21:6,8,12 22:23 25:7,12,15,22,25 27:15,18 28:16,25 29:7,12,13,25 30:1 ,5,7,8,9,13,13,14,1 6,18,20,23,25 31:10,13,25 32:4,5 ,7,10,12,13,14,16 33:2,3,14,15,16,19 34:9,17,19,21,22,2 4 35:2,5,9,14,21,2 2,23,24 36:4,4,11,13 37:8 38:4,5,5 39:7 40:16 41:25 42:6,24 43:23 44:6 45:18 46:8 49:6 51:8,9 52:4,6,18,19,24 53:7,21 54:20,25 55:25 56:1,5,15,23 57:6,19,21 58:8,10,25 59:2,6,18 60:3 61:12,14,22 62:9 64:9 66:17 67:11,23 68:3,8,8 69:11,15 70:5,9,15,22 71:20 73:2,14,15,19,24 74:10 75:17	
<b>conflicts</b> 31:5 119:5 122:12 125:20 (4)	<b>constitute</b> 19:14 37:10 64:23 131:10 (4)	<b>cooperation</b> 25:14 74:11		
<b>confuse</b> 43:10 49:13	<b>constitutes</b> 66:18	<b>coordinate</b> 119:11		
<b>confused</b> 46:3,8	<b>constitution</b> 10:3	<b>coordinating</b> 4:21		
<b>confusion</b> 43:1	<b>constitutional</b> 21:15	<b>coordinator</b> 7:6		<b>council's</b> 25:20 31:8 55:24
<b>conjunction</b> 52:18,24 121:5 122:15 123:11 125:16 (6)	<b>constraints</b> 116:8	<b>coordinators</b> 80:1 119:12		<b>councilrelated</b> 15:22
<b>connect</b> 22:17	<b>contact</b> 71:2	<b>copied</b> 16:5 96:10,10		<b>councils</b> 8:11 18:15 29:23 31:16,21 39:11 47:4 (7)
<b>connected</b> 131:16	<b>contains</b> 29:8	<b>copy</b> 29:18 36:25		<b>counsel</b> 1:20 23:8 40:25 56:17 131:14,15 (6)
<b>connection</b> 14:10,23	<b>contemporary</b> 109:18	<b>cord</b> 79:7 129:18		<b>counsel's</b> 4:16 9:13
<b>cons</b> 55:9 87:12 88:14	<b>content</b> 28:23 99:19 106:5	<b>correct</b> 13:19 17:14 34:15 39:14 44:22 45:15,22 57:16 63:7 69:14 72:6 92:11 93:24 94:2 101:25 108:4 111:24 118:1 120:6,16 131:10 (21)		<b>count</b> 37:12 47:24
<b>consecutive</b> 31:1 40:22,23 53:22 59:3 (5)	<b>contention</b> 85:17	<b>corrections</b> 77:18		<b>counties</b> 25:3,4,4
<b>consensus</b> 37:22 124:20	<b>contentiousness</b> 37:19	<b>correctly</b> 43:22 116:2		<b>counting</b> 100:1
<b>consider</b> 15:21	<b>continuum</b> 78:21,24 79:4 98:8,9 (5)	<b>correlate</b> 82:11		<b>counts</b> 41:12
<b>considerable</b> 95:6	<b>contract</b> 121:4	<b>correspondence</b> 11:15		<b>county</b> 3:2,8,10,13 4:9 6:24 7:7 121:14 131:3,19 (10)
<b>consideration</b> 12:4	<b>contradict</b> 60:20	<b>cost</b> 97:1,21 98:3,4,12,20,23		<b>couple</b> 7:9 32:17 35:12 47:11 124:5 126:12 (6)
<b>considered</b> 12:8	<b>contravene</b> 23:10			

<p><b>course</b> 7:19 9:24 11:10,16,19,23 12:1 13:7,20 16:2 56:16 75:18 104:22 106:16 (14)</p> <p><b>court</b> 1:23 2:5,7 4:11 16:12,12,13 39:15 55:21 90:8 103:25 116:3 (12)</p> <p><b>courts</b> 13:16 14:12</p> <p><b>cousin</b> 61:7</p> <p><b>cover</b> 28:22 54:8 80:13 88:10 (4)</p> <p><b>craft</b> 86:11 128:17</p> <p><b>crash</b> 47:12</p> <p><b>create</b> 15:17,19 20:20 24:21 25:11 34:18,22,23 35:5,6 90:5 128:17 129:14 (13)</p> <p><b>created</b> 75:10 128:15</p> <p><b>creates</b> 56:23</p> <p><b>creep</b> 77:15</p> <p><b>criteria</b> 69:9</p> <p><b>cruise</b> 4:5,6,6</p> <p><b>cushion</b> 102:8</p> <p><b>custody</b> 16:4</p> <p><b>cut</b> 84:3</p> <p><b>dance</b> 66:3</p> <p><b>darwin</b> 1:13 6:8 17:16</p>	<p><b>data</b> 26:8,16,18,20,21 78:7,10,23 79:8,9 84:22 85:25 91:13 92:9,18 96:22,23 101:19 114:23 (19)</p> <p><b>date</b> 13:14 76:17,21 84:2 104:1 106:23 110:7 119:16 125:23 (9)</p> <p><b>dated</b> 107:8</p> <p><b>dates</b> 20:20 53:2,11,13 101:10 102:5 112:6 122:23 123:8 126:15 (10)</p> <p><b>david</b> 1:6 7:5</p> <p><b>days</b> 3:12 12:8 14:1 19:12 32:23 66:24 67:1 74:17 120:9 124:22,25 (11)</p> <p><b>daytona</b> 121:3</p> <p><b>deadline</b> 70:25 88:12 91:1 99:24 100:7 101:9,13,23 102:10 103:13,15,17,22 106:7,10 126:11,18 (17)</p> <p><b>deadlines</b> 20:20</p> <p><b>deal</b> 112:2 129:1</p> <p><b>dealing</b> 60:6</p> <p><b>debate</b> 129:2</p> <p><b>decade</b> 78:19</p> <p><b>december</b> 2:17 85:8 88:12,25 100:18 101:10</p>	<p>102:20,21 104:25 106:6,9,24 (12)</p> <p><b>decide</b> 39:8 53:15 58:22 61:3 95:2 103:21 113:22,23 (8)</p> <p><b>decides</b> 125:10</p> <p><b>decision</b> 25:11 50:15 95:12</p> <p><b>decisionmaking</b> 10:10</p> <p><b>decisions</b> 10:17 78:11 129:19</p> <p><b>decrease</b> 124:5</p> <p><b>dedicated</b> 124:7</p> <p><b>default</b> 50:10</p> <p><b>defer</b> 40:25 48:16</p> <p><b>define</b> 43:8 60:15,23 72:24 91:14,17 99:18 100:22 110:22 (9)</p> <p><b>defined</b> 20:8 21:20 54:3 57:19 58:10,11 73:18 83:12 (8)</p> <p><b>defines</b> 73:7</p> <p><b>defining</b> 45:24 74:19 76:13 99:13 100:11 (5)</p> <p><b>definitely</b> 2:12 38:22 85:2 122:17 (4)</p> <p><b>definition</b> 59:5 75:9</p> <p><b>definitive</b> 76:17</p> <p><b>defuse</b> 119:5</p>	<p><b>delay</b> 28:12</p> <p><b>delegate</b> 41:11</p> <p><b>delegated</b> 10:8</p> <p><b>deliberations</b> 11:11</p> <p><b>delineates</b> 26:3</p> <p><b>deliverable</b> 77:4 84:13 100:17</p> <p><b>deliverables</b> 110:23 116:12 123:15</p> <p><b>demanding</b> 99:3</p> <p><b>denoting</b> 113:17</p> <p><b>department</b> 1:2 12:24 21:16 23:1,23 24:6,21,24 25:15,16 26:5,7,15 27:8,19 29:24 30:19 31:5,10,19 32:8,8 35:6 36:9 38:7 39:10,12 55:5,23 57:20 58:11 59:17,22 60:17 63:18,20 65:18 70:23 73:17 74:13,14,23 81:7 82:1 84:16 85:21 89:20,23 99:21 100:2 104:4 106:3 108:13,19 110:12 114:21 121:24 122:5 (58)</p> <p><b>department's</b> 117:13</p> <p><b>departments</b> 5:18</p> <p><b>deputy</b> 1:19 4:18 6:23 128:4 (4)</p> <p><b>design</b> 129:14</p>	<p><b>designate</b> 42:14 62:20</p> <p><b>designated</b> 63:5</p> <p><b>designating</b> 60:5 62:17</p> <p><b>designation</b> 26:4 97:13</p> <p><b>designed</b> 22:2 23:21 35:3</p> <p><b>desired</b> 29:3</p> <p><b>destroy</b> 16:2</p> <p><b>detail</b> 23:18</p> <p><b>detailed</b> 98:17</p> <p><b>details</b> 74:1 89:14 99:16</p> <p><b>determine</b> 31:23 42:3 91:18 99:18 (4)</p> <p><b>determined</b> 15:15 33:8 111:1 113:18 (4)</p> <p><b>develop</b> 9:2 25:1 27:8 94:16 100:17 116:3 (6)</p> <p><b>developed</b> 8:10,17,25 23:7 85:23 105:20 106:5 (7)</p> <p><b>developing</b> 24:18 25:18 117:10</p> <p><b>development</b> 27:7 53:12 55:1 116:12 (4)</p> <p><b>deviate</b> 34:1</p> <p><b>dialogue</b> 33:16 34:2 130:6</p>
--	---	--	---	---

<p><b>dialysis</b> 82:7</p> <p><b>dick</b> 1:19 4:18 18:14,22 41:22 42:12 44:23 45:4, 9,12,16,20,23,25 46:9,20 47:1,5,10,13,18 48:7,15,21,25 49:4,10,13,17,20 50:6,13 51:1 56:22 57:2 61:21 62:5,14,19 86:2 87:6 89:11,17,25 128:4,6 (46)</p> <p><b>diem</b> 30:23</p> <p><b>diems</b> 30:17</p> <p><b>difference</b> 29:22 98:12</p> <p><b>differences</b> 29:11 92:21,25 98:22 107:7,14,15 (7)</p> <p><b>different</b> 19:6 22:18 29:23 32:17 39:11 42:5 43:3 45:16 46:7 49:5 52:16 78:1 86:17 88:19,20,22 92:23 94:6,7 97:6 98:20,24 114:10 121:8 122:25 123:5 124:23 (27)</p> <p><b>differently</b> 112:19</p> <p><b>difficult</b> 36:18 97:3,8</p> <p><b>digest</b> 9:2 71:5</p> <p><b>dinged</b> 124:17</p> <p><b>dinova</b> 1:15 5:23,23 63:15 75:22 76:20 79:25 80:12 98:2,9 101:7,14 119:6</p>	<p>125:6 127:2 (15)</p> <p><b>directed</b> 32:9 122:5</p> <p><b>direction</b> 119:17</p> <p><b>directly</b> 96:9 126:8</p> <p><b>director</b> 4:17 5:16 6:6,9,17,21 20:3 119:9 (8)</p> <p><b>directs</b> 24:24 26:10,22 27:7 (4)</p> <p><b>disaster</b> 81:4,7,14</p> <p><b>disclosed</b> 15:13</p> <p><b>disclosure</b> 11:20</p> <p><b>discuss</b> 11:4 12:2 17:10,17 18:19 33:22 36:5 50:2,17,18,18,23 51:7,18 53:11 57:25 72:19 85:18 89:18 90:6 92:7,8 110:5 124:8 126:25 (25)</p> <p><b>discussed</b> 17:23 56:1 71:6 86:15 100:19 115:12 (6)</p> <p><b>discussing</b> 21:3 45:6</p> <p><b>discussion</b> 11:18 17:25 19:15 33:25 34:5 40:4 42:22 45:17,23 47:2 49:20 50:1 51:23 57:9,17 60:9 66:19 67:12 70:22 71:8,8,18 73:13 75:6 79:23 83:10 90:8 92:15 99:13 103:25 106:16 107:1 115:6</p>	<p>118:22 (34)</p> <p><b>discussions</b> 11:11 13:10 18:9,10,12 (5)</p> <p><b>disruptive</b> 33:19</p> <p><b>disseminate</b> 70:19,20 73:23 95:1 (4)</p> <p><b>disseminated</b> 117:5</p> <p><b>dissent</b> 103:25</p> <p><b>distance</b> 129:4</p> <p><b>distant</b> 61:7</p> <p><b>distracted</b> 128:12</p> <p><b>distributed</b> 82:17</p> <p><b>distribution</b> 26:11 114:13</p> <p><b>district</b> 7:7</p> <p><b>division</b> 4:16 27:13 31:10,12 (4)</p> <p><b>doctor</b> 3:7 79:15 97:17</p> <p><b>document</b> 29:15 41:19 70:4,20 72:16,22 73:22 76:19 77:12 84:18 107:20 110:13,16 116:20,21 (15)</p> <p><b>documentation</b> 28:6</p> <p><b>documented</b> 7:19</p> <p><b>documenting</b> 8:17 39:16</p> <p><b>documents</b> 2:24 8:9 14:5</p>	<p>28:3,5,7,9 55:6 (8)</p> <p><b>dog</b> 99:10</p> <p><b>doh</b> 27:23 60:4,5,6,8,11,12 61:16 86:2,12 105:5,17 129:17 (13)</p> <p><b>dollar</b> 95:4</p> <p><b>dollars</b> 108:12</p> <p><b>domestic</b> 24:25 41:25 82:11</p> <p><b>done</b> 8:7 18:25 41:24 65:11 79:4 83:12 84:11 85:11 88:25 95:12,16 97:5 103:15,16 104:4,14 108:1 112:9 124:13 127:5,21 (21)</p> <p><b>donna</b> 1:12 6:12 71:18 79:11 111:24 (5)</p> <p><b>donna's</b> 109:16</p> <p><b>door</b> 4:2</p> <p><b>doug</b> 4:17,17</p> <p><b>down</b> 23:4 25:5 40:7 74:20 77:21 113:6 119:17 125:2 129:7,13 (10)</p> <p><b>downtown</b> 5:13</p> <p><b>dr</b> 3:1,4 5:9,10,19 6:3,8,15,20 17:3,8,15,17,20 18:5 19:24 20:2 27:23 28:2 35:17,23 36:12 37:2,17 38:16,17,23 39:5,13,18,23</p>	<p>40:5,11,17,18 41:4,15,25 42:7,20 43:1,6,13 44:9,14,18,19 45:2,7,11,15,19,22 46:10,21 47:3,6,8,11,15,25 48:10,12,20,22 49:3,8,12,15,16,19 50:1,4,9,24 51:3,4,11,17,20 52:5,13,15 53:4,14,17 54:2,15,25 55:3,21 56:6,9 57:11 58:4,13,15,18,19 60:10,14,19 61:18 62:10,16 63:8 64:6,10,18,24 65:1,13 66:10,13,16 67:13,17,20,25 68: 2,12,14,18,21,25 6 9:3,5,6,10,11,14,2 1,23 70:12,17 72:3 74:3,4,8,9,16,22 75:2,4 76:3,11 78:16,17 79:11,19 80:3,9,14,17,24 81:12,13,23,24 82:4,21 85:12,24 86:20 87:7,12,13,2 0,21,22,23 88:1,4, 5,8,13,15,19 89:1,7,15,19,22 90:12,22 91:2,4,14,15,16,19 92:7,8,12,19 93:2,4,17,22,25 94:3,5,18,20,21,25 95:4,6,8,10,18,24 96:1,6,7,15,21,25 97:3,9,11,25 98:7,14,22 99:2 100:13 101:1,11,18 102:9 103:8,12,22 104:2,3,6,11,15,21 105:1,5,10,17,21 106:6,11 109:12,16 110:12 111:8,17,17,17,18, 19,23,23,23,23,24</p>
---	---	---	--	--

