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1 CENTRAL FLORIDA TOURISM OVERSIGHT DISTRICT

2 BOARD OF SUPERVISORS MEETINGS

**ORIGINAL**

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4 DATE: APRIL 19, 2023

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PRESENT

PUBLIC SPEAKERS:

- JAMES MEADE
- AARON COLBURN, RCFD UNION VP
- JEREMY KELLY, RCFD
- SEAN PIERCE, RCFD
- BILL DOVER, RCFD
- JIM FOX
- TIM STROMSNES

TYLER HERON

BOARD MEMBERS:

- BRIDGET ZIEGLER
- MICHAEL SASSO - VICE CHAIR
- MARTIN GARCIA - CHAIR
- BRIAN AUNGST
- RON PERI
- JOHN CLASSE - DISTRICT ADMINISTRATOR
- DAN LANGLEY, ESQUIRE - FISHBACK LAW



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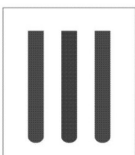
1 MR. GARCIA: There we go. Well, I'd like to  
2 call the meeting to order. Good morning to  
3 everybody. Welcome. Thank you for being here.  
4 Thank you for your interest in district business.  
5 We've got a very busy agenda as you have already,  
6 probably seen, and so let's get started with the  
7 pledge of allegiance. Please rise.

8 AUDIENCE: Pledge allegiance to the flag of the  
9 United States of America. And to the Republic for  
10 which it stands, one nation under God, indivisible,  
11 with liberty and justice for all.

12 MR. GARCIA: Mr. Classe, could you go over the  
13 safety procedures, please?

14 MR. CLASSE: Thank you, Mr. Chairman, and  
15 supervisors of the Board, and to all our guests and  
16 visitors. We just want to cover some important  
17 safety information before we start this meeting.  
18 I'd like everyone to identify the exit doors in case  
19 there's an evacuation, and we need to leave in a  
20 quick manner. Please leave in an orderly fashion and  
21 wait outside in the courtyard area for further  
22 direction. If we need first aid or AEDs, the hotel  
23 will provide those to us. And thank you very much,  
24 and enjoy the meeting.

25 MR. GARCIA: Okay. So, we're going to hear



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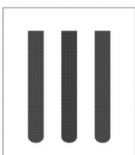
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1 public comments. Just to reiterate, any speaker is  
2 going to be allotted three minutes. You'll be told  
3 when your time's up. And as I've indicated before,  
4 this is a time for the Board to hear from the  
5 public. The Board won't comment during this time  
6 and won't answer any questions, although we may ask  
7 some questions. And so, I'll call you up by the  
8 number on your card. First, Number 1, please  
9 identify yourself by giving us your name and telling  
10 us if you're acting in a representative capacity.  
11 And if so, who you represent.

12 MR. MEADE: 30 years ago, I spoke on this issue  
13 in front of the Board of Orange County  
14 Commissioners. My name is James Meade. I'm not -- I  
15 detest public speaking, so I don't speak a lot and  
16 like this, so you have to bear with me. Give me a  
17 minute. You know, 57 years ago, a man died, and his  
18 dream died with him. And this is a -- we've seen  
19 this district bastardize his dream. There's  
20 supposed to be 20,000 -- 20,000 people in a  
21 community of tomorrow. And it's not here. There's  
22 60. There's a fight over this. You guys can fix  
23 that. The last time a monorail was built, when was  
24 that? This is your job. This is your job to bring  
25 this man's dream back. He's dead. We can't do



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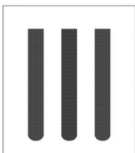
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1 anything about that, but we can bring his dream back  
2 to life. You can do that. It's your job. It's the  
3 job of Disney. It's the job of Florida to do this.  
4 That's all I have to say. Thank you very much.

5 MR. GARCIA: Thank you for your comments.

6 Number 2?

7 MR. COLBURN: Good morning. Thank you, Mr.  
8 Chair and members of the Board. My name's Aaron  
9 Colburn, Vice President of the Reedy Creek  
10 Professional Firefighters. I want to extend a  
11 greeting to you back to property from our crews and  
12 our on-duty people. We have several of our first  
13 responders here today. The crews that covered this  
14 area wanted to be here today to welcome you back to  
15 property as well, but they were given a direction  
16 from the fire department that they were not to  
17 attend, so they asked me to do that for them. I  
18 just wanted to bring to your attention an event that  
19 happened this weekend with one of our members. He  
20 was responding to the hospital, transporting a  
21 patient. They had just cleared. He felt poorly,  
22 decided to turn back and go to the hospital.  
23 Something wasn't right. As he walked into the  
24 hospital doors at Florida Hospital Celebration, he  
25 went into cardiac arrest and collapsed. His partner,



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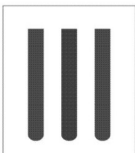
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1 who is here today, started rendering aid right away,  
2 brought it to the attention of the staff. They  
3 started CPR. They were able to get him back. He  
4 went to ICU. His family and children met him there.  
5 His fire department family gathered around him. He  
6 was released yesterday from the hospital. He walked  
7 out thanks to the quick aid of his crew members and  
8 the hospital. So, we just wanted to bring that to  
9 your attention. And in the past, we have had issues  
10 with our workers' comp here. As I'm sure you're  
11 aware, there is a heart and lung bill that has  
12 presumption protective for first responders in  
13 cardiac arrest, and heart and lung related issues.  
14 But you-all have demonstrated your commitment to the  
15 first responders, to running this district in the  
16 sunshine and appropriately, and his family wanted us  
17 to pass along that they are thankful for you, that  
18 you were here, and that they have all the faith that  
19 you will make sure that this district and  
20 administration takes care of her husband and the  
21 father of her children. And he's also a big  
22 supporter of you- all and wanted us to say welcome  
23 back to property. Thank you.

24 MR. GARCIA: Thank you for your comments. And  
25 thank you for your service to the district. Number



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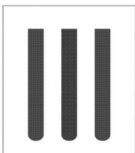
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1 3?

2 MR. KELLY: Good morning. My name's Jeremy  
3 Kelly. I'm the secretary of Reedy Creek  
4 Firefighters. First and foremost, I want to thank  
5 all the board members for the progress that we've  
6 made, and the local is looking forward to the  
7 progress we will continue to make together in the  
8 future. Our local first responders were 100 percent  
9 in support of this new board, and it's been a breath  
10 of fresh air over how fair this board has been to us  
11 from the get-go. I just wanted to touch base on our  
12 contract negotiations and where they currently  
13 stand. For five years, we have negotiated to no  
14 avail. This new board was put in place in just this  
15 past week. With the Board's help and direction, we  
16 will -- we will -- we were able to tentatively agree  
17 to 21 articles. This is a huge step and a huge help  
18 from this board. This just goes to show the type of  
19 progress this board is capable of. We have a total  
20 of 45 articles in our proposal, and we are almost  
21 halfway there. We still have important topics that  
22 need to be agreed upon. These include minimum  
23 staffing, retiree healthcare, our special operations  
24 team, and brought to light by VP Colburn our annual  
25 physicals. These need to include very important



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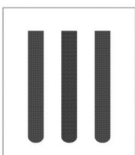
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1 tests, such as calcium scoring to vitally protect  
2 our first responders and give them the best possible  
3 test to assure they're being protected just as they  
4 protect this very property. Again, we look forward  
5 to the progress we're able to make together and we  
6 thank all of you for your hard work to help the  
7 first responders of this district. Thank you.

8 MR. GARCIA: Thank you, sir, for your comments,  
9 and thank you for your service to the district.  
10 Number 4?

11 MR. PIERCE: Good morning. My name's Sean  
12 Pierce. I'm a lieutenant with Reedy Creek Fire, and  
13 past vice president of Local 2117 Reedy Creek  
14 Professional Firefighters. I'd like to thank you  
15 for this opportunity to address the Board, and I  
16 have provided you with a couple of documents that  
17 will provide factual evidence of what I'm about to  
18 discuss. You guys are aware of Jim Dormany. He was  
19 a lieutenant who passed away, line of duty death.  
20 He still doesn't have his PSOB to his family, and I  
21 think the Board has put some pressure and we're  
22 starting to work on that, but it's taken six years.  
23 Another Central Florida Fire Department -- local  
24 fire department had a line of duty death very  
25 similar to Jim's. They received that check within



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1 90 days. In 2019, we had a firefighter, Steve  
2 Pomanowski, one of the most exemplary employees we  
3 could possibly have. He ran, worked out every day,  
4 excellent paramedic, brought his meals measured out  
5 in a -- in containers every day. Had the massive  
6 heart attack, what happens? Commercial Risk  
7 Management, the district's workers' comp management  
8 company shows up and asks his wife what kind of  
9 energy drinks he drinks, how many a day, when the  
10 cardiologist says that he only has a 10 percent  
11 chance of survival through the night. That's not the  
12 time to address those issues. At the time, I met --  
13 as the vice president, I met with John Classe the  
14 district administrator and asked him to change the  
15 policy informed to allow employees to donate sick  
16 and vacation time to the Pomanowskis. His answer  
17 was that we needed to wait until we negotiated a new  
18 policy or form. It's hard to believe that a simple  
19 form to help a first responder and his family in a  
20 time of need is more difficult to get approved than  
21 the recent Land Use Agreement. Forward to the 2019  
22 -- or 2021. I have a neck injury, district sends me  
23 a denial, says they've unfounded accusations that  
24 I'm faking my injury. Requested an investigation  
25 letter, no response from the district. In '22,



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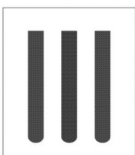
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1 January of '22, I had an A-fib ablation. I have  
2 rapid heart rate, had an ablation, went to cardiac  
3 rehab, went into another rhythm, SVT. My heart rate  
4 was 240. Went to a new cardiologist, they did an  
5 ablation just this past March 16th, and I'm in  
6 currently in cardiac rehab. Meanwhile, the district  
7 cancels my worker's comp benefits for non-compliance  
8 to attend their appointments that they don't make.  
9 You know, they should schedule the appointments  
10 themselves, but they don't. Moving forward; one  
11 year notice with an incorrect date. So, we have to  
12 -- if we're out on medical for one -- more than one  
13 year, we get administratively terminated. They send  
14 me a letter saying they're going to fire me last  
15 October.