<p>112:12 113:3,13,16 117:25 118:2,6,10, 14,16,17,24 119:2,3,20 120:5,15,21 122:8 124:10,18,22 125:1,14 129:1 (286)</p> <p><b>draft</b> 8:6,6,10,25,25 9:2 14:16,17 28:9 29:2,18 30:1 39:13,18 53:19 56:3 71:3,3 72:15 99:24 100:7 117:4 (22)</p> <p><b>drafts</b> 15:2,3 28:5,10 29:5 83:6 (6)</p> <p><b>draw</b> 56:2</p> <p><b>drawing</b> 41:24</p> <p><b>drive</b> 130:13</p> <p><b>driving</b> 86:6</p> <p><b>drop</b> 64:13</p> <p><b>drove</b> 3:15</p> <p><b>due</b> 20:16 21:9 104:1 106:23 (4)</p> <p><b>dumb</b> 56:6</p> <p><b>duplicative</b> 123:4</p> <p><b>during</b> 34:7 52:6 117:18 120:3 126:5 (5)</p> <p><b>duties</b> 9:11 31:24</p> <p><b>ear</b> 47:19</p> <p><b>easier</b> 28:15 46:22 50:13 108:19 109:13 (5)</p>	<p><b>easily</b> 101:19</p> <p><b>east</b> 121:6,6</p> <p><b>eastern</b> 52:7</p> <p><b>easy</b> 77:9 92:21,25 107:12 (4)</p> <p><b>edit</b> 49:24 64:5 76:1 83:6 (4)</p> <p><b>edits</b> 50:14,21 54:16,23 67:24 70:7 71:9 75:19 117:6 (9)</p> <p><b>effect</b> 102:16</p> <p><b>effective</b> 76:15</p> <p><b>eight</b> 44:2 52:14</p> <p><b>elect</b> 12:17</p> <p><b>elected</b> 10:6</p> <p><b>electronic</b> 14:6</p> <p><b>elements</b> 29:9 100:10</p> <p><b>elias</b> 1:17 5:9,10,10 35:17,23 81:23,24 82:4,21 118:10 (11)</p> <p><b>eligible</b> 32:4</p> <p><b>elizabeth</b> 1:23 131:5,23</p> <p><b>email</b> 7:24 14:8,23 15:14,22 18:15,16,22 28:14 48:5 130:12 (11)</p> <p><b>emails</b> 11:15 14:7 15:7,9,24 107:6 (6)</p> <p><b>embarrassing</b></p>	<p>65:5</p> <p><b>embody</b> 31:9</p> <p><b>emergency</b> 4:12 5:10 12:9 19:13,14 25:16,17 27:2 33:6,8,9,11 41:7 64:3 74:14,14,23 (17)</p> <p><b>employee</b> 30:19 131:14,15</p> <p><b>empowers</b> 21:8</p> <p><b>emsac</b> 53:4,5 118:6,16 126:4,8 (6)</p> <p><b>enacted</b> 22:7</p> <p><b>encourage</b> 34:11</p> <p><b>encourages</b> 23:23</p> <p><b>endoftheroad</b> 78:20</p> <p><b>enforcement</b> 81:15 114:7</p> <p><b>engage</b> 11:14</p> <p><b>engaged</b> 33:3</p> <p><b>enhance</b> 25:13 31:12 74:11</p> <p><b>enjoy</b> 4:4,8</p> <p><b>enlarge</b> 23:10</p> <p><b>ensure</b> 13:5 23:8 25:24 26:13 32:25 60:18 90:25 91:10 118:9 (9)</p> <p><b>ensuring</b> 28:16</p> <p><b>entails</b> 88:10</p> <p><b>entertain</b> 39:3,14</p>	<p><b>entertaining</b> 111:11</p> <p><b>entire</b> 23:5 47:20 68:3,8 70:5 109:9 114:5 (7)</p> <p><b>entirely</b> 87:6</p> <p><b>entity</b> 14:19,21 80:17</p> <p><b>environment</b> 18:8 65:3 90:17</p> <p><b>envisioned</b> 117:20</p> <p><b>eog</b> 104:10</p> <p><b>equal</b> 43:5</p> <p><b>equally</b> 26:1</p> <p><b>equipment</b> 98:16,17,18</p> <p><b>err</b> 18:2 36:10</p> <p><b>especially</b> 15:10 18:7 36:22</p> <p><b>esq</b> 1:20</p> <p><b>essentially</b> 22:21 31:2,18</p> <p><b>establish</b> 21:19 22:1 27:18 36:21 (4)</p> <p><b>established</b> 24:8 43:18 67:22</p> <p><b>establishes</b> 25:6 27:5</p> <p><b>establishing</b> 24:23</p> <p><b>establishment</b> 23:21 24:15</p>	<p><b>estimate</b> 20:19 108:14</p> <p><b>evaluate</b> 26:16</p> <p><b>evaluating</b> 97:12</p> <p><b>evening</b> 69:25</p> <p><b>event</b> 131:17</p> <p><b>events</b> 11:25 12:15 114:14</p> <p><b>eventually</b> 112:20</p> <p><b>ex</b> 63:24</p> <p><b>exactly</b> 18:24 21:7 44:9 64:20 72:1 (5)</p> <p><b>example</b> 43:22 56:14 98:16,24 104:21 118:10 (6)</p> <p><b>exceed</b> 14:1 59:3 108:11</p> <p><b>excellent</b> 51:13 58:14 64:8 83:2 107:3 112:1,2 115:3 (8)</p> <p><b>except</b> 57:12 115:13</p> <p><b>exception</b> 11:16</p> <p><b>exceptions</b> 10:15 13:17</p> <p><b>excited</b> 2:2,4 6:1 20:9 128:14 129:23 130:9 (7)</p> <p><b>exciting</b> 126:7</p> <p><b>exclusive</b> 80:18</p> <p><b>excuse</b> 34:3 52:2,3 53:15,25</p>
--	---	--	---	--

68:11 117:19 (7)	<b>faced</b> 116:22	<b>fcot</b> 80:1 81:10 118:6,14 119:6 120:19,21 122:19 123:10 (9)	<b>finalize</b> 9:3	<b>fl</b> 1:32940
<b>executive</b> 7:2 56:17 104:8 105:14 119:8 (5)	<b>facilitate</b> 19:7,11,22 20:18 32:12,25 33:1,18 36:19 85:2 92:15 118:12 125:12 (13)	<b>fcot's</b> 119:8	<b>finalized</b> 8:15	<b>flights</b> 63:10
<b>exercise</b> 70:10	<b>facilitating</b> 31:19 52:21 117:14	<b>fear</b> 17:20	<b>finally</b> 84:20	<b>floated</b> 2:23
<b>exhaustively</b> 95:11	<b>facilities</b> 21:23 78:20,21,22 97:2 (5)	<b>feasible</b> 88:11 100:5	<b>financially</b> 131:16	<b>floor</b> 40:3 43:11 49:1,4,6 66:14 88:2 (7)
<b>exist</b> 14:6	<b>facility</b> 3:3 98:10,20 129:4 (4)	<b>february</b> 102:12	<b>findings</b> 23:19 25:2 105:23	<b>florida</b> 1:1,2,3,2940 2:3 3:19 5:24 6:11,19,24 7:12 10:2,3,20 12:11 17:3,8 21:4,15,18 22:8,9,10 24:17 25:6,12 26:5 30:8 32:9 33:10 36:12 37:1 57:12 79:21 80:4 81:3 87:1 88:6,7 89:2 91:21 92:24 96:4 98:13,15,25 99:2,3,5,9 112:24 114:12,24 121:10 128:10,17,18 130:2 131:2,6,8,20 (61)
<b>existence</b> 15:17 73:8	<b>fact</b> 46:5 78:22	<b>federal</b> 82:16	<b>fine</b> 14:2 16:17,20 26:11 51:11 65:2 69:23 72:12 90:10 103:4 (10)	<b>florida's</b> 10:1
<b>existing</b> 25:16 74:13,23 75:4,4 122:6 (6)	<b>factfinding</b> 10:16	<b>fee</b> 95:6	<b>fined</b> 13:22	<b>floridians</b> 129:15
<b>exists</b> 15:14	<b>facts</b> 23:12	<b>feedback</b> 32:3 55:23	<b>finish</b> 101:19 104:3	<b>flowing</b> 21:24
<b>expand</b> 87:8,17,24 90:19 (4)	<b>fail</b> 30:25	<b>fees</b> 16:14 97:4	<b>finished</b> 85:4	<b>focus</b> 129:24
<b>expanding</b> 100:20	<b>failing</b> 51:24 53:22	<b>felt</b> 31:9 52:20	<b>finite</b> 9:1	<b>focused</b> 130:8
<b>expect</b> 90:1,1	<b>fair</b> 17:25	<b>few</b> 2:1 37:4,8 94:17 104:11 121:3 (6)	<b>fire</b> 5:17,17 121:5 128:24 (4)	<b>focuses</b> 129:15
<b>expectation</b> 56:22	<b>fall</b> 9:22 14:21 77:9 81:15 105:6 113:11 (6)	<b>fa</b> 75:23	<b>fired</b> 41:12	<b>focusing</b> 77:16
<b>expected</b> 71:22	<b>falls</b> 106:2	<b>fhs</b> 75:22	<b>firerescue</b> 121:6	<b>folks</b> 2:1 8:7 56:16 78:9 80:20 81:5 85:23 94:14,17,22 116:21 123:5,10 126:4 128:1 (15)
<b>experience</b> 6:5	<b>familiar</b> 9:16 16:3 31:16 81:25 (4)	<b>fifty</b> 47:5	<b>first</b> 2:3 3:4 5:3 8:3,21 16:23 21:11 23:16,18 30:5 35:13 37:2 51:7 52:17 57:23 59:4 66:7 84:21 91:4 108:11,12 122:3 (22)	<b>follow</b> 10:18 24:13 48:5,7,7,9
<b>expertise</b> 83:19 108:24	<b>far</b> 2:21 12:23 52:21 56:14 65:25 87:8 96:24 100:9 107:3 108:17 110:21 114:9 116:10 117:10,14 119:15 122:3 125:13 (18)	<b>fight</b> 99:10	<b>firstdegree</b> 16:19	
<b>explain</b> 15:18	<b>fashion</b> 82:13	<b>figure</b> 99:11 122:20	<b>fit</b> 28:18 116:24	
<b>expressed</b> 55:20		<b>figured</b> 120:19	<b>five</b> 34:25 43:16 108:12	
<b>extend</b> 8:20		<b>file</b> 14:8	<b>fix</b> 127:15	
<b>extends</b> 121:4		<b>filing</b> 16:12 26:25 27:1	<b>fixed</b> 79:3	
<b>external</b> 77:21		<b>filled</b> 59:22 84:25		
<b>extreme</b> 23:18		<b>final</b> 8:25 14:16 50:15 99:24 100:7 (5)		

(6)	16:23	<b>future</b> 75:4,5 119:15 122:3 125:18 (5)	<b>govern</b> 9:14 20:13,24 22:10 (4)	99:7,20 111:20 112:3 125:14 (13)
<b>followup</b> 110:19 123:14 130:12	<b>four</b> 85:7 120:13,14	<b>gainesville</b> 6:13	<b>government</b> 9:24 10:1,9 16:23 17:9 36:14 46:25 85:4 (8)	<b>guidance</b> 87:10
<b>force</b> 82:12 86:6	<b>fourth</b> 64:10	<b>gardens</b> 121:12	<b>governmental</b> 10:4	<b>guide</b> 24:19 27:16 35:7
<b>forces</b> 24:25	<b>fpr</b> 1:23	<b>gathered</b> 11:4	<b>governor</b> 22:8 30:15 64:21 75:18 102:2 (5)	<b>guidelines</b> 24:7 97:13
<b>foregoing</b> 131:9	<b>frame</b> 76:3,12,13 ,17,25,25 77:6 83:9,10,23,24 (11)	<b>gathering</b> 82:8,18	<b>governor's</b> 41:17,20 42:3,8 84:17 85:5 (6)	<b>guiding</b> 73:22
<b>foremost</b> 23:16	<b>frames</b> 76:22	<b>general</b> 1:20 4:16 9:12 12:7 13:9 15:21 18:14 22:11 23:8 40:25 56:17 57:4 58:25 104:22 105:6,17 106:1 115:14 121:1 123:4 124:3,20 (22)	<b>grant</b> 23:1	<b>guilty</b> 13:21,23 16:16
<b>foreseeable</b> 11:5	<b>framework</b> 94:5,8,25	<b>generally</b> 12:10 13:19 14:12 34:24 121:2,23 (6)	<b>gracious</b> 3:3	<b>gun</b> 67:6
<b>foreseeably</b> 36:3	<b>fran</b> 1:3	<b>generic</b> 54:20 63:19 75:14	<b>grant</b> 23:1	<b>guys</b> 3:22 8:2 9:22 18:8,11 19:7,17,20 20:6,19 31:4,11 32:2 33:21 35:11 38:3,9 39:8 48:25 49:21 50:23 51:9 52:25 53:9 56:3 66:5 73:6,19 75:10 83:4 86:7 89:8,11,15 92:16 94:11 99:20 100:10 103:21 110:1,18 113:24 116:6,25 117:15 118:10 123:11 124:1,6 125:5 126:6 127:14 128:16 (53)
<b>forgot</b> 96:15	<b>free</b> 116:23	<b>geographically</b> 115:2	<b>grants</b> 26:7	<b>gray</b> 41:22 73:5
<b>forgotten</b> 83:1	<b>frequently</b> 124:4	<b>geospatial</b> 114:18	<b>great</b> 28:21 42:16 59:7 61:19 83:5 84:7,19 95:18 112:1,11 127:15,21 129:1 130:10 (14)	<b>greatest</b> 31:15
<b>form</b> 14:6,16 46:13 82:13 107:23 (5)	<b>friday</b> 123:23,23	<b>given</b> 10:23 16:6 31:21 46:13 85:25 86:16 122:24 (7)	<b>ground</b> 114:6,18	<b>group</b> 18:16,19 19:1,2,2 25:23 36:8 41:21 50:22 61:21 62:22 73:10 78:2,5,5,13 85:11 87:7 95:1,13,17 108:6,24 112:14 121:9 123:1,24 125:10 126:9 (29)
<b>formal</b> 11:8,10,12 18:9 32:21 57:7,8 (7)	<b>front</b> 4:2 8:3 29:2 53:9 67:8 118:15 (6)	<b>glad</b> 3:8 114:1	<b>group</b> 18:16,19 19:1,2,2 25:23 36:8 41:21 50:22 61:21 62:22 73:10 78:2,5,5,13 85:11 87:7 95:1,13,17 108:6,24 112:14 121:9 123:1,24 125:10 126:9 (29)	<b>hallway</b> 85:19
<b>formalities</b> 19:5	<b>ftsac</b> 30:9,10 51:10	<b>gleaned</b> 38:7	<b>growth</b> 74:24	<b>hand</b> 4:9,17 27:15 77:16 87:20 131:19 (6)
<b>formalize</b> 14:13 15:5	<b>fulfill</b> 91:3	<b>glenn</b> 1:16 5:19	<b>guess</b> 4:22 5:11 37:9 46:25 61:7 62:19 80:5 86:21	<b>handing</b> 28:4
<b>forprofit</b> 129:12	<b>full</b> 48:24 82:6 99:25 115:4 (4)	<b>glenn's</b> 94:3		<b>handle</b> 114:12,15
<b>forth</b> 86:10 130:10	<b>fully</b> 22:16 23:7	<b>goal</b> 25:18 38:23		<b>handling</b> 25:22
<b>forum</b> 29:4 92:3	<b>function</b> 8:5 10:9 12:25 35:15 (4)	<b>goals</b> 8:3		<b>handout</b> 29:18
<b>forward</b> 2:12,19 8:1 9:4,7,18 28:17 40:11 54:19 59:13 63:18 71:10 91:10 95:3 100:6 111:3 115:8 (17)	<b>functions</b> 11:7,8	<b>goodness</b> 3:16		<b>hands</b> 97:16
<b>foster</b> 22:3 23:24	<b>funding</b> 82:16			
<b>fostering</b> 18:8	<b>funds</b> 26:12			
<b>foundation</b> 8:4	<b>funnel</b> 57:4			
	<b>funny</b> 87:14			