16 MR. DOVER: Bill Dover. I'm going to  
17 relinquish my time for Sean.

18 MR. GARCIA: Thank you. Proceed.

19 MR. PIERCE: Gave me a letter to -- that  
20 they're going to fire me last October. Well, that  
21 wasn't actually the right date. I hadn't been out a  
22 year. So even with their own document, that I  
23 provided you, it talks about me returning to work in  
24 April. They also send -- this is Commercial Risk  
25 that sends this information, sends me a Hillsborough



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1 County Sheriff's office information, has my name on  
2 the letter, open the letter, and it has all his  
3 personal information about his injury and his  
4 denial. So at least Commercial Risk is consistent  
5 with denials. Another incident of incompetence.  
6 They send Johnny Duncan, a 32-year employee of the  
7 district firefighter, a notice of denial. They  
8 misspelled denial and referenced the wrong statute.  
9 So, you know, what they don't understand is this  
10 incompetence affects our lives. While we're  
11 supposed to be healing from a cardiac incident or  
12 any of that stuff, we have to deal with this -- deal  
13 with this undue stress because they're not paying  
14 attention to the company that they hired to manage  
15 this. So, my question to you is, how can the  
16 district administrator and his associates treat  
17 first responders like this, at the same time preach  
18 "One District, One Goal, Excellence"? I trust this  
19 current board to end this type of treatment to the  
20 men and women who serve the district. And I think  
21 Mark Twain said it best. It is never wrong to do  
22 the right thing. And the right thing to do in this  
23 case is remove the people responsible for this type  
24 of treatment. That would include John Classe, Jason  
25 Middleton, and Eddie Fernandez, along with



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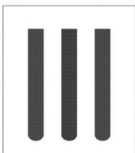
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1 Commercial Risk Management. I appreciate you  
2 letting me address the Board.

3 MR. GARCIA: Thank you, sir, for your comments,  
4 and thank you for your service to the district. I  
5 believe Number 5 was -- allotted his time. And so,  
6 I would call up either Number 5, Mr. Dover; or  
7 Number 6, Mr. Fox. Are you Mr. Fox? And Mr. Dover,  
8 did you allot your -- yes. Okay. Yes, sir. So,  
9 Mr. Fox, it's your turn.

10 MR. FOX: Good morning members of the Board.  
11 I'm going to defer my time to Tim Stromsnes.

12 MR. STROMSNES: Good morning, ladies and  
13 gentlemen. My name is Tim Stromsnes, a current  
14 Reedy Creek Firefighter, and the president of the  
15 Mayors of the Reedy Creek Professional Firefighters.  
16 I really appreciate this opportunity to address this  
17 new board. I'm here to speak in support of this new  
18 board. This land -- 11th hour Land Use Agreement by  
19 the previous board of supervisors and current  
20 district administrator adversely affects us as first  
21 responders, because for over 50 years, Disney  
22 controlled this board and Reedy Creek  
23 administration. During this time, through Reedy  
24 Creek -- during this time, Disney through Reedy  
25 Creek failed to provide the resources necessary to



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1 ensure that fire and EMS services kept up with the  
2 growth of Disney and the increasing number of  
3 visitors. For instance, Reedy Creek spent \$280  
4 million to build parking garages at Disney Springs  
5 for Disney while we are currently responding with a  
6 20-year-old fire engine with over 200,000 miles that  
7 just failed its pump test this week. We've had to  
8 respond to visitors with medical emergencies in SUVs  
9 instead of ambulances or rescues because of Reedy  
10 Creek Administration's mismanagement. While Disney  
11 controlled the district, they spent hundreds of  
12 millions of dollars to accommodate more visitors  
13 without ensuring that safety through adequate fire  
14 and EMS resources were made. This 11th hour Land  
15 Use Agreement, if left under Disney's -- left under  
16 Disney will only perpetuate the first responders'  
17 inability to keep the visitors of Walt Disney World  
18 safe. I spoke to one of the new board members and  
19 they summed up our new vision perfectly. They said,  
20 "This is a world-class tourist destination, and  
21 these visitors deserve world-class fire and EMS  
22 services." We could not agree more, and we have  
23 been saying that for years. In conclusion, the  
24 district needed oversight due to the old board of  
25 supervisors being elected on the premise of "One



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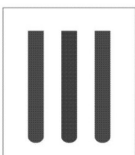
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1 Acre, One Vote." To explain the old -- to explain  
2 how the old board was elected, I'm going to tell you  
3 a story based on my personal experience. Thomas  
4 DeWolf, due to health reasons, who wrote the  
5 charter, was stepping down. He'd been in office for  
6 over 40 years. They quick claim deeded his land over  
7 to Thomas Moses, who was a former district  
8 administrator. As fast as I'm speaking here today  
9 is as fast as this election went. Somebody from the  
10 Board said, "I nominate Tom Moses." Somebody from  
11 the crowd stood up, the representative from Disney,  
12 and said, "I cast all 17,000 votes for Tom Moses."  
13 Election over. No matter what side of the political  
14 aisle you are on or your political affiliation, that  
15 is not a democracy. I support this current board  
16 because no election in America should be based on  
17 the "One Acre, One Vote." It should be based on the  
18 ideology of one person, one vote. And through the  
19 gubernatorial election process, that is how this  
20 board was put into office. Thank you.

21 MR. GARCIA: Thank you for your comments, and  
22 thank you for your service to the district. And  
23 then finally, last public comment from Number 8?

24 MR. HERON: Good morning, everyone. I'm not a  
25 firefighter, but I'd like to thank you-all for your



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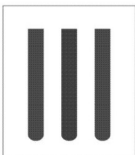
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1 service. Good morning, Chair and board members. My  
2 name is Tyler Heron, and I'm a resident of  
3 Celebration, Florida. Celebration was built by the  
4 Walt Disney company in 1996, and since then has  
5 continued to grow while having a productive  
6 relationship with both Disney and the Reedy Creek  
7 Improvement District. As both these parties own the  
8 land, and surrounds and crisscrosses our town,  
9 recently residents are starting to grow concerned as  
10 the governor continues to put forward ideas that  
11 this new board might pursue that can also affect the  
12 wellbeing of Celebration. Some examples that have  
13 specifically been stated include adding toll roads  
14 in the district, many of which that our residents  
15 use to get to and from work, to abolishing the  
16 district planning committee, which oversees land  
17 around and in our town, to even floating the idea of  
18 using district lands to build a state prison.  
19 Residents are concerned we'll become innocent  
20 bystanders in these actions. The people of  
21 Celebration would like to respectfully remind the  
22 Board that our town is completely surrounded by  
23 district lands, and to consider how these decisions  
24 have the ability to impact our town and the people  
25 that live there. Thank you.



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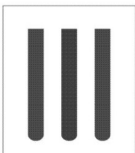
1 MR. GARCIA: And thank you for your comments,  
2 sir. We will now move to the Consent Agenda.  
3 There's one item on the Consent Agenda, the March 8,  
4 2023, meeting minutes. Is there a motion that we  
5 approve the Consent Agenda?

6 MR. SASSO: So, moved.

7 MR. PERI: Second.

8 MR. GARCIA: Any opposition? Note that the  
9 motion passes unanimously. Next item of business is  
10 information items. The first on that, 6.1 are some  
11 financial reports, budgeting type reports that Mr.  
12 Classe has put on the agenda. And then the other  
13 three items were put on at the request of Supervisor  
14 Aungst, and they're there for your observation. We  
15 have a really busy reports part of the agenda. The  
16 first report will come from management. Mr. Classe?

17 MR. CLASSE: Thank you, Mr. -- thank you, Mr.  
18 Chair. A couple things to report on for you.  
19 First, just for your awareness that I had a  
20 conversation with Mr. Sasso regarding housing within  
21 the district. And I think later on in the agenda,  
22 we do have an item 8.4 that would be a perfect spot  
23 to be talking about housing or a perfect excitement  
24 to investigate housing within the district.  
25 Secondly, the district team met last week and began



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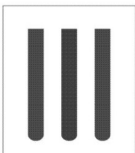
1 working on various improvements and enhancements to  
2 the district website. As mentioned at the last  
3 meeting, we are looking to implement changes and  
4 updates for easier and better public access to the  
5 information. We anticipate completion of this work  
6 in June. Part of the website would include updating  
7 our district logo. And my suggestion would be to  
8 have one board member work with myself and staff to  
9 finalize that new logo so we can launch that with  
10 the new website in June. So that's just my  
11 suggestion, but I'll take your lead on how you'd  
12 like to move forward with our new branding, if you  
13 will.

14 MR. GARCIA: Well, do we have a volunteer from  
15 the Board?

16 MR. AUNGST: I will volunteer if you like, or  
17 you like, but if someone else wants it, I'm happy to  
18 yield to another organizer.

19 MR. GARCIA: I think you found a volunteer.

20 MR. CLASSE: All right. Everybody else stepped  
21 back, and he stood straight where he was. I get --  
22 I get how that works. Okay. The next thing I'd  
23 like to touch on is at Mr. Aungst's request is to  
24 discuss guardrails within the district that's been a  
25 topic with some media recently. So on January 4,



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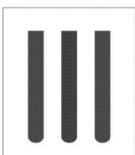
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1 2023, 10 Tampa Bay contacted the district about some  
2 guardrails inside Disney and on the approach --  
3 entrance approach roads that have been considered  
4 improperly installed are ones that use a mix match  
5 of parts. 28 locations were identified in the  
6 message. Ten locations are owned or on district  
7 owned and maintained roadways, and the remaining 18  
8 locations are actually on FDOT owned and maintained  
9 roadways. The district team completed an immediate  
10 inspection and began the process for engineering  
11 evaluation, design, and construction for necessary  
12 improvements or upgrades. For all district roadway  
13 projects, the designs including guardrails are  
14 completed in accordance with the then current design  
15 standards published by the FDOT. Design standards  
16 change over time, and in response to newer  
17 technologies and newer better materials as well as  
18 to improve public safety. In 2016, the Federal  
19 Highway Administration and the American Association  
20 of State Highways and Transportation officials began  
21 implementing a program to guide states in the next  
22 advancement of safety standards and requirements to  
23 countrywide growing concerns over highway safety  
24 items such as guardrails, safety barriers, and  
25 impact attenuation devices. That initiative yielded



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1 what's called the Manual of Assessing Safety  
2 Hardware. Soon thereafter, Florida began to  
3 formulate its own multi-year plan to meet these MASH  
4 guidelines. In 2017, that following year, the  
5 district contact -- contracted with a professional  
6 engineering firm to identify cost and prioritize any  
7 guardrail components or barrier sections that have  
8 been degraded or sustained enough damage to warrant  
9 replacement. Beginning in 2018, the district began a  
10 multi-year program to replace or implement upgrades  
11 to the existing guardrails within the district.  
12 Many locations were included in the capital program  
13 that we've been going on for the past ten years.  
14 That capital program is new roadway construction or  
15 pavement rehab. Since that time, 30 of 102  
16 locations have been addressed. In March 2023, a  
17 second media inquiry was received that included  
18 several repeat locations, but some new locations as  
19 well. There were 69 locations identified, with 38  
20 being on roadways owned and maintained by the  
21 district. The district guardrail locations  
22 identified and both inquiries are the first priority  
23 for us making improvements. To be thorough, the  
24 district has engaged a professional engineering firm  
25 to complete an update and review of all guardrail



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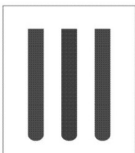
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1 locations on district roadways using the same  
2 guidelines as FDOT. That analysis should be  
3 completed within the next 30 days, which will  
4 provide guidance to prioritize any immediate  
5 improvements necessary to address urgent safety  
6 measures as well as replace older guardrails with  
7 new facilities based on the new and current design  
8 standards. The analysis will be used to establish  
9 future annual budget to complete the guardrail  
10 program started a few years ago. Since the program  
11 started, the district has spent approximately \$2.5  
12 million, and we anticipate another \$10 million to  
13 \$13 million will be needed over the next several  
14 years to complete the work. In the month ahead --  
15 in the months ahead and part of the current fiscal  
16 year, we anticipate another 15 locations, and the  
17 two inquiries will be undressed. On a side note,  
18 FDOT is currently underway with a similar program  
19 statewide. Their discovery phase is -- currently has  
20 a targeted completion date of May 31st this year,  
21 but their scope of work, funding, and schedule have  
22 yet been determined. That's -- if any questions on  
23 guardrails, I'll be glad to answer any.

24 MR. GARCIA: Any questions from the Board?

25 MR. AUNGST: I do have just a couple, Mr.



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1 Chair, if that's okay?

2 MR. GARCIA: Yes, sir.

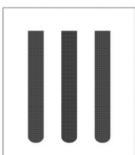
3 MR. AUNGST: Mr. Classe, thank you for adding  
4 this to the agenda. And I do want to thank Channel  
5 10 in Tampa for bringing this to my attention and to  
6 the Board's attention. There were a lot of numbers  
7 kind of thrown out there. The one that stuck out to  
8 me was 30 out of 102 locations that -- and so I just  
9 want to make sure I'm understanding all the numbers.  
10 Some locations were identified by WTSP Channel 10.  
11 What I'm interested in is how many locations have we  
12 identified to date that are not up to current  
13 standards?

14 MR. CLASSE: Well, we have -- we have that  
15 analysis being done right now, so I'll have that  
16 within the next 30 days to have a complete program  
17 established. But we started a program back in 2017-  
18 18 to address 30 of 102 locations. The -- their 69  
19 locations they identified are separate from ours  
20 that we looked at, the first 30, so it's kind of  
21 merging two initiatives happening at the same time.

22 MR. AUNGST: And you said of the 69 that they  
23 identified, 38 of those are ours?

24 MR. CLASSE: That's correct, yes.

25 MR. AUNGST: And by "ours," I mean district



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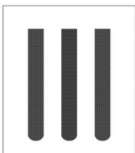
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1 roads.

2 MR. CLASSE: District, right. The others could  
3 be either state DOT on the entrances to the  
4 district, or they actually could be on private  
5 roadways.

6 MR. AUNGST: Okay. And can you just briefly  
7 explain, you know, some of the ways these guardrails  
8 are not up to current code. Is it based on wear and  
9 tear from accidents? Is it based on the way they  
10 were installed? Is it based on the way they were  
11 designed, the materials that were used? All of the  
12 above?

13 MR. CLASSE: All of -- all the above. As an  
14 example of what was discovered five or six years  
15 ago, is the state change its standard for the wood  
16 post and the backing behind the guardrail. If  
17 you're aware, there's a post and the actual  
18 guardrail sits on top of that. The old way was using  
19 wood, and they changed that standard to use metal.  
20 And so, we've been going through and updating our  
21 systems based on that design change, so that's one  
22 example of where they've changed the standards. And  
23 then the end treatments are also evolving with  
24 design, improving safety measures. So that's the  
25 area that we're focusing most on right now is those



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1 end treatments.

2 MR. AUNGST: Perfect. And just from my  
3 perspective, I appreciate the work on this and  
4 expediting. It's something that I know this board  
5 takes public safety as paramount, and I'd like to  
6 see it accomplished sooner than later. And as we go  
7 into budgeting for next year, I'd like to see that a  
8 priority in terms of identifying, particularly the  
9 most needed replacements first, but I'd like to get  
10 it all done as soon as possible.

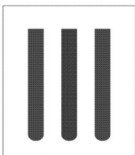
11 MR. CLASSE: Yep. That's why we're doing the  
12 full analysis, and we'll present that to you in the  
13 budget cycle.

14 MR. AUNGST: And my guess is that Channel 10 is  
15 here somewhere, so if you could -- if they want to  
16 request for you to talk to them or someone to talk  
17 to them afterwards, I'd appreciate if you would  
18 accommodate them on that.

19 MR. CLASSE: Okay, sure.

20 MR. AUNGST: Thank you.

21 MR. CLASSE: And then my last comment, Mr.  
22 Chair, is that I just want to touch on agenda item  
23 8.6 that talks about a special advisor to the Board,  
24 and I want to just comment that the -- that there  
25 are a lot of challenges ahead of the Board and the



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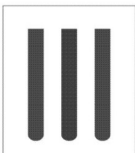
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1 district ahead. The Board has raised in pursuing  
2 significant issues and initiatives. I think the  
3 board is -- could need a dedicated and timely  
4 support from management and staff to support those  
5 initiatives. So, looking at a special advisor idea  
6 is certainly something that we would support and to  
7 help the board on all your actions.

8 MR. SASSO: Mr. Chair, if I may speak to that  
9 point.

10 MR. GARCIA: Sure.

11 MR. SASSO: For the benefit of the board and  
12 everyone else, I've had a lot of discussions with  
13 Mr. Classe for the past week that I think are quite  
14 productive, about keeping him involved with the  
15 district, but also simultaneously working towards a  
16 position where we can appoint, as we're required by  
17 statute, a district administrator, and someone that  
18 might be new, which is not uncommon when it comes to  
19 transitions between boards. As part of those  
20 discussions, Mr. Classe and I have been working with  
21 legal counsel to come up with a proposition for the  
22 board to consider, hopefully at the next meeting,  
23 about what that might look like, including having  
24 Mr. Classe stay on to assist the board, including  
25 with any transition and with existing projects, for



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1 up to a calendar year or as needed at the board's  
2 discretion. Hopefully, at the next board meeting,  
3 we'll have something to discuss in a more concrete  
4 sense, maybe before then. But I think it's -- you  
5 know, in our discussions with Mr. Classe, he's been  
6 very supportive, and I think it's been a positive  
7 conversation. And I think it'll help the board and  
8 the district in a transition in a very positive way,  
9 that doesn't result in any disruptions or issues  
10 that the board could not effectively and efficiently  
11 address. So I wanted to add that information item  
12 somewhat to the report. And I know I'm encroaching  
13 upon 8.6 quite a bit. But I thought, since they  
14 were germane, we might address them together.

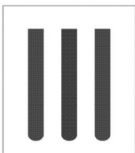
15 MR. GARCIA: Okay. Thank you. I presume, Mr.  
16 Langley, there's no action item needed on this  
17 issue?

18 MR. SASSO: There's none presented right now.  
19 Mr. Langley?

20 MR. LANGLEY: I -- it's totally up to -- is  
21 this on?

22 MS. ZIEGLER: Yeah, it is.

23 MR. LANGLEY: Board Member Sasso, if he has no  
24 action today to take, then there's no need to take  
25 action. We can -- when we get to that item,



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1 dispense of it there, or go ahead and move it up and  
2 move on --

3 MR. GARCIA: Okay.

4 MR. LANGLEY: -- from it today. But sounds  
5 like, if I may, is that a direction to put an item  
6 on the next agenda for next week, to deal with that  
7 issue?

8 MR. SASSO: I think I'd like to make that  
9 request now that we add to the next agenda. I know  
10 we are populating the next agenda at this meeting.

11 MR. LANGLEY: We are.

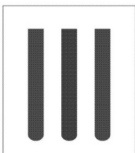
12 MR. SASSO: So, if we can add that item, I  
13 think that'd be beneficial. All right, please.

14 MR. LANGLEY: I think Mr. Classe understands  
15 what that item is. And as long as there's no  
16 objection from the Board, we'll add that to the next  
17 meeting agenda. Thank you.

18 MR. GARCIA: Thank you. Mr. Classe, does that  
19 conclude your report?

20 MR. CLASSE: It does, Mr. Chair.

21 MR. GARCIA: Okay. So next we'll hear from  
22 Public Resources Advisory Group, also known as PRAG.  
23 You-all may recall that the Board at the last  
24 meeting retained this financial advisor to help us  
25 with some balance sheet analysis and P&L analysis.



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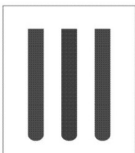
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1 And what I've asked them here today to do is to  
2 present us with the scope of their assignment, tell  
3 us what they've done thus far, and provide us with  
4 any preliminary findings. And if you have any  
5 preliminary recommendations at this point, we'd like  
6 to hear those as well.

7 MR. GERTNER: Thank you. Good morning. My  
8 name is Wendell Gertner. I'm a senior managing  
9 director with Public Resource Advisory Group, the  
10 district's financial advisor. And I'm joined this  
11 morning by my colleague, Marianne Edmonds. PRAG is  
12 a leading independent financial advisor firm,  
13 serving state and local governments, and their  
14 agencies and authorities. We're registered as a  
15 municipal advisor with the Municipal Securities  
16 Rulemaking Board and the US Securities and Exchange  
17 Commission. In Florida, PRAG advises a variety of  
18 counties, municipalities, authorities, and special  
19 districts. In our role as a financial advisor, we  
20 help governments position their financial operations  
21 results, policies, and procedures, to ensure  
22 financial stability and access to the capital  
23 markets. At this stage of our engagement with the  
24 district, our goal is to identify policies,  
25 practices, and procedures that reduce risk and



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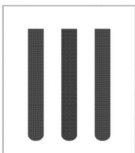
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1 enhance financial stability and transparency. We've  
2 embarked upon a deep dive of the district's  
3 finances, starting with the statutes, covenants, and  
4 policies that govern the district's financial  
5 operations. We've reviewed relevant documents,  
6 including meeting agendas, contracts, policies,  
7 financial statements, budgets, bond offering  
8 documents, and continuing disclosure postings. We've  
9 spoken with district administration, finance staff,  
10 external auditors, bond counsel, disclosure counsel,  
11 consulting engineer, and bond trustee. And we can  
12 provide references to the Board of any of the  
13 documents that we reference here today.