103:18 111:15 <b>handwritten</b> 14:7 <b>hang</b> 44:23 <b>happy</b> 5:22 19:11 58:1 99:4 104:20 (5) <b>hard</b> 97:16 106:17 <b>harder</b> 88:17 <b>hart</b> 119:9 <b>hb</b> 73:8 <b>head</b> 35:3 87:22 <b>headed</b> 34:24 <b>health</b> 1:2 3:2 6:12,15,21 7:7,13 21:16 23:23 26:15 30:19 32:8,9 33:9 70:24 73:17 74:13 80:9,19 81:8,24 82:1,1,4,9,19,23 85:21 89:20,23 99:21 100:2 104:4 106:4 114:21 (35) <b>health's</b> 63:18 <b>healthcare</b> 7:2 <b>hear</b> 55:23 69:7 70:6 130:6 (4) <b>heard</b> 13:2 38:7,16 45:17,17 50:17,18,18 55:13 89:8 (10) <b>hearing</b> 16:11 23:5 38:10 <b>hearings</b> 57:8 86:15 102:17 <b>heart</b> 5:19	<b>held</b> 12:19 13:18 18:10 115:16 120:19 121:3,15 127:10 131:7 (9) <b>help</b> 32:15,15 65:16 73:6 78:1 88:11 123:18 124:3 125:12 129:19 (10) <b>helpful</b> 16:24 59:19 95:22 <b>helps</b> 77:15,20 78:13 <b>hereby</b> 131:6 <b>herself</b> 3:2 <b>hesitate</b> 41:18 <b>hi</b> 5:23 <b>high</b> 66:6 <b>higher</b> 65:9 69:3 99:9 <b>hinted</b> 15:1 <b>history</b> 86:8 128:23 <b>hit</b> 78:21 <b>hodgepodge</b> 109:6 <b>hold</b> 48:17 99:19 104:19 117:18 119:10 122:15 123:10 125:16 (8) <b>holding</b> 50:12 <b>hole</b> 50:4 <b>holiday</b> 85:9 <b>holidays</b> 100:1	<b>holmes</b> 7:14 <b>holzer</b> 7:11,11 <b>home</b> 69:25 128:7 <b>homes</b> 82:6 <b>homework</b> 21:9,12 <b>honest</b> 64:25 86:18,18 <b>honestly</b> 86:2 <b>hope</b> 3:14 30:2,4 33:2 35:12 109:12,15 (7) <b>hopefully</b> 8:25 9:22 38:1 65:22,24 87:11 124:13 (7) <b>horsetrade</b> 86:24 <b>horsetraders</b> 96:15 <b>hospital</b> 5:14,24,25 6:4,13,16 7:3,11 82:15 89:6 (10) <b>hospitalized</b> 47:12 <b>hospitals</b> 5:12 21:21 26:23 80:20,23 82:6 (6) <b>host</b> 3:9,22 <b>hotel</b> 118:19 <b>hour</b> 19:10 33:12 99:15,20 117:23 118:7 124:2,16 (8) <b>hours</b> 16:14 18:6 48:17,20 64:3	119:19 120:13,14 123:20 129:9 (10) <b>house</b> 20:6 21:5 86:14 102:2 (4) <b>huge</b> 110:2 <b>hurricane</b> 65:13,17,19 <b>hypothesis</b> 85:25,25 87:10 91:15,17 (5) <b>hypothetically</b> 123:22 <b>ibrahim</b> 1:10 6:20,20 17:3,17 18:5 51:3,4 79:11 81:12,13 111:17,23 (13) <b>idea</b> 31:9 33:13 50:3 119:23 (4) <b>ideally</b> 84:24 120:17 <b>ideas</b> 2:23 25:24 29:14,24 81:6 85:3 (6) <b>identified</b> 77:14 84:10 107:2 116:17 (4) <b>identify</b> 77:1 78:4,9 84:7,8,11 91:13 94:14 110:5,9,9,23,25 111:6 (14) <b>ii</b> 5:20 6:1,9 88:6 (4) <b>iii</b> 88:7 <b>imagination</b> 106:17 <b>imagine</b> 23:7	<b>immediate</b> 16:11 <b>immediately</b> 77:22 117:22 <b>impact</b> 86:4 <b>impacted</b> 78:14 <b>implement</b> 23:9 <b>implemented</b> 23:11 <b>implements</b> 22:12 <b>important</b> 9:25 12:2 25:22 73:15 81:20 84:10 105:25 112:25 114:3 129:3,5 (11) <b>importantly</b> 8:18 <b>impose</b> 23:12 <b>improve</b> 112:15 <b>improved</b> 120:21 <b>improvement</b> 23:25 24:2 26:21 30:11 (4) <b>improvements</b> 22:4 <b>inaudible</b> 13:10 119:10 <b>incident</b> 114:17 <b>incidents</b> 114:13 <b>include</b> 12:21 13:24 25:24 54:5 55:14 81:16 82:25 83:5 93:20 123:15 (10) <b>included</b> 11:6,12 77:23 81:13 82:24
---	--	--	--	--

87:3 (6)	<b>information</b> 9:18 18:18 23:13 42:17 75:11 78:8 79:6 95:19,22 104:16 114:23 118:20,21 122:24 123:14 126:14 (16)	<b>institute</b> 35:15	<b>introductions</b> 5:2 19:25	117:19 121:1,3 126:3 (9)
<b>includes</b> 10:6 14:4 18:22 128:19 (4)	<b>informationally</b> 17:21	<b>institution</b> 60:25 61:3 92:20 95:11 97:4 (5)	<b>investorowned</b> 6:11	<b>job</b> 71:24
<b>including</b> 9:14 11:8,15 12:6 24:7 74:15 114:6 (7)	<b>informed</b> 78:11	<b>integral</b> 10:9	<b>invites</b> 80:7 125:9	<b>joe</b> 6:20
<b>inclusive</b> 21:19 23:21 24:23 25:13,18 52:21 74:11,20 (8)	<b>infraction</b> 13:22 16:17	<b>intended</b> 77:13	<b>involved</b> 70:13 81:17	<b>joseph</b> 1:10
<b>inconvenient</b> 40:6	<b>infrastructure</b> 25:17 74:15	<b>intends</b> 9:7	<b>issue</b> 33:23 38:7 41:22 45:23 46:24 47:17,25 48:18 49:11 50:14 61:2 68:14 90:4,9 93:22 94:1 (16)	<b>joseph's</b> 5:25
<b>incorporate</b> 49:24 50:14 54:17 61:14 108:6 109:8 (6)	<b>infrastructures</b> 74:24	<b>intent</b> 23:19 25:2 59:8 105:23 106:4 (5)	<b>issues</b> 11:4 17:5 22:24 28:13 36:3 44:24 45:16 48:23 58:13 60:6 90:2 96:25 97:1 98:14 107:13 128:13 (16)	<b>journey</b> 79:3
<b>incorporated</b> 29:24	<b>initial</b> 46:3 76:14 80:21	<b>intentions</b> 66:7	<b>interest</b> 7:17 18:7 19:18 28:6,15 88:21 126:9 (7)	<b>judge</b> 1:3
<b>incorporating</b> 106:22	<b>initiated</b> 85:22	<b>interested</b> 78:9 79:1 131:16	<b>interfacility</b> 27:4	<b>judicious</b> 122:7
<b>incorrectly</b> 44:5	<b>injured</b> 23:22 55:7	<b>interference</b> 118:9	<b>item</b> 52:17 85:12,21 98:20 101:15 (5)	<b>july</b> 30:4 35:13 53:5 117:20,21,25 118:4,5,16,23 119:15,20 120:23 121:1,19 125:13,16,17 126:3,16 (20)
<b>indeed</b> 34:3 61:5	<b>injury</b> 79:7 83:19,21 128:20 129:18 130:2 (6)	<b>interim</b> 4:16	<b>itemize</b> 92:17	<b>jumps</b> 124:2
<b>indiana</b> 78:17	<b>input</b> 29:2,13 30:2 35:12 48:3,23 (6)	<b>internally</b> 77:21	<b>items</b> 13:5 31:9 39:17 70:6 92:17 101:3,14,21 (8)	<b>june</b> 131:20
<b>indianapolis</b> 6:16	<b>insert</b> 38:13 51:5	<b>interpret</b> 13:16 17:20	<b>iterate</b> 47:20	<b>justifiable</b> 47:23
<b>indicated</b> 21:5,8	<b>inside</b> 33:19	<b>interpreted</b> 15:14	<b>iu</b> 6:15	<b>kate</b> 1:21 4:14 20:22 21:2 39:16 (5)
<b>indicates</b> 25:11	<b>insight</b> 86:14	<b>interprets</b> 22:12	<b>jackson</b> 6:3	<b>katekocevar</b> 7:24
<b>individual</b> 18:17	<b>inspected</b> 16:5	<b>intricate</b> 66:3	<b>jacksonville</b> 5:11,13,17 89:5 (4)	<b>kathy</b> 7:11
<b>individuals</b> 97:23	<b>inspection</b> 10:24	<b>introduce</b> 3:1 4:14 7:10	<b>jail</b> 18:3	<b>keep</b> 19:11 20:16 24:1 34:19 73:12 77:20 83:13 91:9 92:12,13,13 99:14 111:2 112:5 126:2 127:7 (16)
<b>inform</b> 103:3 129:19	<b>instance</b> 41:6 47:3	<b>introduced</b> 5:5 20:1 85:22 102:23 (4)	<b>jamieson</b> 1:3	<b>keeps</b> 77:15
<b>informal</b> 11:8 33:15,25 34:8 (4)	<b>instead</b> 41:8 106:15 127:3	<b>introduction</b> 5:6	<b>january</b> 21:10 102:11,19 111:1,5	<b>kemp</b> 1:9 6:23,23 36:13 51:24 53:16,20 54:13 56:8 59:6,19,24 65:2 82:23 92:17
<b>informally</b> 33:16				



<p>96:17 102:16,20 114:1 120:25 121:16,18 (22)</p> <p><b>kendall</b> 20:3 89:21,22,24 90:3 (5)</p> <p><b>kept</b> 12:14</p> <p><b>key</b> 20:10 91:8,12</p> <p><b>kind</b> 5:4 8:2 13:9 16:22 17:19 20:24 21:13 22:22 24:18 25:8,9,21 32:18 34:21 39:21 40:2 51:16 53:1,12 54:20 57:3 63:19 65:7 72:15 73:4,6,10 77:13,14,19,24 78:13 81:14 82:10 85:3 88:16,24 90:20 91:7,9 92:18,19 94:11 95:11 97:21 99:24 100:1,8 109:6,9 112:3,7 115:14,16 116:3,14,15 121:20 122:4,18,22 123:7,16 124:3,5 126:2,13 (67)</p> <p><b>kinds</b> 32:17 78:20</p> <p><b>knowing</b> 66:1</p> <p><b>knowingly</b> 13:23 16:17</p> <p><b>knowledge</b> 14:14 15:5</p> <p><b>known</b> 24:25 26:16 27:5</p> <p><b>knows</b> 97:9</p> <p><b>kocevar</b> 1:21 4:14 7:24 20:22</p>	<p>21:1,2 27:25 96:9,12 (9)</p> <p><b>language</b> 27:5 28:9 53:24,25 54:21 55:18 56:3 60:16 63:3,19 64:5 66:18 74:20 75:14 85:22,23 86:3,9,11,17 93:6 110:21 113:19 (23)</p> <p><b>large</b> 5:12 13:7 121:5 131:6 (4)</p> <p><b>larger</b> 114:3,12</p> <p><b>largest</b> 5:17</p> <p><b>larry</b> 1:11 6:15 50:10 87:8 (4)</p> <p><b>las</b> 114:17</p> <p><b>last</b> 37:20 57:19 67:21 68:1 83:18 86:7,8 93:18 107:22 121:3 128:9 129:1 (12)</p> <p><b>lastminute</b> 37:4</p> <p><b>late</b> 103:17</p> <p><b>laughter</b> 62:18 95:7</p> <p><b>laundry</b> 14:4</p> <p><b>law</b> 10:1,5,12,18,19,25 11:2,14,20 13:18 14:10,20 16:3,11,18 22:7,12 23:11 37:12 76:4 81:15 96:3 114:7 (23)</p> <p><b>laws</b> 9:14,20 13:16 97:12 115:19 (5)</p>	<p><b>lawsuit</b> 89:7,10,17,19,22 (5)</p> <p><b>lay</b> 8:18</p> <p><b>lays</b> 51:16</p> <p><b>lead</b> 11:11 115:10,11</p> <p><b>leadership</b> 25:23 56:18</p> <p><b>leah</b> 1:18 3:5 4:5,10,12 44:23 106:12 (7)</p> <p><b>least</b> 2:15 19:12 32:19 33:19 52:17,23 53:3 65:25 66:24 80:3 88:25 94:5 95:19 113:7 115:17 117:17 119:15 124:6 126:1,3 (20)</p> <p><b>leave</b> 8:15 19:21 53:21,23 54:7 69:13,18,19 75:9,13 80:25 92:14 127:8 130:1 (14)</p> <p><b>leffler</b> 1:22 4:19 5:1 29:10,17 34:6,15 35:20,24 36:9,25 37:14 38:2 39:6 42:18 43:10 47:7 52:16 55:22 57:5,16 59:15 60:12,24 61:11,24 62:2 63:24 65:18 66:14,25 68:6,11 70:3,16,18 71:12 89:3 92:15 93:18 95:21,25 98:21 102:1,7 105:16 107:11,22 108:9,16 110:14,16 117:12 118:1,3,8,18,21</p>	<p>119:4,8,22,25 120: 6,8,10,14,16,23 121:13,17 122:2,13 123:2 124:15 125:12,20 126:7,23 127:19 (79)</p> <p><b>left</b> 4:1 75:17 78:5 117:9 (4)</p> <p><b>legacy</b> 130:1</p> <p><b>legal</b> 8:7 29:8 42:13 56:19 72:9 (5)</p> <p><b>legislation</b> 86:22 102:16 103:10</p> <p><b>legislative</b> 23:19 25:2 61:6 86:4 103:5 (5)</p> <p><b>legislatively</b> 57:13 106:21</p> <p><b>legislators</b> 90:16 103:9</p> <p><b>legislature</b> 22:8 56:23 57:3 101:25 105:3,6 (6)</p> <p><b>length</b> 13:7</p> <p><b>leon</b> 6:23</p> <p><b>less</b> 123:7</p> <p><b>letters</b> 14:5</p> <p><b>level</b> 5:20 6:1,7,9,22 88:6,6,7 98:25 129:5 (10)</p> <p><b>levels</b> 88:20</p> <p><b>liaison</b> 105:15</p> <p><b>liaisons</b> 11:13</p> <p><b>liberally</b> 13:17</p>	<p><b>light</b> 26:11 64:22</p> <p><b>lighten</b> 42:8</p> <p><b>likelihood</b> 65:10</p> <p><b>likely</b> 52:11</p> <p><b>limit</b> 13:5 87:5</p> <p><b>limited</b> 10:14 26:21 57:9</p> <p><b>line</b> 7:18 19:21 31:23 33:13 40:10,12,12 64:6,10 70:8 74:21 107:14 109:25 127:25 (14)</p> <p><b>lined</b> 77:15</p> <p><b>lines</b> 62:4 64:12 78:7 80:16 83:22 103:6 111:2 127:22 (8)</p> <p><b>link</b> 52:20</p> <p><b>lisa</b> 1:15 5:23 75:21 101:6 111:18,24 (6)</p> <p><b>list</b> 14:4 58:6 83:7 93:17 94:3 114:2 125:15 (7)</p> <p><b>listed</b> 72:21 74:21 79:17</p> <p><b>listen</b> 33:17 38:5 89:25,25 (4)</p> <p><b>listing</b> 57:22 91:20</p> <p><b>literally</b> 56:9</p> <p><b>litigation</b> 89:14</p> <p><b>live</b> 6:18 70:7 92:1 115:15 (4)</p>
--	---	---	---	--