14 Financially, the district is subject to a number of  
15 statutes in addition to its charter that govern the  
16 financial operations, including budgeting, property  
17 tax assessments and collection, and bonding. The  
18 district engages with general counsel, bond counsel,  
19 disclosure counsel, external auditors, and  
20 independent consulting engineers, to ensure  
21 compliance with the appropriate statutes and  
22 financial regulations as well as federal tax law.  
23 The district is also subject to covenants  
24 incorporated into its two bond programs, the bond  
25 resolution that controls the district's ad valorem



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1 bonds, and its trust and denture and bond resolution  
2 that controls its utility revenue debt. The  
3 covenants contained in the bond resolution and trust  
4 indenture are typical for those types of credits.  
5 They are known and familiar to staff. And bond  
6 counsel, disclosure counsel, and financial advisor  
7 help the district to ensure compliance with its debt  
8 covenants. In addition to disclosure counsel, the  
9 district has engaged a disclosure dissemination  
10 agent, to assist in the district's continuing  
11 disclosure obligations. The district has also  
12 enacted formal board approved financial policies,  
13 including a debt policy, post issuance policy,  
14 disclosure policy, and investment policy. These  
15 policies appear appropriate, and we have not found  
16 any instance of noncompliance with these existing  
17 policies as well as the revel event statutes and  
18 bond covenants. We do have the following  
19 observations. The district's financial statements  
20 are presented in accordance with the Governmental  
21 Accounting Standards Boards. And they've received  
22 an unmodified opinion from external auditors. The  
23 district's financial operations are divided into its  
24 governmental activities and its business type  
25 activities, which includes the utility. Within its



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1 governmental activities, the district has three  
2 major funds: the general fund, the death service  
3 fund, and the capital projects fund. For fiscal  
4 year 2022, the district had approximately \$187  
5 million in expenditures within its governmental  
6 operations. 9 percent of the expenditures  
7 representing \$17 and a half million were for general  
8 government, included administrative, human  
9 resources, information systems and technology, and  
10 contracts and risk management. 24 percent of  
11 expenditures representing 45 million were for public  
12 safety, included building and safety and emergency  
13 services. 6 percent of expenditures representing  
14 10.4 million were for physical environment. They  
15 included water control, and planning and  
16 engineering. And 14 percent of expenditures  
17 representing 26.4 million were for transportation,  
18 including roadway maintenance and parking garages.  
19 The capital projects fund comprised 16 percent of  
20 expenditures representing 29.1 million. And capital  
21 project expenditures vary annually based on the  
22 issuance of ad valorem debt. Finally, the debt  
23 service fund comprised 31 percent of governmental  
24 expenditures, representing 58.5 million. The  
25 district has 686.34 million in ad valorem debt

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1 outstanding, with 34.17 million due June 1st of '23.  
2 The debt matures June 1, 2038. And the ad valorem  
3 debt is rated Aa3 with stable outlook by Moody's,  
4 and AA- with stable outlook by both Standard &  
5 Poor's and Fitch. The general fund and debt service  
6 fund expenditures are primarily funded with ad  
7 valorem property taxes, which represented 99.3  
8 percent of revenues for fiscal year '22. Taxes on  
9 the Walt Disney company related entities represent  
10 approximately 86 percent of the property taxes  
11 levied for this fiscal year. Expenditures from the  
12 capital projects fund have been primarily funded  
13 with bond proceeds, and have primarily funded  
14 roadways and parking garages. The district uses  
15 specialized budgeting software, and follows a  
16 standard governmental budgeting process for Florida  
17 local governments. District administration and  
18 finance meet in April to go over the budget  
19 guidelines, and timelines, and budget priorities.  
20 Departments prepare their budget requests in May and  
21 must submit them to finance by June 9th.  
22 Administration and finance review the departmental  
23 budget request, refine them in June and early July.  
24 The property appraisers of Orange and Osceola County  
25 provide the certified taxable value to all local



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1 governments by July 1st. At the June 26th board  
2 meeting, staff will present the board for  
3 consideration the preliminary budget and maximum  
4 millage rate for inclusion in the trim notices. The  
5 maximum millage rate is due to the property  
6 appraisers by August 4th. The board of supervisors'  
7 budget work session will be held August 23rd to  
8 refine the proposed budget. And preliminary and  
9 final budget hearings will be held September 13th  
10 and 27th, respectively, with the final approved  
11 budget effective for fiscal year beginning October  
12 1st. We would want to point out, this year, finance  
13 department is aware that budgeting for  
14 administrative expenditures should include an  
15 increase in cost, due to the additional oversight  
16 activities of the district. Overall, the financial  
17 policies and budgeting processes for the district  
18 governmental operations appear appropriate,  
19 documented, and adhered to. There is one additional  
20 financial policy that we believe should be  
21 implemented to assist in the budgeting process.  
22 That is establishment of the fund balance policy.  
23 Fund balance is the net position of the fund. An  
24 adequate level should be maintained to mitigate  
25 current and future risks, to help ensure stable tax



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1 rates. It can be thought of as the district's  
2 equity or reserves. Currently, the district has no  
3 policy on how much should be held in its fund  
4 balance, to be able to respond to unexpected revenue  
5 shortfalls or increased cost. Even though the  
6 district has not had a fund balanced policy,  
7 historically, the district has maintained generally  
8 strong reserve levels. And a formal policy would  
9 formalize, memorialize those practices, and staff  
10 concurs with this recommendation. Given the change  
11 in the district's oversight and the risk associated  
12 with upcoming changes to past practices, it's even  
13 more essential to establish a policy to mitigate  
14 future risks. PRAG intends to work with staff and  
15 legal counsel to develop a fund-balanced policy for  
16 the board's consideration, as it begins this year's  
17 budgeting process. On the utility side, the  
18 district owns and operates the combined utility  
19 system that includes electricity, water, wastewater,  
20 reclaimed water, chilled water, hot water, natural  
21 gas, solid waste, and recycling. The utility has  
22 161.814 million of utility debt outstanding, with  
23 22.678 million due October 1, 2023. The utility  
24 debt includes bond issues and bank loans, with a  
25 final maturity on October 1, 2038. The utility



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1 bonds are rated A- with stable outlook by Standard &  
2 Poor's, A, with stable outlook by Fitch, and A1,  
3 with stable outlook by Moody's. Fitch states in  
4 their report, dated March 9, 2023, that the  
5 utility's financial position is "very strong." For  
6 fiscal year '22, the utility had operating revenues  
7 of 170 million, debt service coverage ratio of 1.5  
8 times, and unrestricted fund balance of 57 million.  
9 The Walt Disney company related entities represent  
10 approximately 82 percent of the utility operating  
11 revenues received by the district in fiscal year  
12 '22. The financial operations of the utility are  
13 controlled by its trust indenture and bond  
14 resolution. The trust indenture is considered a  
15 closed indenture, which means all funds held under  
16 the indenture are restricted to supporting the  
17 utility system and cannot be used for any other  
18 purpose. The system is a combined system because,  
19 under the trust indenture, all revenues from all  
20 operations are pledged to repayment of the bonds.  
21 The financial operation of the utilities are  
22 included in the district's audited financial report.  
23 And, as required by the trust indenture, the  
24 district engages an independent engineering firm to  
25 prepare an annual report on the utility system. The



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1 most recent report available is dated as of  
2 September 30, 2021. The report as of September 2022  
3 is in process. The annual report includes a report  
4 on the management of the properties, a report on the  
5 operating and maintenance of the properties, a  
6 report on the status of the operating budget, a  
7 report on the status of the construction fund, a  
8 report on the sufficiency of rates and charges for  
9 service, and a report on the condition of the  
10 system. The fiscal year '21 report concludes that  
11 "nothing has come to our attention during the period  
12 reported on herein, indicating that the district has  
13 failed in any material way to perform or comply with  
14 the covenants and agreements contained in the  
15 indenture and the bond resolution." From a  
16 financial perspective, this annual report is  
17 critical and should provide comfort to the district,  
18 its customers, and bond holders that the utility  
19 system is financially sound. Operationally, the  
20 district has contracted with Reedy Creek Energy  
21 Services, or RCES, a wholly owned subsidiary of the  
22 Walt Disney company, to provide all operational  
23 services for the utility through a labor services  
24 agreement. The services provided by RCES include  
25 not only operations of the system, but also



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1 planning, analytical support, and oversight, to  
2 include developing annual and long-term strategic  
3 plans, forecasts, and budgets, including rate  
4 setting for approval by the board. Historically,  
5 the contract was approved on an annual basis.  
6 However, on February 8, 2023, the current contract  
7 was amended and restated. The amended and restated  
8 labor services agreement extended the term through  
9 September 30, 2032, among other things, provided  
10 greater specificity in the services RCES provides.  
11 On February 22, 2023 -- sorry, 2023, the agreement  
12 was amended again, to clarify the district's  
13 obligation to provide RCES with vehicles and  
14 buildings and equipment to perform its service. The  
15 district is charged by both statute and the trust  
16 indenture to set rates and fees that are just,  
17 equitable, and uniform, and that will provide for  
18 all expenses, operation, and maintenance and debt  
19 service. It's our understanding the district is not  
20 staffed to be able to review and opine on the  
21 reasonableness of the rates, operational costs, and  
22 capital needs of the system, as proposed by RCES.  
23 From a policy perspective, we find it highly unusual  
24 any government utility to rely on a third party  
25 related to its primary user for all services,



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1 including the recommended rate structure. The  
2 district is unable to verify the rates are equitable  
3 across all users, and proposed rates will be  
4 sufficient to maintain the system. According to the  
5 amended and restated agreement, RCES will provide  
6 the proposed scope of capital work, proposed scope  
7 of operational services, and the proposed  
8 operational service fee and fee cap to the district,  
9 on or before July 1, 2023. Our recommendation for  
10 the district is, given the complexity of the utility  
11 system and the district's statutory and legal  
12 obligation, the district needs to engage an  
13 independent utility rate consultant as soon as  
14 possible, to be able to advise the district on the  
15 appropriateness of RCES's upcoming proposal for  
16 fiscal year '24, and assist in the rate setting  
17 process and fee negotiations of RCES. The role of  
18 the utility rate consultant is different from the  
19 consulting engineer's role. The rate consultant is  
20 forward-looking as rates are proposed, while the  
21 consulting engineer is reviewing past operations and  
22 current status of the facilities. In order to  
23 engage a qualified rate consultant as quickly as  
24 possible, upon direction by the board, PRAG can  
25 conduct a competitive solicitation. And we would



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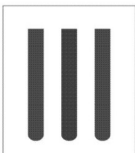
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1 expect to bring proposed form -- firm as a  
2 subcontractor to PRAG, for approval by the board at  
3 the May 10th meeting. Thank you.

4 MR. GARCIA: Yep. Before you walk away, let me  
5 see if my fellow board members have any questions.  
6 Any questions from my fellow board members? And  
7 before we get to your action item, I want to ask  
8 some questions and maybe provide some clarification  
9 to your comments. So everyone understands, last  
10 Friday afternoon, I learned for the first time about  
11 one of these new 11th- hour agreements entered into  
12 between Disney and the district. This one relates  
13 to our utility services, and I found out late Friday  
14 afternoon. And, essentially, so that everybody  
15 understands, that what Disney did is create another  
16 agreement, and we will have to evaluate the legality  
17 of that agreement, but that essentially enables  
18 Disney to set their utility rates. In other words,  
19 Disney is going to tell the governing body, us, what  
20 utility rates they're going to pay, and what  
21 everyone else in the district is going to pay, okay?  
22 That's -- I've never heard of such a thing. That'd  
23 be like having the -- all the CEOs of the utility  
24 companies in Florida on the Public Service  
25 Commission. And that's highly unusual. And because



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1 they have taken these extraordinary actions, we're  
2 going to have to do something that's being  
3 recommended to us, which is also highly unusual,  
4 that we're -- if these agreements stand up, we're  
5 going to have to hire our own independent  
6 consultants to evaluate the rates that Disney is  
7 going to dictate to us that they're going to pay,  
8 and require other property owners in the district to  
9 pay. And so, as I understand your recommendation,  
10 in order to do this timely, you're recommending that  
11 you do the legwork to identify the independent rate  
12 consultant. You'll do an RFP process, a competitive  
13 bidding process, and then you'll come back to the  
14 board and recommend such a consultant?

15 MR. GERTNER: Yes, sir.

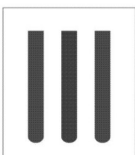
16 MR. GARCIA: Okay. So do we have a motion from  
17 the board to authorize our financial advisors to  
18 take such action?

19 MS. ZIEGLER: So moved.

20 MR. GARCIA: Second?

21 MR. CLASSE: Second.

22 MR. GARCIA: Any discussion? Anyone opposed?  
23 Please note that it passes unanimously. Let me --  
24 just a few comments on your fine report. Let me  
25 make sure that everybody understands that, because



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1 there's no fund balance accounting at the district  
2 under the old board which, based on my financial  
3 experience, is also highly unusual. You always  
4 reserve for CapEx requirements. Well, the old board  
5 was not doing that. And so, we're going to have to  
6 take new measures to make sure that that is done.  
7 And I've heard some numbers, that we may be short on  
8 some accounts as much as 11.4 million. So, what  
9 that means is that we're going to have to raise  
10 revenues to cover those reserves, okay? Which means  
11 we're going to have to raise the millage rate. The  
12 other thing that I want everybody to understand, and  
13 one of the reasons that we brought in this capable  
14 financial advisor, is the process that the old board  
15 used to follow. Essentially, for budgeting, they  
16 relied on Disney to tell them what their budget was.  
17 And so, as it's been told to me, we just backed into  
18 the budget, based on what Disney told us we should  
19 have as an annual budget. And, as you've heard, our  
20 financial advisors are expediting the budgeting  
21 process. We're going to be doing budgeting in  
22 April. And as you will hear later in this meeting,  
23 we are going to be providing new and better services  
24 for the district. And because of that and the lack  
25 of fund balance -- balances that we're going to have



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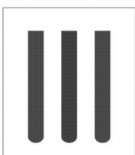
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1 to fund, I want everybody to understand that we're  
2 going to have to raise revenues, okay? And there's  
3 no way about it. Another reason we're going to have  
4 to raise revenues is because of the expenses that  
5 we're having to incur, to deal with these illegal  
6 agreements that Disney entered into at the 11th  
7 hour. And you'll hear more about that later in the  
8 -- in this meeting. And then just, finally, some of  
9 the things we're going to ask our financial advisor  
10 to do is help us with some balance sheet  
11 flexibility. We're going to look at things like  
12 monetizing some of our assets. And if we monetize  
13 some of our assets, that'll give us the balance  
14 sheet flexibility to pay off some or all of our  
15 debt, which will give us operationally more  
16 flexibility, in terms of what we can recommend to  
17 the Florida legislature, in terms of further changes  
18 they can recommend for this district. So if there  
19 are no other questions or comments from my fellow  
20 board members -- yes, sir?

21 MR. GERTNER: One clarification. I misspoke on  
22 the budget timeline. The -- it's July 26th that the  
23 staff would present the board a preliminary budget  
24 as scheduled.

25 MR. GARCIA: Okay.



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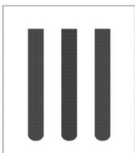
1 MR. GERTNER: I think -- I believe I said June.

2 MR. GARCIA: Thank you.

3 MR. GERTNER: Thank you.

4 MR. GARCIA: Any other questions or comments?

5 Thank you very much. And thank you for your capable  
6 work. You know, in this meeting, you're going to  
7 hear about some services and potential operational  
8 changes, that we, as a board, are going to evaluate,  
9 in order to make this district function more  
10 equitably, and be more prosperous, and basically  
11 serve the public good, better. You're also going to  
12 hear a presentation, or a couple of presentations,  
13 on these illegal agreements that Disney created.  
14 And you're going to hear from our litigation counsel  
15 on that point. But before our general counsel and  
16 litigation counsel present, I'd like to briefly  
17 explain why Disney's illegal agreements are  
18 detrimental to the public good and to the interest  
19 of the citizens of Florida. Further, I'd like to  
20 outline why the corporation's actions are  
21 inconsistent with the state -- the state  
22 legislatures, what they intended back in 1967, when  
23 they passed the Reedy Creek Improvement Act. So,  
24 let's first take a step back into time. In 1967,  
25 the tax basis in Orange and Osceola Counties were



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1       rather insignificant. So, the Reedy Creek  
2       Improvement Act seemed like a decent deal. In  
3       exchange for special privileges, Disney would  
4       construct its kingdom to draw tourists, spark  
5       industry, generate jobs and revenue. But nobody,  
6       nobody, except other than perhaps Disney, believed  
7       that the act would live in perpetuity. Lo and  
8       behold, the increasingly powerful corporation was  
9       able to fortify its sweetheart deal through powerful  
10      lobbying and clever marketing for decades. Some of  
11      Disney's tactics and strategies are documented in a  
12      book titled Married To The Mouse, which was, take  
13      note, published 22 years ago. The book also argues  
14      why Disney, even back then, 22 years ago, no longer  
15      deserved the special privileges, why they were bad  
16      for Florida, and in many instances had ceased being  
17      a respectable corporate citizen. Disney's lobbying  
18      and marketing campaign succeeded for 55 years. It  
19      succeeded for more than a half a century, above all  
20      because nobody, nobody in Tallahassee was willing to  
21      shine a light on this arrangement. Then Governor  
22      Ron DeSantis courageously -- and I repeat,  
23      courageously called it out for betraying not only  
24      fair market competition, but also the citizens of  
25      Florida. At this point, only Disney believes that



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1 the Old Reedy Creek Improvement Act is a good deal  
2 for the Sunshine State. As such, it is especially  
3 shameful that Disney decided to take adversarial  
4 actions against the district, even before this board  
5 was constituted. Before we learned about Disney's  
6 illegal contracts created at the 11th hour, our  
7 board was genuinely looking forward to working with  
8 Disney in a productive and collaborative manner to  
9 improve the functioning of the district. In this  
10 spirit, I want you to know that, before these board  
11 members were appointed, they met with Disney's vice  
12 president in charge of external affairs, to launch  
13 what they hoped, and thought, would be a mutually  
14 beneficial relationship. Unfortunately, when we  
15 were meeting with their VP, we were not told about  
16 these unlawful agreements. And what we didn't know  
17 is that they were not interested in abiding by the  
18 new legislation. Weeks later, we discovered these  
19 agreements. Our lawyer, general counsel was able to  
20 turn them up. And we discovered that they didn't  
21 want to work with us like we wanted to work with  
22 them. Again, our board truly wished to work with  
23 Disney. Instead, the corporation decided that  
24 compromise was out of the question. It was Disney's  
25 way or the highway. This is why we were forced to



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1 hire litigation counsel. And you will hear more  
2 about that in this meeting. It is indisputable that  
3 this district requires meaningful changes on a  
4 variety of fronts. Indeed, the new board's charged  
5 from Governor DeSantis. And the Florida legislature  
6 is to ensure that the district finally, finally is  
7 positioned to be more equitable, and more  
8 prosperous, and thus better serve the citizens of  
9 Florida, particularly the citizens of Osceola and  
10 Orange County. Now, let me tell you, regardless of  
11 your politics, nobody should favor outdated  
12 legislation that elevates a corporation above the  
13 public good. In seeking to improve the functioning  
14 of this district, nothing is off the table with this  
15 board. And so, there are a number of items that we  
16 now know that we are going to evaluate, to make this  
17 district function better for everyone who works and  
18 plays in it, and everyone who lives around it in the  
19 surrounding counties. Some of those items that  
20 we're going to evaluate -- and I've just got 14  
21 here. There's going to be many more as we hire more  
22 consultants. But we're going to evaluate creating  
23 new zoning to develop affordable and workforce  
24 housing. There's none of that in this district. I  
25 was shocked. I understand Disney has 75,000 to 100



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1 employees working in the district that commute in  
2 and out every day. No affordable housing for them,  
3 no workforce housing for them. We're also going to  
4 look at creating voting rights for future residents  
5 in that housing. We're going to look at developing  
6 better traffic solutions for the surrounding county,  
7 including transit. We're going to look at reducing  
8 the carbon footprint created by the district. Think  
9 about the idea. You have 39 square miles, 25,000  
10 acres, and you have 75,000 to 100 workers commuting  
11 in and out every day in their vehicles. Think about  
12 the carbon footprint. Think about how you could  
13 reduce that with the appropriate housing in the  
14 district. So, these are all ideas that have been  
15 presented to us that we're going to evaluate. We're  
16 going to look at align -- aligning the district's  
17 interests, to join Osceola and Orange County, to  
18 fight the many lawsuits that Disney has filed to  
19 avoid paying their own ad valorem taxes. And you  
20 will hear more about that in this meeting. We're  
21 also going to join the counties, and, yes, the  
22 school boards, in efforts to create more funding for  
23 public schools in Central Florida. You're going to  
24 hear more about that, too, in a report later. We're  
25 going to -- we're going to evaluate regulating