<b>lives</b> 67:4	31:25 39:10 52:23 53:13 67:1,9	<b>management</b> 79:6 81:5,14	19:24 20:2,2 40:5,11,18 44:14 52:13 54:15	91:1 119:20,22 121:1 126:4 (10)
<b>lobby</b> 3:25	87:10 90:10 91:19 96:2,3,24 98:2,4	<b>manager</b> 1:22 40:19	56:6,9 58:4,15,18,19 65:1,13 66:10	<b>meeting</b> 2:4,14 3:4 5:4 7:19 8:3 11:19
<b>local</b> 3:23 22:1 24:15 81:19 (4)	100:10 102:22 108:17 109:17 110:2,3,21 112:23	<b>managers</b> 6:14 81:10	67:20 89:19 93:17,22,25 104:3,6,11 111:19 117:25	12:9,14,15,19 13:4,13,15 17:4,7,9,12 28:25 31:6 32:10,21,21 33:14,22 34:4 36:20 39:1 42:1 43:19 47:14
<b>localregional</b> 81:21	113:1,7,9 119:16,18 121:13 126:15 (33)	<b>mandate</b> 87:4 129:20	118:2,14,17 119:3 125:1 (34)	48:2,2 49:23 52:24 53:3,7,12 59:9 62:11 63:9 6 5:5,11,15,20,22,24 66:19
<b>locals</b> 82:17	<b>looks</b> 2:1 93:21,21 99:12 (4)	<b>mandated</b> 57:13	<b>md</b> 1:7,10,11,13, 14,16,17 (7)	67:6,11,13,17 70:21,23 76:14 99:22 110:19 112:7 115:20 117: 10,12,15,18,22 118:3,4,25 119:2,16 120:3 121:3,10,21,25 122:1,3,3,12,18,25 123:11,14 125:13,17,17,18 126:1,11,16,19,25 127:3,5,6,9 130:11,15 131:7,11 (99)
<b>location</b> 12:12 14:8 121:15	<b>lorenzo</b> 95:21	<b>mandatory</b> 19:19	<b>mds</b> 75:25 76:2	<b>meetings</b> 2:6 3:22,23 10:21,22,23 11:21 13:18 14:14 17:5 18:17,20 31:2,18,19 32:15,1 7,18,20,22,24 33:5,6,8,11,24 34:7 36:10,21,22 40:5,22,23 52:6,7,14 53:23 60:7 64:1,2,3,3,4 66:1,20,22 67:14 94:20 99:20,23 112:4 115:16 117:14,16 119:15,19 121:1 122:15,19,20 123:3,8,20 124:16
<b>locked</b> 83:13 122:16	<b>losing</b> 41:8	<b>manual</b> 16:24 61:8	<b>mean</b> 38:6 46:22 74:8 85:24 86:7 87:9 93:4 97:16,19 99:7 101:20,21 102:18 105:20 121:16 (15)	
<b>logic</b> 23:12	<b>love</b> 130:6	<b>maps</b> 14:5	<b>meaning</b> 47:16 74:9	
<b>logical</b> 90:20	<b>lunch</b> 128:7	<b>march</b> 102:7,17 111:5	<b>means</b> 13:11 22:7,11 43:6 115:17 (5)	
<b>logically</b> 84:25	<b>ma'am</b> 18:13	<b>maria</b> 3:1	<b>measures</b> 27:10	
<b>longterm</b> 78:19	<b>mac</b> 6:23 53:14 59:5,23 113:25 118:9 (6)	<b>mark</b> 1:7 20:2	<b>measuring</b> 86:1	
<b>longtime</b> 81:4	<b>main</b> 6:6 56:8	<b>mason's</b> 61:8	<b>mechanism</b> 78:10	
<b>look</b> 2:14 3:18 8:12,23 21:10,13,20,23 22:14,16 24:1 29:1 30:3 35:11 50:11 53:2 61:11 63:21 66:8 67:7 83:9 94:6 95:15 99:7,17 100:22 101:9 107:5 108:4 ,5,7,13,17,23,25 111:1,9 112:14,20,22 114:5,16,24 115:5 122:25 123:7 124:15 125:17 (48)	<b>maintain</b> 21:19	<b>mass</b> 40:18 114:14	<b>media</b> 13:11	
<b>looked</b> 29:22 78:19 92:20,21 95:11 100:15 112:17 117:12 (8)	<b>maintaining</b> 93:9 99:8	<b>material</b> 14:13	<b>mediate</b> 90:9	
<b>looking</b> 2:12,19,22 30:2	<b>major</b> 84:13 94:17 100:8 123:3 (4)	<b>materials</b> 14:14 66:23	<b>medical</b> 4:13 5:12,13,16 6:6,17,21 7:14 20:2 25:17 27:2 74:14 82:8,14 86:21 121:19 (16)	
	<b>majority</b> 38:13 39:25 43:9,20 56:7 58:24 60:21,23 64:9 67:23 68:2,3 69:7 75:8 (14)	<b>matter</b> 12:7 108:24 114:15 123:6 129:13 (5)	<b>meet</b> 22:2 23:22 30:4 32:19 50:22	
	<b>malcolm</b> 1:9	<b>maximize</b> 25:16 74:13 122:7		
	<b>manage</b> 56:18 76:24	<b>maximizes</b> 74:23		
	<b>managed</b> 78:25	<b>maximum</b> 98:1		
		<b>mckenney</b> 1:7		

125:15 126:17,23 (67)	<b>messages</b> 14:7,23 15:24,25 (4)	127:7 (8)	58:21,23 61:22,24,25 62:6,11,15,24 63:5 (17)	49:4,6,11,12,18 53:18,20 54:12 58:1,2,4,5,16 59:23 60:12 62:25 63:11 66:14 69:19 74:18 87:7,16,24 88:2 111:3 115:7 (37)
<b>meets</b> 27:20 52:18 120:12	<b>messaging</b> 78:3 94:19	<b>minds</b> 128:16	<b>moderator's</b> 62:21	<b>motions</b> 70:6 87:16
<b>melbourne</b> 131:19	<b>methodist</b> 6:16	<b>mine</b> 75:22	<b>modernization</b> 109:18,24 111:22	<b>motto</b> 25:21
<b>member</b> 6:4 12:1 34:24 35:1,2 40:15 42:1,9,9 59:18 70:15 (11)	<b>miami</b> 89:6	<b>minimal</b> 66:24 118:9	<b>modernizations</b> 109:21	<b>move</b> 8:1 9:4,18 28:24 71:9,17 75:8 81:3 115:7 117:11,24 118:24 (12)
<b>members</b> 5:7,8 9:15 11:3,6,23,25 12:17 13:22 28:17 30:14,25 32:4 33:2,16 35:23,24 37:11 40:7 42:24 43:2,19,23 45:10,11,12,21 46:23 47:11,13 48:3,6,10,23 51:24 53:22 64:9 68:17,24 71:21 73:19 75:17 76:20 77:18 80:7 111:15 115:14,25 119:5 (49)	<b>michael</b> 1:22 4:19 29:10 58:20 64:2 93:5 95:1,1,16 108:4 (10)	<b>minor</b> 92:25	<b>modified</b> 61:13 115:22	<b>moved</b> 54:13
<b>memberships</b> 5:7,8 9:15 11:3,6,23,25 12:17 13:22 28:17 30:14,25 32:4 33:2,16 35:23,24 37:11 40:7 42:24 43:2,19,23 45:10,11,12,21 46:23 47:11,13 48:3,6,10,23 51:24 53:22 64:9 68:17,24 71:21 73:19 75:17 76:20 77:18 80:7 111:15 115:14,25 119:5 (49)	<b>michael's</b> 47:19	<b>minority</b> 55:12,19,20 56:4 58:6 (5)	<b>modify</b> 23:10	<b>moves</b> 121:10
<b>membership</b> 30:13,14,16 40:1 42:24 43:5 51:15 54:18 57:13 68:16 71:20 (11)	<b>michelle</b> 7:13	<b>minutes</b> 10:23 12:14,17 60:18 71:13 116:1 117:9 124:3 (8)	<b>molly</b> 95:21	<b>moving</b> 9:6 54:19 58:17 63:18 64:1 74:19 77:19 91:10 100:6 117:8 (10)
<b>memorandum</b> 12:15	<b>microphone</b> 50:12 98:21	<b>miracles</b> 104:12	<b>moment</b> 112:6	<b>multiple</b> 49:1
<b>memorial</b> 6:4 7:2,3	<b>microphones</b> 2:9,10	<b>miraculous</b> 104:12	<b>monday</b> 123:24 125:4	<b>must</b> 10:21,23,23 11:18,23 12:8 13:1 23:1,2,11 25:24 54:7 (12)
<b>men's</b> 3:25	<b>microscope</b> 98:25	<b>misdemeanor</b> 13:24,25 16:20	<b>money</b> 95:9	<b>mystery</b> 86:21
<b>mentioned</b> 15:3 58:21 91:15 128:19 (4)	<b>might</b> 8:24 37:9 46:13 49:9 50:13,15 70:13 75:7 76:5 78:8,10,14 81:6 102:11 108:19 111:4 122:10 123:8,9 124:14 126:21 (21)	<b>miss</b> 40:21 116:4 124:14	<b>month</b> 100:1 101:19	<b>nah</b> 111:3
<b>mentioning</b> 128:25	<b>mike</b> 29:16 123:2	<b>missed</b> 111:18 116:24	<b>monthandahalf's</b> 120:18	<b>nailed</b> 119:17
<b>message</b> 19:1	<b>miles</b> 3:13	<b>mission</b> 73:14,16,18,20,25 74:4,17,19,19 75:16 (10)	<b>months</b> 65:25 124:5	<b>name</b> 4:12 6:8 21:1 30:9,10,11 41:23 42:4 51:7,8,12 (11)
	<b>milestone</b> 91:8	<b>missions</b> 34:20	<b>morning</b> 3:15 7:1 9:23 21:1 29:17 120:12 123:23 (7)	<b>names</b> 76:21
	<b>milestones</b> 106:18	<b>mix</b> 15:22	<b>mornings</b> 124:11,18	<b>namias</b> 1:14 6:3,3 17:8,15,20 27:23 28:2 36:12 37:2,17 38:17,23
	<b>million</b> 108:11	<b>mode</b> 63:9	<b>most</b> 4:13 30:10 52:20 65:4 103:14 107:23 122:7 129:2,5 (9)	
	<b>mind</b> 19:11 77:20,22 82:3 99:15 112:5,12	<b>model</b> 29:6 91:5	<b>motion</b> 39:3,15,18,20,23 40:3 42:20 45:4,9,20 48:25	
		<b>moderating</b> 62:12		
		<b>moderator</b> 31:17,17 50:10 52:1,3 53:15,24		

<p>39:5,18,23 40:17 41:4,15 42:7,20 43:6,13 44:9,18 45:2,7,11,15,19,22 46:10,21 47:3,6,8 48:12,20 49:3,8,12,15,19 50:1,9 51:11,17,20 52:5,15 53:4,14,17 54:2,25 55:3,21 57:11 60:19 61:18 63:8 64:6,10,18,24 67:25 68:2,12,21 69:3,10,21,23 70:12,17 74:8,16,22 76:3,11 79:19 80:3 85:12 86:20 87:7,13,21,23 88:1,8,15 89:1,7,15,22 90:12 91:2,16 92:7,12 94:20 96:1,7,15 97:11 99:2 101:1 102:9 103:8,12,22 104:2 105:1,5,10,17 106:11 109:12,16 110:12 111:8,17,23 113:3,16 118:6,16 119:2 120:15,21 122:8 124:10,18 125:14 (134)</p> <p><b>naming</b> 30:7</p> <p><b>national</b> 24:7 26:20 80:4 81:9 96:7 97:15 (6)</p> <p><b>nationalverified</b> 6:10</p> <p><b>natural</b> 52:20</p> <p><b>nature</b> 78:3</p> <p><b>navigating</b> 19:6</p> <p><b>nearest</b> 129:4</p> <p><b>necessarily</b> 20:12</p>	<p>109:4 122:15</p> <p><b>necessary</b> 38:3,9 73:2 117:2 126:24 (5)</p> <p><b>need</b> 8:22 14:16 18:9,12 19:8,9,23 29:5 32:1,20 33:1 34:19 35:15,25 36:5,20,20 37:9 39:15 43:9,25 44:8 46:5,11,14,16 47:6 50:4 51:11 60:10 63:21 64:4 68:19 75:18 77:25 78:2,8,9 82:24 84:12 85:11 87:12 88:11,13 91:12,13,14,15 92:8,8,16,18 93:15 94:6 101:8,22 104:13,19 108:7 109:4,6 111:25 112:20 114:5 115:11,20 116:13 122:25 124:4 127:14,15,23 128:16 (73)</p> <p><b>needed</b> 2:11 76:24 86:23 104:23 (4)</p> <p><b>needs</b> 3:24 12:11 19:1 22:2 23:22 35:1 36:4 42:9 46:15 79:4 91:17 107:19 112:8 113:4 114:7 (15)</p> <p><b>negotiating</b> 19:6</p> <p><b>net</b> 7:4,11</p> <p><b>neurosurgeons</b> 80:6</p> <p><b>neurosurgery</b> 99:1</p> <p><b>next</b> 2:15 8:19 9:8 20:5 24:3</p>	<p>28:24 34:16 35:12 41:10 42:18 50:22 51:22 52:23 53:3,6 66:8 67:11 70:22 71:17 73:14 74:17 75:17 76:16 77:5 83:14,16 84:3 102:6,7,25 111:7 112:13 113:21 117:17 120:3,5 121:16 123:17 124:4 125:14,17 (41)</p> <p><b>nice</b> 3:10 4:7 106:18</p> <p><b>nicholas</b> 1:14</p> <p><b>nick</b> 6:3 62:12</p> <p><b>nicklaus</b> 89:3,6,20,23 90:3 (5)</p> <p><b>night</b> 129:1</p> <p><b>nine</b> 43:24 44:7</p> <p><b>nobody</b> 18:3 104:20</p> <p><b>nonattendance</b> 47:16</p> <p><b>noncriminal</b> 13:22 16:16</p> <p><b>nondangerous</b> 109:25</p> <p><b>nondisruptive</b> 13:12</p> <p><b>none</b> 18:17 127:12 129:12</p> <p><b>nonmembers</b> 11:13</p> <p><b>nonprofit</b> 6:14</p> <p><b>nonsense</b> 130:9</p>	<p><b>nontrauma</b> 5:12</p> <p><b>normal</b> 31:20,24 128:22</p> <p><b>north</b> 121:18,21,22</p> <p><b>notary</b> 131:5</p> <p><b>note</b> 39:15 115:16,19 125:22 (4)</p> <p><b>noted</b> 25:13</p> <p><b>notes</b> 10:13 15:2,3 38:12 115:25 116:3,5 (7)</p> <p><b>notforprofit</b> 6:6 129:12</p> <p><b>nothing</b> 30:20 51:18 65:7,11 74:24 109:21 (6)</p> <p><b>notice</b> 10:22 12:6,10,20 13:14 17:13 18:10,18 19:12 23:6 32:24 33:4,24 35:25 36:9 48:18,21 65:21 120:18 (19)</p> <p><b>noticed</b> 7:19 18:19 32:22 34:4 36:5 46:15 48:2,14 65:5 66:22 92:3 (11)</p> <p><b>notices</b> 12:8 32:11</p> <p><b>notification</b> 12:23</p> <p><b>november</b> 99:25 100:7 101:10 102:10 103:13,15,15 (7)</p> <p><b>np</b> 3:6</p>	<p><b>ntdb</b> 26:21,25</p> <p><b>nuances</b> 36:7</p> <p><b>number</b> 12:21 19:21 25:5 55:4,16 58:6 61:6 78:1 88:24 91:11 95:5 102:3 115:21 (13)</p> <p><b>numbers</b> 40:8 86:25 88:16 94:9 95:8 (5)</p> <p><b>nurse</b> 3:6 7:6 97:17</p> <p><b>nursing</b> 80:10 82:6</p> <p><b>objecting</b> 50:3</p> <p><b>objection</b> 118:23</p> <p><b>obligations</b> 118:25</p> <p><b>obtain</b> 78:10 93:12,14</p> <p><b>obtained</b> 93:10 95:20</p> <p><b>obtaining</b> 93:9,11,11 95:20 (4)</p> <p><b>obviously</b> 33:1 34:8 59:18 89:13 90:16 94:22 96:21 (7)</p> <p><b>ocala</b> 6:9</p> <p><b>occur</b> 13:24 114:7,13</p> <p><b>october</b> 103:16,16 104:16 106:14,23 119:16,18 121:2,14,18,20</p>
--	--	--	---	--