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1 Disney, like every other business in Central  
2 Florida. In other words, we're going to create a  
3 level playing field for everybody. I don't know how  
4 anybody can argue against that. We're going to look  
5 at charging utility rates that are not controlled by  
6 Disney, which you just heard, that was one of those  
7 11th-hour agreements that we're going to have to  
8 deal with. We're going to -- we're going to  
9 evaluate providing more transparency to the  
10 district's governance, implementing new accounting  
11 standards, establishing an independent government  
12 that's not exclusively controlled by Disney,  
13 increasing the district's revenues, to provide new  
14 and improved government services, and for  
15 maintaining transparency and accountability that was  
16 not done under the old board. We're going to  
17 evaluate how to monetize some of the assets of the  
18 district, and potentially pay off some or maybe all  
19 of our debts, that will give the legislature more  
20 flexibility on how to make this district work better  
21 for the citizens of Central Florida. And then  
22 finally, we're going to -- we're going to look at  
23 providing the governor and the legislature with a  
24 report before the next legislative session, so that  
25 they can make more long-term changes to the



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1 legislation of this district, to make sure that we  
2 serve the public good. So there's a lot coming.  
3 And you're going to hear about some of that here in  
4 this meeting. And so, at this time, I'm going to  
5 ask two of our trial lawyers to talk about these  
6 illegal agreements. And first, Mr. Thompson will  
7 present and then --

8 MR. CLASSE: Mr. -- Mr. Chair, can I interrupt  
9 one second? Sorry to interrupt, but we do have  
10 another agenda item --

11 MR. GARCIA: Yes.

12 MR. CLASSE: -- which is the tide-based solar.  
13 You want to do it at the end?

14 MR. GARCIA: What -- which?

15 MR. AUNGST: We're still on reports -- we're  
16 still on reports, John.

17 MR. CLASSE: We're on reports?

18 MR. AUNGST: We're on 7.3. Yeah.

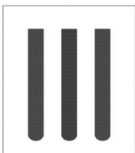
19 MR. CLASSE: Okay.

20 MR. AUNGST: I think we have Mr. Langley next;  
21 is that correct?

22 MR. GARCIA: Yes. Yes.

23 MR. CLASSE: Okay. Sorry.

24 MR. GARCIA: And -- but so before I introduce  
25 our trial counsel, I'm going to ask our general



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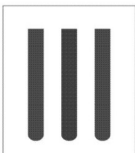


1 counsel, Mr. Langley, to please provide us with a  
2 report.

3 MR. LANGLEY: Good morning. I have a few  
4 items. Based on a review of the district's fire  
5 prevention code, and in discussions with the fire  
6 department leaders, it appears to me that the fire  
7 prevention code of the district lacks enforcement  
8 mechanisms in ensuring that the -- any violations of  
9 those codes are enforced, and those problems fixed.  
10 Most local governments have in their code  
11 enforcement mechanisms to deal with violations of  
12 the fire code. This is lacking in the district's  
13 regulations. They're very lax. I would like  
14 consensus from this board to work with the fire  
15 department to develop and bring back for your  
16 consideration new regulations that implement code  
17 enforcement mechanisms to ensure that our fire  
18 prevention code can be enforced to the fullest  
19 extent of the law.

20 MR. GARCIA: And do you need a motion in that  
21 regard?

22 MR. LANGLEY: As long as you are in consensus  
23 of me doing that, I'll work with them. I'll try to  
24 get it to you in the next month and a half or so.  
25 I'll try to expedite it. My goal is the May



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1 meeting, but we'll see what we can do.

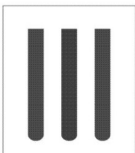
2 MR. AUNGST: Mr. Chair, a fire prevention code  
3 that can't be enforced or regulated doesn't seem to  
4 do any good for the public, so I'm all in favor of  
5 making sure that our fire prevention code is  
6 enforceable by our firefighters.

7 MR. GARCIA: Any objections from this board?

8 MR. CLASSE: None.

9 MR. GARCIA: I think you've been instructed to  
10 proceed on that. Thank you.

11 MR. LANGLEY: Thank you. Understood. Okay. My  
12 next item is -- I know, based on item 8.4, that  
13 there is an interest in securing an urban planning  
14 firm to assist the district in evaluating the  
15 comprehensive plan, land development regulations,  
16 growth management issues, and to provide that report  
17 that required to the legislature and the governor.  
18 I wanted to give the Board an example, a property  
19 that the district owns that is affected by that  
20 self-dealing restrictive covenant document dated  
21 February 8, 2023. And if you would, put up the  
22 slide that I brought. If you recall from my prior  
23 report, that restrictive covenant purports to strip  
24 away all potential uses of district-owned property  
25 except those public and governmental purposes that



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1       existed as of February 8, 2023. It also includes a  
2       whole list of prohibited uses on those properties.  
3       It also prohibits, specifically any residential use.  
4       I put up on a slide property that the district owns,  
5       and this is just two examples. These are two  
6       parcels the district owns. They're 193, plus or  
7       minus, acres, it might be a little more than that,  
8       owned by the district on Hartzog Road near the  
9       intersection of the 429 Western Beltway that are  
10      currently RIB sites. And that's the rapid  
11      filtration basin for the reclaimed water facility.  
12      And that's essentially fields where the reclaimed  
13      water is sprayed on vacant land, and it allows water  
14      to go into the aquifer. It's a good use and it's  
15      necessary, but the district has a lot of land for  
16      that purpose, even on the other side of the 429. I  
17      think this is an example of where you have  
18      essentially a restrictive covenant saying that  
19      forever we have to continue to spray water on vacant  
20      fields and not use it for any other public purpose.  
21      And this area is near the interchange of Western Way  
22      and the 429, it's about a half mile from that major  
23      intersection. This could potentially be -- even  
24      part of it, even part of it, what Chair Garcia was  
25      talking about with workforce housing, or affordable



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1 housing site, that's close to Disney and other  
2 businesses in the district where employees could be  
3 within a little commute instead of driving 45  
4 minutes to an hour away, stuck in traffic.  
5 Excellent traffic network there. However, these  
6 deed restrictions purport to say that this property  
7 can't be used by the district for anything other  
8 than spraying water on fields. So I just wanted to  
9 give you the real-world example of how these  
10 documents affect the district's operations,  
11 legislative, and executive functions in determining  
12 what is in the best interest of the district and of  
13 -- in the best interest of the residents of Central  
14 Florida. I don't have an action item on that, but I  
15 just wanted to bring that to your attention. My  
16 next item is I wanted to talk about the fact that  
17 there are over 90 pending lawsuits in the Orange  
18 County Circuit Court against the Orange County  
19 Property Appraiser, this district, and the other  
20 taxing authorities of Orange County that were filed  
21 by Walt Disney Parks and Resorts USA, Disney  
22 Vacation Development, and several other taxpayers in  
23 this district challenging the ad valorem tax  
24 assessment value of their properties, which would  
25 affect the amount of taxes that are paid in property

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1 taxes to all the taxing authorities. Disney's and  
2 the other plaintiffs in these cases, these 90  
3 lawsuits, contest the value established by the  
4 Orange County Property Appraiser for several  
5 commercial properties during a seven-year period  
6 extending from 2015 to 2022. In those complaints,  
7 they allege the assessments do not represent just  
8 value of the parcels, and they claim that they  
9 exceed the fair market value of those properties.  
10 The taxes for these years have already been paid to  
11 all the taxing entities, including to the district.  
12 In the event that a judgment is entered in Disney's  
13 favor, and the other taxpayers, that would result in  
14 a reduction of the assessed value of property, and  
15 the property appraiser would have to issue and  
16 provide to the tax collector, and to the district,  
17 something called certificates of correction that  
18 would compel the district and other taxing  
19 authorities to refund seven years' worth of rebates  
20 and taxes to Walt Disney World. Thus, the district  
21 has a substantial contingent liability of  
22 potentially having to refund millions of dollars to  
23 Disney if Orange County -- if the Orange County  
24 Property Appraiser does not prevail in these  
25 lawsuits. The total potential refund amount has not

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1        been determined at this time. However, I received  
2        information that -- of an estimate of \$11.4 million  
3        as a possibility, but it could potentially be a lot  
4        more than that. Based on Disney's aggressive  
5        stances in these cases, attempting to lower their  
6        value by somewhere between 33 to 38 percent, I've  
7        even heard some attempts up to 50 percent, to avoid  
8        paying taxes to the Orange County Public School  
9        system, to avoid paying taxes to Orange County, to  
10       avoid paying taxes to this district that serves it  
11       directly. I wanted to -- if you could put up the  
12       next slide? In regards to the impacts to the Orange  
13       County Public School system, I received public  
14       records from the Orange County Tax Collector  
15       indicating that Disney's property assessment  
16       lawsuits could cost our Orange County Public School  
17       system anywhere between \$52 million and \$105 million  
18       for just the seven years that they're suing on  
19       currently. The Orange County Public School system  
20       has been reserving funds in anticipation of this  
21       contingent liability, and the school system has  
22       already been dramatically impacted by these lawsuits  
23       due to this requirement to reserve this money. I  
24       have on the screen snapshots of a letter sent by  
25       Orange County Public School Chair Jacobs, and the



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1 superintendent of the schools, to Walt Disney World  
2 and to the Orange County Property Appraiser dated  
3 October 31, 2022. In that letter, the school system  
4 is essentially stating, please back off of these  
5 challenges, these lawsuits are already impacting our  
6 ability to operate our school system and to build  
7 schools. This letter went out in October. These  
8 lawsuits are still aggressively being pursued by  
9 Walt Disney World. In the last paragraph of this  
10 letter, you will see what the leaders of the school  
11 system are saying, if this lawsuit continues, if all  
12 these lawsuits continue, they will have a major  
13 impact on public school operations and capital  
14 projects that would -- could result in public school  
15 construction plans being halted and termination of  
16 teachers and staff members and termination of  
17 important programs that educate the children.  
18 Again, these impacts to the public school system  
19 have not deterred Disney from attempting to get  
20 large tax refunds from the school system, from  
21 Orange County, or from this district. In addition  
22 to potentially triggering a large tax refund, a  
23 lower property assessment would result in lower tax  
24 collection in future years. So we're not talking  
25 about a one-time hit, we're talking about a hit for



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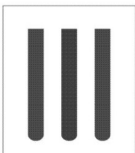
1 years to come. So I would point out to you that  
2 this is an issue that, during your budgeting and  
3 millage adoption process, you need to be aware of  
4 when setting the millage rate to come up with  
5 sufficient funding, to perhaps set aside reserves to  
6 address this potential impact. The Carlton Fields  
7 Law Firm has been representing the district in these  
8 lawsuits and was previously instructed by this  
9 district to just monitor these cases. I would like  
10 to seek this board's permission and direction to  
11 instruct Carlton Fields to aggressively defend these  
12 lawsuits to support the Orange County Property  
13 Appraiser's stance evaluation for all of the  
14 properties being contested in these lawsuits so that  
15 we can ensure that not only does this district have  
16 adequate funding sources, but our Orange County  
17 Public Schools are not hit in the way that they're  
18 telling Disney they will be hit. Do I have your  
19 consensus for that?