<p>122:9 123:1 126:19,19 127:3,3, 4,6,8,10,10 (22)</p> <p><b>offhand</b> 9:18</p> <p><b>office</b> 1:20 4:16 9:13 29:8 41:17,21 42:3,8 84:17 85:6 (10)</p> <p><b>officer</b> 3:2 32:6 61:22</p> <p><b>officers</b> 13:21 31:14,17,25 32:2,5 58:20,24 59:1,5 61:20 63:17 (12)</p> <p><b>official</b> 5:4 11:9 13:2 14:11 15:8 33:15 46:4 62:8 120:4 122:2 (10)</p> <p><b>officially</b> 49:21</p> <p><b>officio</b> 63:24</p> <p><b>omc</b> 1:22</p> <p><b>once</b> 8:15 28:8 41:16 57:25 69:25 70:5,10 72:22 77:8 84:2 88:16 92:13 95:16 99:18 104:24 124:9 (16)</p> <p><b>onerous</b> 36:17</p> <p><b>oneyear</b> 59:1</p> <p><b>ongoing</b> 89:14</p> <p><b>online</b> 16:25</p> <p><b>open</b> 3:21 7:18 10:21,24 13:10 19:21 38:4,8 127:22 (9)</p> <p><b>openly</b> 17:17</p> <p><b>operate</b> 8:8 40:19</p>	<p><b>operating</b> 47:13 98:25</p> <p><b>operational</b> 29:15</p> <p><b>operationally</b> 8:13</p> <p><b>opinion</b> 55:12,19,20 56:7 64:20 (5)</p> <p><b>opinions</b> 56:4 58:7 88:19 127:14 (4)</p> <p><b>opportunities</b> 19:8 36:22 108:14</p> <p><b>opportunity</b> 7:20 13:1 18:11 19:20,25 30:11 31:12 32:25 33:15 34:1,2,8,23 46:16 53:9 104:23 119:25 (17)</p> <p><b>opposed</b> 80:11 110:13</p> <p><b>optimistically</b> 109:12</p> <p><b>option</b> 47:17 90:13</p> <p><b>options</b> 65:23 122:14</p> <p><b>order</b> 16:14 27:18 28:21 30:5 31:25 35:14 39:1,24 57:22 59:10 60:20,25 61:13 71:17 85:7 102:23 108:6 109:3,23 115:22 (20)</p> <p><b>orderly</b> 13:5</p> <p><b>ordinance</b> 14:10</p>	<p><b>org</b> 105:6</p> <p><b>organization</b> 80:11</p> <p><b>organizational</b> 105:1</p> <p><b>organizations</b> 10:8</p> <p><b>organized</b> 106:19</p> <p><b>organizers</b> 119:6</p> <p><b>orienting</b> 9:11</p> <p><b>orlando</b> 6:20 7:13 118:18 121:19 (4)</p> <p><b>orthopedists</b> 80:6</p> <p><b>otherwise</b> 30:19,22 58:22 63:5 67:22 125:10 (6)</p> <p><b>ourselves</b> 22:18 102:11 103:12</p> <p><b>outcome</b> 100:24 130:3</p> <p><b>outcomes</b> 26:24</p> <p><b>outline</b> 9:9 24:14 75:19 84:4,5 (5)</p> <p><b>outlined</b> 20:17 27:10 30:14 31:8 63:20 76:19 (6)</p> <p><b>outlines</b> 51:16 73:14 83:16</p> <p><b>outlining</b> 84:6</p> <p><b>outreach</b> 7:6</p> <p><b>outside</b> 13:25 18:19 30:20 32:21 39:21 50:11 57:9</p>	<p>(7)</p> <p><b>outsider</b> 36:13</p> <p><b>overlapping</b> 92:25</p> <p><b>oversight</b> 1:18 4:13 34:21 41:25 (4)</p> <p><b>overview</b> 8:2 16:22</p> <p><b>own</b> 34:18 94:15</p> <p><b>packets</b> 72:14</p> <p><b>page</b> 51:7 57:19 68:1 77:3 81:14 93:18 (6)</p> <p><b>pages</b> 131:9</p> <p><b>palatable</b> 100:4</p> <p><b>palm</b> 7:7 121:12,12,13 (4)</p> <p><b>pamphlet</b> 107:8,17 108:4,6,25 111:22 (6)</p> <p><b>panhandle</b> 5:21</p> <p><b>paramedic</b> 129:8</p> <p><b>parameters</b> 99:13,18 100:12</p> <p><b>parks</b> 90:17</p> <p><b>parliamentarian</b> 59:7,15,18,22 60:13,19 61:16,20 63:23 (9)</p> <p><b>part</b> 9:11,25 10:11,24 18:5 21:6,18,21,25 26:8,9 34:5 37:10 45:4,5,7 51:20</p>	<p>57:5 79:4,20,20 85:22 86:23 88:8 90:7 96:20 106:7 108:16,17 109:19 112:25 (31)</p> <p><b>participants</b> 116:6</p> <p><b>participate</b> 17:24 26:20 30:18 33:17 34:11 54:25 115:13 118:11 (8)</p> <p><b>participates</b> 17:16</p> <p><b>participation</b> 12:20 34:7 80:7 124:16 (4)</p> <p><b>particular</b> 9:19 23:20 29:12 40:3 54:24 66:9 73:15 76:19 78:13 86:9 90:9 106:2 128:3 (13)</p> <p><b>parties</b> 89:19 131:14</p> <p><b>parties'</b> 131:15</p> <p><b>partly</b> 86:21</p> <p><b>partners</b> 81:5 82:22 83:21 118:8 (4)</p> <p><b>party</b> 89:17,22</p> <p><b>pass</b> 2:9 39:24,24 43:9,12,25 44:7 45:12,21 50:5 68:23 (11)</p> <p><b>passcodes</b> 12:22</p> <p><b>passed</b> 20:7</p> <p><b>passes</b> 38:6</p> <p><b>passing</b> 82:16</p>
---	---	---	--	---

<p><b>past</b> 78:18 121:11</p> <p><b>path</b> 9:6</p> <p><b>patient</b> 26:17 114:4,24,25 128:20 129:9 (6)</p> <p><b>patient's</b> 79:2</p> <p><b>patientcentric</b> 128:11,18</p> <p><b>patients</b> 26:24 78:24 90:3,6 114:14 129:3 (6)</p> <p><b>pay</b> 71:25 72:8,10,11 97:23 126:6 (6)</p> <p><b>payments</b> 26:10</p> <p><b>pdf</b> 110:13</p> <p><b>pediatric</b> 5:20 6:1,5 21:11 24:4 27:11 77:8 85:15 87:18 88:6 89:1,5,11 90:2,6,18 91:4,11 93:9 95:19 96:6,8 97:14 98:3,10,11 102:3 103:23 104:2 106:21,23 114:20 120:2 126:18 (34)</p> <p><b>pediatrics</b> 27:9</p> <p><b>peds</b> 101:18</p> <p><b>penalties</b> 13:16</p> <p><b>pensacola</b> 5:20</p> <p><b>people</b> 2:8 21:17 33:1 35:21 37:8,25 38:1,23 41:5 43:7,16,16,16 ,16,24 44:6,7,8 46:4 47:22 48:5</p>	<p>49:5,7,8,10,17 52:4 65:16 70:13 71:23 76:6 86:17 95:14 107:7 122:10 128:16 129:2,10,11,11 130:1 (41)</p> <p><b>per</b> 30:17,23 97:9 108:19 129:20 (5)</p> <p><b>percent</b> 37:15,18,21,24 38:9,12,17,20 43:12 47:5 (10)</p> <p><b>perfect</b> 67:3</p> <p><b>perform</b> 10:9 70:10</p> <p><b>perhaps</b> 18:3 106:6</p> <p><b>period</b> 45:21</p> <p><b>permissible</b> 18:18</p> <p><b>permit</b> 16:5 61:5</p> <p><b>permitted</b> 34:5</p> <p><b>permutation</b> 87:19</p> <p><b>permutations</b> 88:23</p> <p><b>perpetuate</b> 14:13 15:5</p> <p><b>person</b> 16:4,19 42:15,15 62:5,17 128:2 (7)</p> <p><b>personal</b> 15:1,7,9,23,23 129:25 (6)</p> <p><b>personally</b> 121:22 123:4</p>	<p><b>personnel</b> 25:17 74:15 91:24 97:2 (4)</p> <p><b>persons</b> 34:25 35:1 55:7</p> <p><b>perspective</b> 114:24 115:1 117:1,13 128:25 (5)</p> <p><b>pete</b> 89:5</p> <p><b>phase</b> 106:7,10</p> <p><b>philip</b> 41:25 104:21 105:21</p> <p><b>phone</b> 2:8 7:17,18,23,25 14:24 18:22 40:7,10,11,12,13 44:14,16,16,20 46:17 47:16 51:25 54:5,10 62:11 64:7 127:22,25 128:2 (26)</p> <p><b>physical</b> 14:6 64:6,13,16 67:14,15 (6)</p> <p><b>physically</b> 12:12 31:1 44:15 51:25 53:22 54:4,4,7,9,11 96:10 (11)</p> <p><b>physician</b> 3:6 5:11</p> <p><b>physicians</b> 3:6 80:10</p> <p><b>pick</b> 125:5</p> <p><b>piece</b> 98:18</p> <p><b>place</b> 12:6 37:19 65:15 75:24 94:7 95:14 97:22,22 115:18 123:3 (10)</p>	<p><b>placed</b> 12:13</p> <p><b>plan</b> 2:15 8:19 21:18 24:22 57:20 58:10 66:1 72:17,24 77:11 83:15,16 125:16 (13)</p> <p><b>planned</b> 41:7</p> <p><b>planning</b> 24:20 55:6 122:4</p> <p><b>plans</b> 24:4,23</p> <p><b>plates</b> 110:8</p> <p><b>play</b> 10:9</p> <p><b>pleasing</b> 30:10</p> <p><b>pleasure</b> 21:3</p> <p><b>pledge</b> 4:23,24</p> <p><b>plus</b> 37:15,18,21 38:17,20 47:5,6,7 (8)</p> <p><b>pm</b> 130:15</p> <p><b>pocket</b> 71:22</p> <p><b>podium</b> 17:12</p> <p><b>point</b> 9:19 19:8 40:3 42:7 46:11 51:22 62:22 65:19 66:9 70:14 71:7 82:18 85:17 93:3 112:13,22 118:22 128:3 (18)</p> <p><b>points</b> 38:5 55:23</p> <p><b>policies</b> 13:4 55:6</p> <p><b>policy</b> 22:13 93:14</p> <p><b>politics</b> 46:25</p>	<p><b>popped</b> 77:22</p> <p><b>populated</b> 76:1 97:22</p> <p><b>population</b> 22:2</p> <p><b>port</b> 4:4</p> <p><b>position</b> 6:18 31:3 41:9,9 46:13 60:10 61:17 63:1 (8)</p> <p><b>possession</b> 14:20</p> <p><b>possibility</b> 15:14</p> <p><b>possible</b> 32:24 33:5,20 52:22 60:4 67:1 104:12 116:5 126:2 (9)</p> <p><b>possibly</b> 31:12 125:15</p> <p><b>post</b> 28:3,7 72:23</p> <p><b>posted</b> 12:12 27:23</p> <p><b>potentially</b> 102:9 122:12</p> <p><b>powers</b> 31:20</p> <p><b>preferable</b> 48:22</p> <p><b>prehospital</b> 128:25 129:10</p> <p><b>premeeting</b> 125:13</p> <p><b>preparedness</b> 81:7</p> <p><b>prepopulate</b> 73:17</p> <p><b>prepopulated</b> 73:1</p>
--	--	--	---	--