20 MR. GARCIA: Is there a motion?

21 MR. AUNGST: Mr. Chair?

22 MR. GARCIA: Yes.

23 MR. AUNGST: So moved, and I would also like to  
24 include in that with Mr. Langley and his firm's  
25 oversight of outside counsel at Carlton Fields, I



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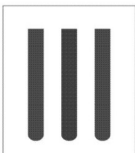


1 certainly would like to include the authority for  
2 our attorneys to engage our own appraisal experts to  
3 support the appraisal of the Orange County Property  
4 Appraiser, ensure that we are actively involved in  
5 defending that appraisal, and supportive by creating  
6 our own evidence and our own expert witness  
7 opinions. And again, I defer to Mr. Langley and his  
8 firm on oversight and management of the outside  
9 counsel, but I'd like to include that as part of the  
10 authority that we're granting you.

11 MR. PERI: Second.

12 MR. GARCIA: Any -- anyone opposed? Motion  
13 passes unanimously. Thank you.

14 MR. LANGLEY: One more thing I'll mention is  
15 that the act gives this district substantial eminent  
16 domain authority in order to acquire lands as  
17 necessary to implement the purposes of the act. If  
18 the board desires, I can talk about that more at the  
19 next meeting. I don't have something prepared. I  
20 just wanted to mention that because some of the  
21 things that the planning firms may come back with  
22 are some ideas or concepts that may need  
23 infrastructure to support those ideas, and so there  
24 may be a need to go beyond what the district already  
25 owns and acquire additional properties for those



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1 purposes. But at this time, I have nothing further.

2 Thank you.

3 MR. GARCIA: Okay. Is -- are there any  
4 questions or comments from the board relative to Mr.  
5 Langley's presentation?

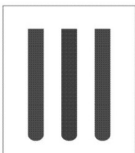
6 MR. PERI: I think I would like to add, Mr.  
7 Chair, that Mr. Langley prepare that presentation  
8 and bring it back to us at the next meeting so we  
9 can be fully briefed on his last remark.

10 MR. GARCIA: Okay. Any other questions or  
11 comments?

12 MR. AUNGST: Just thank you for a great job. I  
13 appreciate it.

14 MR. LANGLEY: Thank you.

15 MR. GARCIA: The only -- the only comment I  
16 would make is what to me seems highly unusual that a  
17 government body would stand neutral in litigation  
18 when there's an opportunity to raise revenue for  
19 their district, and that's -- that needs to be  
20 understood, that the old board did nothing but sit  
21 idle in terms of helping or asserting in the  
22 litigation favorable help to Osceola and Orange  
23 County and the school districts. I've never seen  
24 such a thing. But our action item will cure that --  
25 that problem that was part of the old board's



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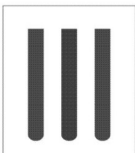
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1 policy. Anything else with respect to this  
2 presentation, Mr. Langley?

3 MR. LANGLEY: No, nothing further. Thank you.

4 MR. GARCIA: Okay. And now we're going to hear  
5 from our trial counsel. We'll first hear from David  
6 Thompson and then from former Justice Lawson, and  
7 let me give a brief introduction. In the legal  
8 community, neither one of these two need any  
9 introduction. David Thompson is the managing  
10 partner of Cooper and Kirk, which is a premier  
11 litigation firm headquartered in Washington, D.C.  
12 He is nationally recognized for arguing regularly  
13 before the US Supreme Court constitutional issues  
14 and issues across the country. He and his firm  
15 regularly go up against the nation's largest  
16 corporate entities, including Google, Microsoft, and  
17 Exxon. He secured victories worth billions of  
18 dollars for his clients, and we're glad to have him  
19 on our team along with former Justice Lawson.  
20 Former Florida Supreme Court Justice Alan Lawson,  
21 who founded the Lawson Law Firm, before serving on  
22 the Supreme Court of Florida, he spent most of his  
23 career right here in our backyard in Central  
24 Florida, first as a trial court judge, and then  
25 elevated to chief judge of the Fifth District Court



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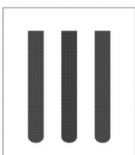
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1 of Appeals. He has seen it all in terms of Florida  
2 law, both as a lawyer and as a judge at the trial  
3 court, appellate court, even at the supreme court  
4 level. And I don't know anybody more qualified to  
5 interpret Florida law than former Justice Lawson.  
6 So with those introductions, I'd ask Mr. Thompson to  
7 please present.

8 MR. THOMPSON: Thank you, Mr. Chairman. On  
9 February 8th of this year, Disney and the outgoing  
10 supervisors of this district engaged in a blatant  
11 effort to attempt to subvert the will of the people  
12 of Florida in a backroom deal. For over 50 years,  
13 Disney had enjoyed a sweetheart deal that exempted  
14 it from the type of government regulation that every  
15 other business in the state complies with. The  
16 Florida legislature and Governor DeSantis sought to  
17 end that special treatment. They were committed to  
18 having Disney treated the same as all other  
19 businesses in the state. Disney responded by  
20 engaging in an illegal and indeed unconstitutional  
21 effort to extend the life of its sweetheart deal,  
22 but Disney's efforts are riddled with illegality,  
23 and they will not withstand judicial scrutiny.  
24 Procedurally, Disney and the prior board failed to  
25 adhere to the state Sunshine Laws. Specifically,



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1 they failed to mail notices to the other property  
2 owners in the district. The obligation to make such  
3 a mailing is crystal clear under the law of Florida,  
4 and Disney's failure dooms their entire effort to  
5 evade the will of the people of Florida. And  
6 there's a second procedural flaw in Disney's  
7 efforts. Under Florida law, a development agreement  
8 of this type can be entered into only if the  
9 district has put in place procedures to adopt such  
10 an agreement, and the Reedy Creek Improvement  
11 District neglected to do so. There are no such  
12 procedures in this district, and these purported  
13 contracts are therefore null and void for that  
14 reason alone. Substantively, the agreements are  
15 unconstitutional. Under Florida law, it's well  
16 established that governments cannot confer their own  
17 powers onto private parties. If they do so, that  
18 violates the private non- delegation doctrine, and  
19 here, Disney attempted to use these contracts to  
20 seize for itself numerous governmental functions.  
21 Under these agreements, Disney would have the right  
22 to set the maximum height of buildings in the  
23 district. Disney would have all of the development  
24 rights to the exclusion of every other property  
25 owner in the Disney -- district, and Disney would



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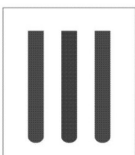
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1 have the right to insist that roads be built  
2 regardless of the advisability of building such  
3 roads. Beyond the unconstitutionality, the  
4 development agreement and the restrictive covenants  
5 failed to comply with Florida's law of contracts.  
6 At the most basic level, they are blatant and  
7 obvious efforts to evade HB 9, and under Florida  
8 law, contracts that are inconsistent with public  
9 policy are null and void. And in addition, these  
10 contracts violate the unconscionability doctrine.  
11 They are completely one- sided. Disney takes  
12 governmental powers for itself for decades, and  
13 offered the district precisely nothing in return.  
14 The bottom line is that Disney engaged in a caper  
15 worthy of Scrooge McDuck to try to evade Florida  
16 law. Its efforts are illegal, and they will not  
17 stand. And now I'd like to turn the presentation  
18 over to former Justice Allen Lawson, who will  
19 address certain aspects of what I've covered, and  
20 then I'll come back and hit the other points. Thank  
21 you.

22 MR. LAWSON: Good morning. Mr. Chairman,  
23 members of the board, on May 12, 1967, I turned 6,  
24 an event of little consequence that passed without  
25 any fanfare outside the humble home owned by my



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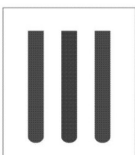
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1 parents in Tallahassee. That same day, however, the  
2 Florida legislature created the Reedy Creek  
3 Improvement District, and that event was widely  
4 covered nationwide in the press because it was so  
5 unprecedented and groundbreaking. The press  
6 recognized that the Disney company would be able to  
7 build a massive entertainment complex with theme  
8 parks, hotels, other facilities without being  
9 subject to independent local government regulations  
10 that applied to everyone else. From the media  
11 accounts, it seemed that most, particularly in  
12 Florida, viewed this as a -- as a positive, seeing  
13 the district as an innovative way for the Disney  
14 Company to bring to reality the beloved Walt  
15 Disney's dream of a self-contained community of the  
16 future. Even then, however, critics, especially  
17 those in states that had a lot more experience with  
18 for-profit corporations of a large scale, raised  
19 concerns about the potential lack of oversight and  
20 accountability for the district, with some  
21 questioning the soundness of the public policy that  
22 would hand a for-profit corporation this kind of  
23 unprecedented control over its own local government.  
24 Whatever the public opinion, however, that was the  
25 law. Disney and its shareholders were able to



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1 benefit from that unique arrangement until the  
2 Florida legislature acted to sunset the Reedy Creek  
3 Improvement Company. As a 6-year-old, of course, I  
4 had no opinion on the wisdom or propriety of the  
5 1967 enactment, and irrespective of what Disney  
6 thinks or anyone else thinks about the sunseting of  
7 the district, it is the law. And that fact is the  
8 starting point for any legitimate analysis of the  
9 events that we're here to discuss. After all, the  
10 whole point of our constitutional republic is that  
11 we're all equally subject to the law. Early in my  
12 judicial career, I presided over more than 100  
13 criminal jury trials. One of the most solemn  
14 responsibilities that I had was instructing each  
15 jury immediately before it began its deliberations,  
16 and this is what I would say: "In closing, let me  
17 remind you that it is important that you follow the  
18 law spelled out in these instructions in deciding  
19 your verdict. There are no other laws that apply to  
20 this case, and even if you do not like the laws that  
21 must be applied, you must use them. For more than  
22 two centuries, we have lived by the constitution and  
23 by the law. No juror has the right to violate rules  
24 that we all share." Having served for 22 years as a  
25 judge and then justice, I can tell you that I've