<b>prescribed</b> 23:3	<b>priorities</b> 2:18,20 9:9 57:21,22	131:7,11	88:13	13:1,4,10,11,21 14:3,9,14,15,18,25
<b>prescribes</b> 22:12	58:12 72:19,20,20 76:18 77:1,14,16	<b>process</b> 10:10 23:3,3,5 24:17 26:4 57:10 59:13 85:6,15 87:1,2 91:20,21,23 93:11 95:20 106:13 108:22 109:11 116:7 (21)	<b>protocols</b> 27:3,7 33:23 89:12 (4)	15:3,6,8,11,12,13, 15,19,20,22,24 16:2,3,4,11,15,18 17:6,9,13 18:18 23:6 28:6,17 32:11 33:8 34:4,6,13 35:25 48:2 66:22 70:20 72:18 127:19,23 131:5 (59)
<b>presence</b> 31:23	84:6,6 101:5 107:4 112:10 115:4,6 116:12 (21)	<b>produced</b> 116:1	<b>provide</b> 10:3 25:23 27:19 32:10,23 33:13 34:13 35:12 55:4 59:17 61:1 70:1,4 74:1 80:10,20 93:5 95:21 97:12 105:2 119:13 128:5 (22)	17:6,9,13 18:18 23:6 28:6,17 32:11 33:8 34:4,6,13 35:25 48:2 66:22 70:20 72:18 127:19,23 131:5 (59)
<b>present</b> 1:6,18 11:24 17:12,21 31:1 39:25 40:12 44:3,4,20 45:10 49:5 51:25 53:22 54:4,4,7,9 68:4 69:16 (21)	<b>prioritization</b> 58:13 101:21	<b>product</b> 85:4 97:11 130:8	<b>provided</b> 22:24 37:3 56:5 58:8 (4)	23:6 28:6,17 32:11 33:8 34:4,6,13 35:25 48:2 66:22 70:20 72:18 127:19,23 131:5 (59)
<b>presentation</b> 9:12 11:1	<b>prioritize</b> 88:21,22,23	<b>program</b> 4:20 6:14 40:19 60:17 79:7 81:10 (6)	<b>providers</b> 27:2,6 80:9,13,15,19,23 81:1,11 82:6,8,15,19,23 113:2 (15)	<b>publication</b> 12:23
<b>presentations</b> 86:16	<b>prioritized</b> 90:14	<b>progress</b> 91:9 128:11	<b>provides</b> 34:1 105:3 119:10	<b>publicly</b> 7:18 18:11,19 34:4 36:5 48:2,13,21 65:5 92:3 116:20 (11)
<b>presently</b> 12:3	<b>prioritizing</b> 90:23	<b>prohibit</b> 13:12 30:21	<b>providing</b> 37:4 55:15 74:12 95:22 (4)	<b>publiclyheld</b> 11:19
<b>preside</b> 63:4	<b>priority</b> 84:7,9 90:25 101:20 110:6,10,24 113:15 (8)	<b>promote</b> 25:13 74:10	<b>provision</b> 22:3 23:24	<b>publish</b> 115:20
<b>president</b> 7:2 102:2	<b>prison</b> 14:1 16:20 17:21	<b>promoting</b> 74:19	<b>provisional</b> 89:4,4	<b>published</b> 12:8,10
<b>presumably</b> 103:8	<b>private</b> 10:8 14:19,21 15:15 (4)	<b>promulgate</b> 56:21 57:10 108:7,15,16,22 109:1,11 (8)	<b>provisions</b> 23:11	<b>publishes</b> 16:23
<b>pretty</b> 19:5 36:19 63:3 83:17 92:21,25 116:4 127:17 (8)	<b>privy</b> 86:2,12	<b>proper</b> 59:12	<b>proxies</b> 41:14 66:13	<b>pull</b> 71:2 92:9 97:8 114:22 (4)
<b>prevent</b> 32:6	<b>pro</b> 61:25 63:6	<b>properly</b> 21:24 66:22	<b>proxy</b> 17:22 40:22 41:3,9,19 42:10,10,10,14 46:19 (10)	<b>pulled</b> 54:21
<b>prevention</b> 83:19,21	<b>proactive</b> 2:10	<b>proposals</b> 93:14 116:15	<b>prq</b> 91:22	<b>purpose</b> 10:16 16:1,6 31:8 54:19,20 74:5,9,10 91:11 101:24 105:7 111:19 (13)
<b>previously</b> 121:15	<b>problem</b> 48:12 113:8	<b>propose</b> 103:2,22 123:8	<b>public</b> 2:2 7:21,23 10:4,21,22,24,24 11:20,20 12:12	<b>purposes</b> 2:7 26:22 73:13 104:7 110:19 111:22 116:9 118:22 122:4 126:24 (10)
<b>primarily</b> 2:13 5:13 9:5	<b>procedural</b> 11:22 12:5	<b>proposed</b> 126:15		<b>pursuant</b> 14:10
<b>primary</b> 86:5 93:22	<b>procedure</b> 33:7,10 38:18	<b>proposing</b> 53:14 103:5		<b>pursuing</b> 95:23
<b>prime</b> 85:8	<b>procedures</b> 24:5 115:10,15,18 (4)	<b>pros</b> 55:9 87:12		
<b>printed</b> 17:1	<b>proceed</b> 18:2 59:10,19			
	<b>proceedings</b> 10:4			

<p><b>push</b> 56:17 103:12,17 116:14 (4)</p> <p><b>pushing</b> 37:5</p> <p><b>put</b> 28:23 32:14,15 33:4 55:12,17 56:13 66:18 70:5 76:21 77:21 79:13,14 80:18,23 92:22 94:6,8 95:9 100:8,9,11,13 107:18 109:2 112:21 113:18,19 122:5 126:11 (30)</p> <p><b>puts</b> 38:20</p> <p><b>putting</b> 28:6</p> <p><b>qualifier</b> 28:23</p> <p><b>qualify</b> 76:16</p> <p><b>qualifying</b> 73:5</p> <p><b>quality</b> 26:3,21</p> <p><b>qualitydriven</b> 128:12</p> <p><b>quandary</b> 44:17</p> <p><b>quantify</b> 93:1 97:4</p> <p><b>quantitate</b> 92:22</p> <p><b>quarterly</b> 32:19,21 115:17 122:20 (4)</p> <p><b>question</b> 17:18 18:14 28:2 34:3,6 35:17 37:14 41:2,13 42:16,20 43:11 44:18 47:15 51:23 56:6 58:17 62:19 71:18,19,23 85:12 86:20 91:3,25 101:6 (26)</p>	<p><b>questions</b> 17:2 18:4 27:22 28:20 35:16 40:4 44:10 60:9 72:13 77:17 82:20 104:21,22,23 105:22,24 107:1,7 117:4,6 126:10 127:11 (22)</p> <p><b>quick</b> 83:9</p> <p><b>quickly</b> 67:1</p> <p><b>quite</b> 107:23</p> <p><b>quorum</b> 11:23 31:23 37:10,14 40:1,2 42:23 43:2, 5,8,8,11,13,14,15, 18,23,25 44:4,6 45:1,3,5,14,24 46:4 47:4 48:1 50:17 60:23 64:18,19,23 65:4,6 66:18 67:17 68:14,18,21 (40)</p> <p><b>rabbit</b> 50:4</p> <p><b>rabbithole</b> 49:15</p> <p><b>radar</b> 112:22 113:11 115:5 116:16 (4)</p> <p><b>raining</b> 70:1</p> <p><b>rainy</b> 3:11 4:7</p> <p><b>raise</b> 4:17 111:15</p> <p><b>raises</b> 87:20</p> <p><b>random</b> 124:22</p> <p><b>ranges</b> 97:25</p> <p><b>rather</b> 60:3,5 123:6</p> <p><b>rdstf</b> 24:25 82:11</p>	<p><b>reach</b> 82:14,18 114:18,19 119:9 (5)</p> <p><b>reached</b> 78:12</p> <p><b>read</b> 25:10 76:5 93:6,17 (4)</p> <p><b>reading</b> 85:13</p> <p><b>real</b> 40:15 128:11</p> <p><b>realigned</b> 79:12</p> <p><b>realize</b> 25:22 75:25</p> <p><b>really</b> 3:13 9:5 21:7 23:6 37:21 38:20 41:5 44:24 47:18 50:2 64:21 65:13 75:12 76:13,17 77:13,19 78:18 79:14,23 83:7,9 86:2 93:7 99:10,12,16 105:10 108:9 109:7,19 110:20 112:12,17 115:9,11 116:4 128:14,14,16 129:2,22 (42)</p> <p><b>realm</b> 106:3</p> <p><b>reappointed</b> 31:4 59:2</p> <p><b>reason</b> 16:6 37:18 47:23 65:4 90:18 109:4 (6)</p> <p><b>reasonable</b> 10:22 12:6 13:1,3,6 16:14 53:15 (7)</p> <p><b>reasonably</b> 37:25</p> <p><b>recap</b> 81:1</p> <p><b>receive</b> 30:19 71:21 127:24</p>	<p><b>received</b> 14:10 72:14 127:24</p> <p><b>receiving</b> 2:19</p> <p><b>recent</b> 78:18</p> <p><b>recently</b> 112:18</p> <p><b>recognition</b> 4:19 56:1</p> <p><b>recognize</b> 55:9</p> <p><b>recommend</b> 38:25 123:24</p> <p><b>recommendation</b> 13:20 18:1 38:14 55:14,24 56:15 58:1,23 59:16 62:9 68:6 74:7 80:8 83:2 90:24 106:9 108:4 111:12 126:20 (19)</p> <p><b>recommendation</b> <b>s</b> 2:20 10:16 11:5,9 12:18 25:15 27:19 38:11 39:10 54:23 55:4,10,15 56:5,8,19 58:7 69:1,15 73:3,10 74:12 75:7 79:10 83:8,17 84:16,17 108:21 109:17,21 (31)</p> <p><b>recommended</b> 117:6</p> <p><b>reconvene</b> 13:14 71:14,16</p> <p><b>record</b> 4:14 14:4,14,15,15,18 1 5:3,6,8,16,17,18,1 9,20,22 16:5,5,15 71:12 72:18 (20)</p> <p><b>recordings</b> 13:12</p>	<p><b>records</b> 10:25 11:20 14:6,9,20,25 15:7,12,12,13,18,1 9,23,25 16:2,3,7,11,18 26:3 28:17 (21)</p> <p><b>red</b> 26:11</p> <p><b>redact</b> 94:22 95:4,4,8 (4)</p> <p><b>redacted</b> 95:6 106:25</p> <p><b>redactions</b> 95:16</p> <p><b>redefining</b> 40:2</p> <p><b>reed</b> 1:11 6:15,15 38:16 39:13 47:11,15,25 48:10,22 49:16 50:4,24 58:13 60:10,14 62:10,16 66:13 67:13,17 68:14,18 72:3 74:3,4,9 75:2,4 78:16,17 85:24 87:12 88:5,13 91:4,15,19 92:8 93:2 94:3,18 95:4,8,18,24 96:6,21,25 97:9,25 98:14,22 100:13 101:11,18 111:17,23 118:24 119:20 120:5 124:22 129:1 (63)</p> <p><b>reevaluate</b> 83:11</p> <p><b>reference</b> 26:14 67:16</p> <p><b>referenced</b> 72:16</p> <p><b>referring</b> 23:16</p> <p><b>reflect</b> 63:22</p> <p><b>reflecting</b> 12:15</p>
---	--	--	---	---



<b>refuse</b> 105:18	<b>reintegration</b> 128:21	<b>reporter's</b> 4:11 116:3	24:14,21 26:4,14,19 32:19 98:13,13,15,25 (11)	<b>reviewers</b> 97:7
<b>regard</b> 60:2 66:21	<b>relate</b> 20:15,25	<b>reporting</b> 1:23	<b>reschedule</b> 65:17	<b>reviewing</b> 26:18 105:21
<b>regarding</b> 11:15 35:17 63:17 67:12 (4)	<b>related</b> 15:7 36:10 55:6 90:2 93:13 96:25 97:1 98:14 126:8 (9)	<b>reports</b> 11:16 55:10 80:2	<b>rescue</b> 5:17,17	<b>revise</b> 28:8
<b>regardless</b> 14:5,7,24 55:24 108:22 (5)	<b>relates</b> 34:16 47:15	<b>represent</b> 5:11 6:10,24 7:3,7 43:2 (6)	<b>residents</b> 5:21	<b>revision</b> 107:22
<b>regional</b> 6:9 7:3,14 22:1 24:15,20,25 25:1 82:11 (9)	<b>relating</b> 120:2	<b>representation</b> 5:6 69:16 75:20	<b>resolution</b> 38:6 43:12	<b>revisit</b> 51:9 83:14 110:10
<b>regions</b> 24:21 82:12	<b>relative</b> 76:25 131:13,15	<b>representative</b> 5:24 44:17 57:15	<b>resource</b> 16:24	<b>revote</b> 48:19
<b>register</b> 12:11	<b>relatively</b> 109:25	<b>represented</b> 56:4 58:7	<b>resources</b> 98:17 116:10 117:14 122:6,7 (5)	<b>rhetorical</b> 86:21
<b>registry</b> 26:8,9,18 27:1 78:23 79:6 129:16,18,18 (9)	<b>relay</b> 28:9	<b>representing</b> 5:21 6:13	<b>respond</b> 126:13	<b>rid</b> 63:6
<b>regular</b> 19:17 31:2 32:18,20 33:5 53:23 64:2 66:22 117:17 (9)	<b>relook</b> 107:17	<b>request</b> 15:19 92:16	<b>response</b> 15:18,20	<b>rise</b> 4:23
<b>regularly</b> 18:7	<b>remarks</b> 128:5,6	<b>requestor</b> 16:6	<b>responsibilities</b> 9:16,25 20:15 42:9 91:3 106:3 115:10,12 122:10 (9)	<b>risk</b> 38:20 43:21
<b>regulations</b> 97:13	<b>remember</b> 26:25 28:5 76:4	<b>requests</b> 127:24	<b>responsibility</b> 32:14 46:12 64:21	<b>rmis</b> 79:6
<b>regulatory</b> 106:3 108:10,13,18 (4)	<b>remind</b> 105:1	<b>require</b> 23:22 33:21 37:25 60:21 (4)	<b>responsible</b> 31:18 63:20	<b>rn</b> 1:6,12,15
<b>rehabilitation</b> 78:19 79:6 81:4 128:21 (4)	<b>removal</b> 16:19	<b>required</b> 2:17 10:11 12:16,21 16:8 23:13 29:8 32:22 106:21 116:14 124:16 (11)	<b>rest</b> 88:24 115:9 125:18	<b>road</b> 1:24 113:6
<b>reimburse</b> 30:17	<b>remove</b> 54:6,11 80:22	<b>requirement</b> 56:24	<b>restate</b> 109:16	<b>rob</b> 7:14
<b>reimbursed</b> 30:22,23	<b>renewal</b> 24:5	<b>requirements</b> 10:19 11:22 12:5 14:21 23:12 27:6 30:25 93:8 97:2 98:23 99:4,5 102:4 (13)	<b>restroom</b> 3:24	<b>robert</b> 1:11
<b>reimbursement</b> 30:21	<b>repeat</b> 44:4	<b>requirements</b> 10:19 11:22 12:5 14:21 23:12 27:6 30:25 93:8 97:2 98:23 99:4,5 102:4 (13)	<b>revenues</b> 26:12	<b>robert's</b> 31:24 39:1 59:10 60:20,22,24 61:5,13 115:22 (9)
<b>reinstated</b> 6:2	<b>report</b> 11:19 26:23 55:12 56:24 57:2 100:3,18,24 101:25 102:21 103:9 105:2,20 106:5 129:21 131:7 (16)	<b>requires</b> 23:20	<b>review</b> 14:17 15:11 104:6,7 106:25 111:22 116:6 (7)	<b>rockets</b> 4:4
	<b>reported</b> 123:5		<b>reviewed</b> 79:3 116:1	<b>role</b> 6:6,21 10:9 21:16 31:22 32:8,13 59:13 60:11 62:6 63:18 (11)
	<b>reporter</b> 1:23 2:5,7 39:16 131:1 (5)			<b>roles</b> 20:8 21:20 115:10,11 (4)
				<b>room</b> 7:10,22 121:8,9 127:25 (5)
				<b>rounds</b> 124:14

<p><b>routine</b> 57:3</p> <p><b>row</b> 41:11 42:11,11</p> <p><b>royale</b> 118:19</p> <p><b>rule</b> 22:11,21,22,25 23:2,4,6,9 25:8 37:12 54:25 56:14,20,21 57:7,10 107:9,10,11 108:7,15,16,22,25 109:4,5,11,12 (28)</p> <p><b>rules</b> 9:16 13:4 20:12,13,14,15,23 21:4,22 22:13,15 23:2,10,11,12 24:18 27:14 28:20 31:24 34:12 35:15 38:18 39:1 40:20 43:15 55:5 59:10 60:20,22,24 61:1,5,13 97:12 115:14,22 (36)</p> <p><b>run</b> 32:18</p> <p><b>running</b> 59:8 104:8</p> <p><b>rural</b> 82:23 97:22</p> <p><b>rush</b> 9:1</p> <p><b>rushed</b> 104:14</p> <p><b>sacred</b> 5:19</p> <p><b>safety</b> 7:4,11 33:9</p> <p><b>sake</b> 44:24 90:15</p> <p><b>satisfy</b> 87:4</p> <p><b>savings</b> 108:14</p> <p><b>scattered</b> 82:10</p> <p><b>scenarios</b> 49:15</p>	<p><b>schedule</b> 33:7,11 36:21 40:6 52:6 53:2,3,12 65:22,24 66:2 117:10,13,15 118:12 119:14,18 122:4 124:23 125:4,18 126:1,11,23,24 (25)</p> <p><b>scheduled</b> 41:6 53:4,5 67:6 (4)</p> <p><b>schedules</b> 46:16 67:4</p> <p><b>scheduling</b> 31:5 32:11</p> <p><b>scientific</b> 87:9</p> <p><b>scope</b> 77:15</p> <p><b>scorecards</b> 27:11,11</p> <p><b>scoring</b> 27:8</p> <p><b>second</b> 13:14 39:15 42:21 44:23 50:24 51:2,3 54:14,15 58:3,15,16 59:25 60:1,14,15 61:16,18,23 63:14,15,16 66:16 69:22 74:16,18 87:21,23 88:4 100:19 102:4 103:24 106:7,10,11 113:16 115:7 (37)</p> <p><b>seconddegree</b> 13:23,25</p> <p><b>seconded</b> 74:22 88:3</p> <p><b>seconds</b> 51:4</p> <p><b>secretarial</b> 63:23</p>	<p><b>secretary</b> 1:19 4:18 31:17,22,22,24 58:21,23 60:3,7,13,16,17 128:4 (14)</p> <p><b>section</b> 10:2,20 16:4 23:20 24:3 26:10,19 27:9 28:25 54:24 56:16 75:17 84:4 96:3,4 100:14 116:23,24 127:20 (19)</p> <p><b>security</b> 24:25 41:25 82:12</p> <p><b>see</b> 4:3 14:4 19:24 21:15 23:25 24:9 27:9 28:18 29:3 32:1 48:4 79:12 96:12 101:18 106:17 116:24 (16)</p> <p><b>select</b> 122:23</p> <p><b>selected</b> 42:4 58:24</p> <p><b>selection</b> 26:2,4</p> <p><b>senate</b> 86:14 102:2</p> <p><b>senator</b> 86:5,10</p> <p><b>send</b> 7:23 19:2 28:14,16 42:10 56:10 70:4,14,17,23 83:6 94:22,25 95:15 104:24 106:24 118:20,21 123:13 125:8,15,19,20,24 (24)</p> <p><b>sends</b> 40:22</p> <p><b>senior</b> 122:9</p> <p><b>sense</b> 62:23</p>	<p><b>sent</b> 19:3 66:23</p> <p><b>sentence</b> 57:19</p> <p><b>sentenced</b> 14:1</p> <p><b>separate</b> 44:18,25 48:1 63:10 80:17 81:18 90:24 91:1 101:8,14,15 (11)</p> <p><b>separately</b> 68:22 81:16</p> <p><b>september</b> 103:18,22 104:1,17 106:12,15 (6)</p> <p><b>serious</b> 36:14</p> <p><b>serve</b> 22:3 23:24 32:4 38:23 42:1 59:1,17 60:13 62:2,20 79:14 (11)</p> <p><b>served</b> 5:16 115:1</p> <p><b>service</b> 1:23 24:3 27:2 128:24 (4)</p> <p><b>services</b> 25:17 26:13 74:14 80:10 96:8 (5)</p> <p><b>serving</b> 38:1</p> <p><b>session</b> 12:10 39:2 102:5,12,23,24 (6)</p> <p><b>set</b> 2:18 8:4 13:3 18:6,7 19:3,10,16,18 24:12 35:14 36:23 38:18,19 60:25 65:9 66:5 71:1 78:17 91:13 97:6 99:15,24 100:5 101:8,20,22 102:11 112:6</p>	<p>113:1 120:23 123:17,19,25 124:2 125:8 126:16,18 127:12 (39)</p> <p><b>sets</b> 79:9</p> <p><b>setting</b> 2:12 31:20 32:11 65:22 99:22 112:4 (6)</p> <p><b>seven</b> 12:8 19:12 32:23 47:7,8,9 66:24 (7)</p> <p><b>several</b> 7:16 17:4 29:23 99:19 111:15 (5)</p> <p><b>severely</b> 55:7</p> <p><b>shall</b> 16:5 31:2 56:4 57:19 58:7,10 61:12 71:20 (8)</p> <p><b>shands</b> 6:13</p> <p><b>share</b> 5:14 94:10,11</p> <p><b>shelf</b> 102:14</p> <p><b>shenanigans</b> 86:8</p> <p><b>shoot</b> 56:3</p> <p><b>shooters</b> 114:8</p> <p><b>short</b> 30:10 51:8,9 126:12 (4)</p> <p><b>shortened</b> 30:9</p> <p><b>shortly</b> 130:12</p> <p><b>show</b> 10:14 37:11</p> <p><b>sic</b> 16:16 38:4</p> <p><b>side</b> 18:2 36:10 38:6 46:23</p>
--	--	---	---	--

92:22,22 (6)	<b>sole</b> 15:2	119:10 121:8 122:25 (8)	60:11,17 118:12 119:4 (9)	<b>state</b> 3:19,22 4:20 5:18 6:10,11,17,18 10:6 13:25 20:6 22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>sidebar</b> 18:17	<b>solicit</b> 23:13	<b>speaker</b> 7:21 34:13 102:1	<b>staffed</b> 60:17	5:18 6:10,11,17,18 10:6 13:25 20:6 22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>sign</b> 95:4	<b>solid</b> 101:3	<b>speaking</b> 103:13 121:2	<b>staggered</b> 76:8	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>signature</b> 131:22	<b>solidify</b> 2:14	<b>special</b> 4:19 32:22 33:5 35:4 64:3 67:13,14,17 119:19 126:23 (10)	<b>stahl</b> 3:1,4,5	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>silly</b> 59:7	<b>solidly</b> 83:17	<b>specific</b> 9:13 22:2 23:11 39:21 42:14,15 48:18 56:24 68:25 69:8 72:10 81:6 82:25 89:14 90:8 94:14,23 98:24 108:18 129:20 (20)	<b>stakeholder</b> 78:5,5 79:24 86:23 88:20 109:10 (6)	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>similar</b> 29:6 100:21,24 101:1 (4)	<b>someone</b> 19:22 35:2 52:2 59:12,13 (5)	<b>specifically</b> 23:13 25:10,12 126:25 (4)	<b>stakeholders</b> 25:14,24 34:8 74:12 77:19,20 78:9 82:22 83:4,18,20 86:11 (12)	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>simple</b> 73:5,12	<b>sometime</b> 130:14	<b>specifies</b> 99:1	<b>standalone</b> 85:15 87:3,18 89:1 90:17 96:1,3,4,13,18,20 (11)	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>simply</b> 29:2 33:25 75:19 103:2 (4)	<b>sometimes</b> 12:16 18:15 21:17 28:13 40:5 66:6 77:9 121:21,21 (9)	<b>specify</b> 98:17	<b>standard</b> 2:6 22:19 38:19 39:22 108:18 111:13 (6)	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>sit</b> 21:6 23:4 36:12 40:19 65:6 111:3 (6)	<b>somewhat</b> 57:8	<b>spectrum</b> 82:6	<b>standards</b> 21:4,22 22:16 24:6,10,11,12 27:14,20 97:13 99:9 110:4 111:12,16 (14)	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>site</b> 37:1	<b>somewhere</b> 14:9 55:3 121:11	<b>spend</b> 74:16	<b>standpoint</b> 82:2	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>sitting</b> 90:16 128:8	<b>soon</b> 33:4 42:19 104:18 117:5 130:14 (5)	<b>spinal</b> 79:7 129:17	<b>start</b> 2:24 40:7 51:6 53:10,12 84:25 95:14 100:23 101:23 102:17,21 110:25 113:7,9 125:1,3 126:14 (17)	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>situation</b> 11:4	<b>sorry</b> 10:13 28:22 43:4 62:8 67:25 84:3 101:5 121:17 (8)	<b>spivey</b> 7:14,14	<b>started</b> 4:22	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>situations</b> 14:19	<b>sort</b> 11:11,18 13:2 37:3 50:10,11 59:11 79:12 85:10 94:3 100:1 123:6 128:21 (13)	<b>staff</b> 5:5 12:24 13:11 59:17,22	<b>starting</b> 5:8 93:3	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>six</b> 31:9 43:25 44:3,8 47:6 52:14 65:25 128:9 (8)	<b>sound</b> 59:7	<b>staff</b> 5:5 12:24 13:11 59:17,22	<b>starts</b> 102:7	22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>sky</b> 129:21	<b>sounds</b> 49:8 100:5	<b>staff</b> 5:5 12:24 13:11 59:17,22		22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>slant</b> 60:4	<b>south</b> 121:10,21			22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>slides</b> 21:13 27:23	<b>southern</b> 52:10			22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>sm</b> 20:3	<b>space</b> 4:4 13:8 32:10 33:14 99:22			22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>small</b> 40:8				22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>smart</b> 129:2				22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>smoother</b> 109:11				22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)
<b>social</b> 11:25				22:6 23:14 24:17,20,22,22 26:14 27:1 33:10 37:12,20 55:5 57:21 58:25 65:14 72:4,6 82:4,10,16 85:4 86:9 91:21 93:10 95:18,24 97:6,9,14,14 107:16 112:23 114:11 115:19 131:2,6,20 (48)

21:4,15,18 22:9,14 23:17,18 27:14 28:20 55:5 93:20 98:16 (17)	<b>stuck</b> 59:20	<b>submitting</b> 78:22	112:12 113:13 118:25 (38)	<b>survey</b> 97:10 120:2
<b>statutorily</b> 23:3	<b>study</b> 20:19 21:11 77:8 79:21 85:24 87:4,5,9,9,24 88:8,15,22 91:7,9, 11,15,16,16,17 92:1,2,18 96:7 97:12,21 99:8,14,19 100:11,20 103:23 104:2 106:7,21,22 109:19,22 113:4 126:25 (40)	<b>subsequent</b> 123:12	<b>sunday</b> 106:13	<b>surviving</b> 62:17
<b>statutory</b> 22:20,21 23:9 25:18 26:14 56:24 75:14,20 (8)	<b>studying</b> 109:19	<b>substance</b> 108:10,20	<b>sunny</b> 3:10	<b>suspension</b> 16:18
<b>stay</b> 27:13 28:13 130:8	<b>stuff</b> 29:21 36:24 65:6 67:1 71:2 84:22 92:1 94:19 109:6,8,14 125:13 126:18 127:12 (14)	<b>substantial</b> 107:23 108:13	<b>sunshine</b> 9:20,24 10:1,5,12,18,19 11:2,14 13:16,18 14:20,22 16:24 33:19 34:2 35:19,22 36:16 48:8,9,13 70:14 92:1 115:19 (25)	<b>sustain</b> 130:2
<b>step</b> 125:14	<b>subcommittee</b> 35:3,20 36:2,6,7 66:20 111:8,12,13, 16,20,21 112:4,7 (14)	<b>substantive</b> 108:2	<b>supermajority</b> 87:11,13	<b>sustainable</b> 129:14
<b>steps</b> 77:3 84:12,13 91:8 100:8 110:22,22 (7)	<b>subcommittees</b> 3 4:10,17,18,20,22,2 5 35:7,18 (8)	<b>successfully</b> 20:7,21	<b>support</b> 60:11 99:22 105:13 127:13 (4)	<b>system</b> 1:1,21 2:3,22 3:19 4:15 7:2 15:10,11 20:8,22 21:2,19 22:10 23:21 24:3,22,22,24 25:7,12,13,14,19 26:6,22 30:8 37:1 52:21 73:11,24 74:11,12,20 78:18 79:7,22 90:5,10 103:4 114:5 128:10,12,17,18 129:14 131:8 (47)
<b>stick</b> 102:13	<b>subject</b> 11:20 12:7 14:20 15:11 16:18,20 28:7 40:20 41:10 108:24 (10)	<b>suchandsuch</b> 110:7	<b>supported</b> 23:12	<b>systems</b> 22:1 25:6 82:15
<b>still</b> 15:11 18:10 26:8,9 28:22 40:23 41:10 62:16 90:25 121:4 124:14 (11)	<b>submission</b> 100:3 104:15	<b>sufficient</b> 65:21 83:11	<b>supports</b> 105:14	<b>table</b> 5:5 44:25 52:22 128:8 (4)
<b>stone</b> 127:12	<b>submit</b> 8:6 25:15 66:13 100:17 104:5,19 105:15 123:2 (8)	<b>suggest</b> 15:25 38:3 48:15 55:8 60:7 61:6 86:13 (7)	<b>suppose</b> 17:9,22 52:5	<b>tag</b> 122:20 123:9
<b>storm's</b> 65:4	<b>submits</b> 56:23	<b>suggested</b> 38:16	<b>supposed</b> 57:15	<b>talks</b> 30:7 58:9
<b>story</b> 78:24	<b>submitted</b> 20:21 105:14	<b>suggestion</b> 61:21 66:21 75:7 87:17 117:17 124:15 (6)	<b>supreme</b> 55:21	<b>tallahassee</b> 3:15
<b>streth</b> 7:13,13	<b>submit</b> 8:6 25:15 66:13 100:17 104:5,19 105:15 123:2 (8)	<b>suggestions</b> 50:21	<b>surgeon</b> 6:17,22 57:4 58:25 104:21 105:5,17 106:1 (8)	<b>tampa</b> 5:25
<b>strictly</b> 13:17 99:9	<b>submits</b> 56:23	<b>suite</b> 1:24	<b>surgeons</b> 24:8 41:5 52:9 79:19 80:5 81:9 93:13 103:14 122:8 124:12,19 (11)	<b>tangible</b> 84:14
<b>strike</b> 96:19	<b>submits</b> 56:23	<b>summarize</b> 15:18	<b>surgeons'</b> 122:12	<b>task</b> 24:25 53:8 82:12
<b>stringent</b> 69:2,9,18	<b>submitted</b> 20:21 105:14	<b>summary</b> 12:15	<b>surgery</b> 52:8 62:6	<b>taskings</b> 106:20 107:2
<b>stroke</b> 5:14	<b>submitted</b> 20:21 105:14	<b>summers</b> 1:6,16 5:19,19 7:5,5 43:1 44:2 60:1 64:13 80:17,24 83:18 89:21 92:19 93:4 94:5,21,25 95:6,10 97:3 98:7 101:24 102:5,8,15 103:24 104:15 106:6,12 111:17,18,24,24	<b>surgical</b> 6:5 52:10,10	<b>tasks</b> 8:18
<b>structure</b> 29:12,13 100:3	<b>submitted</b> 20:21 105:14	<b>surprising</b> 72:7		<b>teach</b> 5:21
<b>struggling</b> 65:16				

<b>team</b> 3:2 56:18 73:7	<b>threehour</b> 117:21	24:9 28:4,8 36:21 37:6 40:10 50:11 53:1 62:22 127:18,22 128:2 130:13 (20)	14:11	106:22 111:13,16 112:15,23 113:17 114:2,2,4,4,5,13,1 4,14,20,20,25 117:24 119:12 121:9 126:4,8 128:10,12,17,18 1 29:3,5,8,11,11,14, 18 131:8 (179)
<b>technical</b> 12:5	<b>threequarters</b> 43:24 44:7 64:25 66:10,15,17 67:20 68:15,21 (9)	<b>together</b> 3:18 11:4 32:13,15 34:19 35:13 37:11 71:2 79:9 86:11 92:2,5,6 122:6 128:15 (15)	<b>transcription</b> 131:10	<b>traumas</b> 5:15
<b>telephone</b> 11:6,21 33:13	<b>threeyear</b> 76:6	<b>tomorrow</b> 4:6	<b>transcripts</b> 12:16 60:6	<b>traumatic</b> 130:2
<b>telephonic</b> 54:8	<b>thrilled</b> 129:9	<b>took</b> 64:16 113:6	<b>transfer</b> 5:15 27:4	<b>travel</b> 30:17,23 46:17 63:9 71:25 72:8 126:6 128:7 129:24 (9)
<b>tem</b> 61:25 63:6	<b>thrilling</b> 9:21,21	<b>tool</b> 129:16	<b>transfers</b> 26:24	<b>tragedy</b> 27:8
<b>template</b> 29:7 106:25	<b>throughout</b> 26:14 82:10	<b>tools</b> 114:21	<b>transmit</b> 105:16	<b>tried</b> 47:19 77:21 86:7
<b>temporary</b> 62:1	<b>throwing</b> 123:22 126:22	<b>top</b> 28:13 66:2 70:6 79:13 81:4 107:18 114:2 (7)	<b>transport</b> 27:3,3,7 33:23 89:12 90:5 129:8 (7)	<b>triggers</b> 11:2
<b>term</b> 31:2 59:1	<b>thrown</b> 52:4	<b>topic</b> 9:21 24:5 55:9	<b>trauma</b> 1:1,21 2:3,21 3:19 4:15,20 5:20 6:1,5 ,7,8,9,11,14,17,21, 22 7:5,6,8 17:4,8 20:8,22,25 21:2,19,20 22:1,3,5,10 23:21,22,24 24:3,4 ,4,7,11,13,15,20,2 1,22,22,24 25:1,5, 6,12,13,14,16,19 2 6:2,3,5,7,10,12,13, 17,18,19,20,22,23, 24 27:1,3,3,4,6,7,8 28:3 30:8 33:3,22 37:1 40:19 41:5 52:5,7,9,21 56:16 73:10,24 74:11,12,13,20,23 75:5 78:17,21,23,24 79:2,16,24 80:1,10 ,12,15,18,19,20,22 ,23 81:1,10,10,10, 19,21 85:15 86:8 87:2,18,19,25 88:17,18,20 89:1,12 90:2,18,20 93:10 95:19,23 96:8 97:14 98:11,11,15,23 100:20 103:4,14	<b>true</b> 131:10
<b>terms</b> 32:3 59:3 92:22 94:23 112:18 (5)	<b>thursday</b> 117:24	<b>topics</b> 23:17	<b>truly</b> 31:9 57:15	<b>try</b> 2:10 8:14 9:6 28:13 32:23 65:25 66:2,25 73:12,17 75:12 79:8 98:21 104:14 118:9 120:20 122:20 126:1,3,5 (20)
<b>text</b> 14:7,23 15:24,25 (4)	<b>tie</b> 79:8	<b>torch</b> 113:24	<b>trials</b> 11:2	<b>trying</b> 42:8 43:10 46:9 47:1 49:1 53:2 82:12 86:18 90:9 95:12 103:1 109:8 112:15 113:1 (14)
<b>texts</b> 15:24	<b>tight</b> 52:15	<b>total</b> 31:1 53:23	<b>triumph</b> 131:10	<b>tsa</b> 25:6
<b>thanksgiving</b> 85:9	<b>time</b> 7:17,18 9:1,19 12:6 13:6 19:3,8 24:1 32:1 36:20 42:18 47:21 52:14 58:4 62:10 66:23 67:5,6 70:25 76:3,12,13,1 7,22,25,25 77:6 83:9,10,14,23,23 85:8,9 107:17,24 109:20 111:9 118:2 120:7,19 121:10 126:5,13 127:1 128:3,20 129:3,24 130:4,10 (52)	<b>totally</b> 43:3	<b>truth</b> 131:10	<b>ttp</b> 27:5
<b>theoretically</b> 57:14	<b>timing</b> 119:7	<b>touch</b> 10:25 16:10	<b>turn</b> 59:12 85:5	
<b>thinking</b> 2:24 18:16 59:11 78:7 107:25 (5)	<b>tips</b> 15:21	<b>tough</b> 124:12		
<b>third</b> 47:10 64:6	<b>title</b> 23:20 24:5 51:8,9 (4)	<b>tourniquet</b> 114:10		
<b>thoroughly</b> 29:7	<b>today</b> 2:5,13,14 3:11,12 8:4 21:6	<b>towards</b> 128:11		
<b>three</b> 17:23 26:6 31:1 34:25 35:18 37:11 53:23 74:17 76:8 77:7 112:10 113:6 (12)		<b>tpm</b> 97:18		
<b>threeday</b> 4:6		<b>traffic</b> 26:11		
<b>threefourths</b> 68:9,10		<b>training</b> 114:7		
		<b>transaction</b>		

<p><b>turnover</b> 76:8</p> <p><b>turns</b> 109:5</p> <p><b>twice</b> 41:11 42:11,11</p> <p><b>two</b> 11:2 31:1,17 34:25 35:18,21 37:11 40:21,23 41:12 43:15 44:24 45:16 47:10 53:22 59:3 76:7 77:6 79:9 85:7 91:20 101:2,3,19,21 106:8,20 107:2 113:7 124:25 129:9 (31)</p> <p><b>twothird</b> 69:7</p> <p><b>twothirds</b> 35:10 37:23 38:16 39:24 40:2 42:23,24 43: 2,3,4,7,9,12,20,25 44:8 45:9,12,17,20 46:5,7 47:8 49:3,4,5,6,10,17 50:5,24 64:22,22 67:23 68:2,3,7,17, 18,22,24 69:10 (42)</p> <p><b>twoyear</b> 83:15</p> <p><b>type</b> 23:6 39:1 91:16 100:25 113:6 (5)</p> <p><b>types</b> 66:20 88:1,5,10 91:20 97:7 99:23 100:20 106:22 112:20 114:10,12 (12)</p> <p><b>typically</b> 8:19 18:25 28:12 47:4 77:7 116:19 (6)</p> <p><b>typo</b> 75:23 96:20</p> <p><b>uf</b> 6:12</p>	<p><b>ultimately</b> 29:25 32:13 117:15</p> <p><b>unable</b> 48:11</p> <p><b>unavoidable</b> 47:15 48:11</p> <p><b>uncomfortable</b> 29:4</p> <p><b>under</b> 10:19 11:20 14:21 15:11 16:3 31:24 32:9 67:5,13 71:19 75:22 76:10,20 81:15 83:20 92:1 100:16 115:18 (18)</p> <p><b>underserved</b> 83:1</p> <p><b>understood</b> 42:12</p> <p><b>undertaken</b> 78:15</p> <p><b>underway</b> 27:15</p> <p><b>unfortunately</b> 10:14 21:11</p> <p><b>unique</b> 92:24 116:22</p> <p><b>unlawfully</b> 16:15</p> <p><b>unless</b> 12:9 19:13 71:7 92:2 (4)</p> <p><b>unlimited</b> 129:22</p> <p><b>up</b> 2:12 10:14 11:11 13:22 14:2 16:17 17:6 18:6,7 19:3,10,16,18 20:23 22:24 24:13 30:4,9 33:16 34:24 35:3,14 36:23 37:11 39:6,8 42:18</p>	<p>46:13 47:20 48:5,7,8,9,25 52:16,25 56:2,3 57:4,24 59:9 60:25 64:12 65:14,22 66:5 70:11 71:1,4 77:15 78:17 81:5,8 87:6,19 90:1,2,4,7,17 92:9 99:15,22 100:5 101:16 103:12,17 104:9,13,20 108:20 110:6 112:4,6 113:1 114:1 117:15 123:17,19,25 124:2 125:8 126:1 129:23 (84)</p> <p><b>upcoming</b> 121:14</p> <p><b>update</b> 76:24 77:8,10,10 (4)</p> <p><b>updated</b> 28:10 84:2</p> <p><b>updates</b> 73:23 108:1</p> <p><b>utilization</b> 88:15</p> <p><b>valuable</b> 129:24</p> <p><b>value</b> 65:11 93:15 99:8,8 (4)</p> <p><b>variable</b> 88:5</p> <p><b>variation</b> 87:3</p> <p><b>varies</b> 96:21</p> <p><b>varieties</b> 87:18</p> <p><b>variety</b> 82:14,19</p> <p><b>various</b> 86:11 95:23</p> <p><b>vary</b> 97:21</p>	<p><b>vascular</b> 99:5</p> <p><b>vegastype</b> 114:17</p> <p><b>vehicles</b> 63:10</p> <p><b>verbatim</b> 12:16</p> <p><b>verification</b> 24:6 79:22 87:1,2 91:19,21 93:9,12,12,13,15 107:15,16 (13)</p> <p><b>verified</b> 79:20 96:24</p> <p><b>version</b> 17:1</p> <p><b>versus</b> 68:15 71:22 79:21 87:1 99:9 (5)</p> <p><b>vetted</b> 29:7</p> <p><b>via</b> 127:24</p> <p><b>vice</b> 7:2</p> <p><b>victims</b> 23:22 27:4</p> <p><b>view</b> 38:5 55:24 65:19</p> <p><b>violate</b> 13:21,23 16:10</p> <p><b>violated</b> 16:18</p> <p><b>violation</b> 13:18</p> <p><b>violations</b> 13:24 16:16</p> <p><b>virtue</b> 6:18</p> <p><b>visibility</b> 104:9</p> <p><b>vision</b> 52:18</p> <p><b>visions</b> 32:2</p>	<p><b>visitors</b> 79:13 81:3</p> <p><b>voice</b> 41:8</p> <p><b>void</b> 13:18</p> <p><b>volumes</b> 26:17 88:15</p> <p><b>voluntary</b> 30:16 71:21</p> <p><b>volunteering</b> 3:18</p> <p><b>volunteers</b> 111:14</p> <p><b>vote</b> 13:3 30:6 35:10 37:11 38:13 40:12 41:3,9 42:2,21,23 43:3,6,20,21 44:1,13,21 45:13 46:4,22 47:17 48: 3,12,13,16,20,24 49:3,9,16,17,21 50:5,23 58:24 67:8,23 68:15,22,23 69:7 70:7,8,11 122:2 127:5 (47)</p> <p><b>voted</b> 37:18 68:3</p> <p><b>votes</b> 11:9 12:18 41:19 48:4,23 65:7,15 (7)</p> <p><b>voting</b> 37:21 43:9 45:11,13,21 47:25 48:8 49:7,8,10 50:6,18 67:10 68:4,17,24 69:15,16 (18)</p> <p><b>walk</b> 28:8 29:19 51:6 53:2 67:10 73:4 99:16 (7)</p> <p><b>wall</b> 104:14</p>
--	---	---	--	--

<b>wants</b> 18:3 22:4 50:2	<b>wickham</b> 1:24	<b>worry</b> 51:11 76:23	<b>zeff</b> 1:8 7:1	1:32940,32940
<b>watch</b> 86:16,16,17	<b>wide</b> 82:14,19	<b>wreck</b> 52:2	<b>286</b> 10:2,20	<b>39540</b> 23:19
<b>wayside</b> 116:15	<b>willing</b> 3:18	<b>writing</b> 16:9	<b>300</b> 124:13,20 125:5,6 (4)	<b>201866</b> 96:3
<b>web</b> 71:4	<b>wish</b> 7:23 85:20	<b>written</b> 11:14,19 25:10	<b>321</b> 1:25	<b>395401</b> 24:3
<b>website</b> 12:13 16:25 27:24 28:3,7 72:23 94:19 (7)	<b>withheld</b> 16:13,16	<b>y'all</b> 19:23 66:1 91:8 108:5 (4)	<b>395</b> 21:18 22:9 23:15	<b>395402</b> 25:2
<b>websites</b> 86:15 91:23	<b>witness</b> 131:19	<b>year</b> 2:15 8:19,20,21,24 9:8 16:20 20:17 52:17,23 65:25 66:8,8 72:24 76:9,11,15,16 77:5 83:10,11,12,13,14, 15,16,25 84:1,21 86:7 102:6,7 107:5 108:11 111:5 112:13,13 116:18 121:2,4,11,11 123:17 125:18 (44)	<b>400</b> 124:13,21 125:5,6 (4)	<b>395404</b> 26:19
<b>wednesday</b> 117:21 125:5	<b>wolfson</b> 89:4,4	<b>year's</b> 113:21	<b>500</b> 119:24 120:8,15	<b>2598500</b> 1:25
<b>week</b> 9:3 107:6 117:19 123:20 124:1,9,22,24 (8)	<b>women's</b> 4:1	<b>years</b> 26:6 37:20 77:7 86:9 108:12 113:6,7 121:3 128:10,24 (10)	<b>524</b> 76:14	<b>3954015</b> 24:20
<b>week's</b> 48:18	<b>wonder</b> 21:17,24	<b>yesterday</b> 3:11	<b>900</b> 1:5 120:12	<b>3954025</b> 26:2
<b>weekly</b> 19:17 125:10	<b>wonderful</b> 3:17,20 21:3	<b>york</b> 1:12 6:12,12 44:12 46:2 54:3,9 63:6 69:25 70:25 71:19 72:1,9,12 75:1 76:10 79:12 97:19 107:6,12,25 120:13 126:16,22 127:1,4 (26)	<b>1045</b> 71:14	<b>3954036</b> 26:10
<b>weeks</b> 35:12 37:4 85:7 104:11 126:12 (5)	<b>word</b> 54:6 64:13,16 67:15 87:8 96:16 110:13,16 (8)	<b>year's</b> 113:21	<b>1165</b> 25:3 73:8	<b>3954045</b> 27:2
<b>weigh</b> 114:11	<b>wording</b> 68:20	<b>years</b> 26:6 37:20 77:7 86:9 108:12 113:6,7 121:3 128:10,24 (10)	<b>1200</b> 120:12	
<b>welcome</b> 3:8,17 4:3,9 29:15 (5)	<b>words</b> 23:25	<b>yesterday</b> 3:11	<b>1208</b> 130:15	
<b>welfare</b> 33:10	<b>wordsmithing</b> 74:17	<b>year's</b> 113:21	<b>1509</b> 108:4,6,25 111:22 (4)	
<b>west</b> 121:11	<b>workgroup</b> 39:2 66:20 94:16 99:20 (4)	<b>years</b> 26:6 37:20 77:7 86:9 108:12 113:6,7 121:3 128:10,24 (10)	<b>2010</b> 107:22	
<b>western</b> 52:7	<b>workgroups</b> 34:17 35:3,8 39:11 100:5 (5)	<b>yesterday</b> 3:11	<b>2018</b> 1:24 100:18 131:20	
<b>whatsoever</b> 65:12	<b>workload</b> 116:16	<b>york</b> 1:12 6:12,12 44:12 46:2 54:3,9 63:6 69:25 70:25 71:19 72:1,9,12 75:1 76:10 79:12 97:19 107:6,12,25 120:13 126:16,22 127:1,4 (26)	<b>2019</b> 21:10 111:1 112:24	
<b>whispered</b> 47:19	<b>works</b> 57:14 65:2 123:21	<b>young</b> 86:5,5,10	<b>2020</b> 26:6 112:24 113:4,20 (4)	
<b>whole</b> 18:16 19:15 45:18 85:6 (4)	<b>workshops</b> 56:20 57:7	<b>yourself</b> 65:16	<b>2555</b> 1:3	
	<b>world</b> 87:14	<b>yuck</b> 3:12	<b>8195</b> 1:24	
			<b>11509</b> 24:10	
			<b>11907</b> 16:4	
			<b>32940</b>	