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1 never seen a more blatant and hostile attempt on a  
2 scale like this to openly thwart the law. A  
3 governmental entity acting at the behest of a  
4 private for-profit corporation and attempting to  
5 contract away its governmental powers, brash,  
6 breathtaking, and unlawful for the reasons that  
7 David previewed, and we'll discuss in more detail  
8 next. Before I turn this over to David, I want to  
9 walk through one of the most glaring and obvious  
10 procedural defects that renders void this attempt to  
11 evade the rules that we all share. It's been widely  
12 reported and talked about here that the mechanism  
13 used by the Reedy Creek Improvement District and  
14 Disney was a development agreement. Development  
15 agreements are provided for in Chapter 163, Florida  
16 statutes in a part known as the Florida Local  
17 Government Development Agreement Act. If you could  
18 put up the first slide? If you can see that, you'll  
19 see that the agreement that we are talking about  
20 that was entered on February 8th is entitled, The  
21 Walt Disney World Chapter 163 Development Agreement.  
22 And it outlines in the whereas clauses beginning  
23 with the 12th recital that the Disney Creek  
24 Agreement was entered into for the maximum allow --  
25 amount of time allowed by that chapter. It recites



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1 that, "development agreements are used all over  
2 Florida", which is certainly true. And then it  
3 confirms that this agreement is entered pursuant to  
4 that statute. Next slide. And then again, in the  
5 very first section, section 1, subsection C,  
6 Authority for the Agreement, it states, "This  
7 agreement is entered into pursuant to the authority  
8 of the Florida Local Government Development Act."  
9 Next slide. That act has very clear requirements as  
10 to what a local governmental entity must do before  
11 it can enter any development agreement. Those are  
12 found in Section 163.322, Florida statutes entitled,  
13 Public Hearings. Florida has broad government in  
14 the Sunshine Laws that require important actions to  
15 be taken in the sunshine at public hearings, and the  
16 action of entering into a development agreement is  
17 no exception. You'll see here that before a local  
18 government can enter a development agreement, it has  
19 to conduct at least two public hearings in the  
20 sunshine. And Reedy Creek did hold two public  
21 hearings, however, an important precursor to any  
22 public hearing that must be held in the sunshine is  
23 notice. You'll see here that section 163.322  
24 requires two types of notice. First, notice in a  
25 newspaper of general circulation. You've seen



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1 newspapers, maybe not in a long time, but in the  
2 very back, there're all these little notices that  
3 just are all over the place. And you question  
4 whether in today's world that's very effective to  
5 let anybody know what's going on, but more  
6 importantly, you'll see -- and Reedy Creek did that,  
7 they did publish notice in a -- in a newspaper.  
8 You'll see, highlighted in yellow, that, "Notice of  
9 intent to consider a development agreement shall  
10 also be mailed to all affected property owners  
11 before the first public hearing." Without a notice  
12 that alerts those who have an interest in the action  
13 that's going to be taken, appearing in the sunshine  
14 is nothing but a facade. That second notice, that  
15 mailed notice, never happened. Those most directly  
16 affected by and that would have seen and taken note  
17 of what Reedy Creek and Disney were about to do  
18 together never had that opportunity because that  
19 notice was never sent. That's, of course, important  
20 for two reasons. One is the practical reason that,  
21 as you can tell from what's been discussed here  
22 today, the -- these agreements substantially  
23 affected and would affect Central Florida if they  
24 were left in place. They substantially and directly  
25 would affect the other property owners in this area



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1 in the ways that David outlined, and we'll talk  
2 about later. But secondly, even more importantly as  
3 a legal matter -- next slide. "Florida law requires  
4 strict compliance by local governments with notice  
5 requirements, and the failure to comply with them  
6 means that the governmental action is null and  
7 void," or put another way, "void ab initio." It  
8 doesn't matter whether property owners would've  
9 objected, or anybody would've shown up for the  
10 hearing, it is so important the law says that if the  
11 notice is not given, it is as if the action taken at  
12 that facade of a meeting never occurred. Black's  
13 Law Dictionary defines void as, "of no legal  
14 effect," void ab initio, "of no legal effect, from  
15 the first moment that a contract is entered into."  
16 And that is perhaps the easiest way -- issue that  
17 can be explained as to why these agreements will  
18 fall, already have fallen. They have no legal  
19 effect. David will go through the others, but I'd  
20 also like to add that a void development agreement  
21 also invalidates the restrictive covenants because  
22 -- and I could put up the same whereas clauses, but  
23 in the interest of time, we won't. But as recited  
24 in the restrictive covenants themselves, they were  
25 entered into in furtherance of an in consideration



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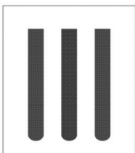
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1 of the development agreement, and that development  
2 agreement is void, as if it was never entered.

3 Thank you.

4 MR. THOMPSON: Thank you, Alan. There's a  
5 second procedural defect with the Development  
6 Agreement. Prior to 1986, districts were not able to  
7 enter into these types of arrangements. And the  
8 legislature in 1986 empowered districts to enter  
9 into development agreements, but they did so on a  
10 condition. They required the district by ordinance  
11 to put in place procedures governing the adoption of  
12 these types of agreements, and counties around the  
13 state have done so; Miami-Dade, Jacksonville, and  
14 you know, this -- but Reedy Creek failed to do so.  
15 There are no such procedures, even though it is a  
16 statutory pre-condition to entering into any  
17 development agreement. And this development  
18 agreement is a perfect example of why there should  
19 be procedures, and why the Florida legislature in  
20 1986 insisted on this. Here, the development  
21 agreement was drafted by Disney. Here, there was no  
22 meaningful staff level review of the agreement, and  
23 the board voted and approved the development  
24 agreement based on Disney's representations about  
25 the agreement. The fact is that this failure to



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1 have these procedures in place is a second  
2 independent basis for concluding that these  
3 agreements are null and void. And as Alan said, the  
4 restrictive covenants themselves are premised on the  
5 adoption of the development agreement. So, if the  
6 development agreement falls, it necessarily follows  
7 that the restrictive covenants fall as well. Now,  
8 there are a myriad of problems with the restrictive  
9 covenants, which I'll get to in a few moments, but  
10 the two are tied in that way. There are also  
11 substantive flaws with these agreements. It's well  
12 established under Florida law that a development  
13 agreement in a restrictive covenant is a contract,  
14 and thus is governed by the law of contract. And  
15 there are -- and so that's an issue, and I will  
16 explore that in some detail. But before I get to  
17 that, I want to talk about the unconstitutionality  
18 of these agreements, because these agreements  
19 purport to confer onto Disney governmental  
20 authority. And under the private non-delegation  
21 doctrine, a government -- a district cannot confer  
22 governmental authority onto a private party. Here,  
23 the development agreement provides, "if there is any  
24 conflict between the agreement and the district's  
25 land development regulations, this agreement shall

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1       prevail." That's an astonishing grant of authority.  
2       That's saying that even if there are regulations  
3       that have been adopted by the district that have the  
4       force of law, that this agreement trumps those laws.  
5       And that's not all. As I mentioned in my opening  
6       remarks, Disney also takes for itself the basic  
7       zoning power to identify how tall the buildings can  
8       be in the district. They also take for themselves  
9       all of the development rights and entitlements. And  
10      Disney, under these agreements, is the only one  
11      allowed to, "assign portions of the master  
12      development rights and entitlements to other  
13      landowners." So, Disney takes these governmental  
14      functions for itself. Disney also obligates the  
15      district to fund, design, and construct public  
16      facilities to accommodate Disney's growth. And it  
17      does so without giving the district the opportunity  
18      to reassess. Now, some may say, well, wasn't there  
19      a comprehensive plan? Isn't this just mirroring  
20      what's in the comprehensive plan? And that would be  
21      fallacious for a number of reasons. First of all,  
22      it's just not true in the sense of this has a date  
23      that goes well beyond the comprehensive plan. It  
24      extends that by a long period of time. It assigns  
25      the exclusive development rights to Disney, that



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1 wasn't in the comprehensive plan. And of course,  
2 the restrictive covenants place all sorts of  
3 restrictions upon the district that were not in the  
4 comprehensive plan. And so, Disney cannot hide  
5 behind the comprehensive plan as a justification for  
6 the development agreement. And all of this is to  
7 say, these agreements are unconstitutional, but they  
8 also violate the basics of contract law in three  
9 separate ways. First, at a most basic level, they  
10 are a blatant effort to evade HB9, and under Florida  
11 law of contracts, contracts that are inconsistent  
12 with public policy are null and void. The  
13 legislature was trying to empower this district to  
14 take back authority from a Disney, and Disney has  
15 tried to thwart that, and indeed exacerbate that, by  
16 taking even more powers that it did not have before.  
17 So that's one way in which these agreements are  
18 inconsistent with the Law of Contracts. The second  
19 is unconscionability. When you -- under Florida law,  
20 there's a strong public policy that when a contract  
21 is inconsistent with public policy, it's  
22 unconscionable, and you look at both procedural and  
23 substantive unconscionability. Here, with respect  
24 to procedure, we see self-dealing. We see a prior  
25 board that was hand-picked by Disney. We heard what



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1 the selection process looked like from one of the  
2 public commenters. And in addition, the  
3 supervisors, they had -- to the prior board, they  
4 had to own land in the district to serve. Where did  
5 that land come from? Disney, on a temporary basis,  
6 gave them use of the land. So that's self-dealing,  
7 and that's a hallmark under the case law of  
8 unconscionability from a procedural perspective.  
9 But there was also a lack of independent counsel for  
10 the district. The lawyer for the district has been  
11 working with Disney on real estate matters. To his  
12 credit, he disclosed this, but that doesn't change  
13 the fact that he has been working for Disney for  
14 some time now. And I'd like to show a series of  
15 slides that we've unearthed in our investigation.  
16 These are internal e-mails that we have discovered  
17 since we've been retained. And the first one shows  
18 that -- Disney's effort to obscure, that it drafted  
19 the development agreement by having the district's  
20 lawyer, who as I just mentioned works for Disney  
21 too, put his name on as the drafter. You can see  
22 the subject. It says, "Developer Agreement, Chapter  
23 163." This e-mail at the bottom is from John  
24 McGowan in his -- he says he's the chief Counsel in  
25 the legal department of Walt Disney World. And we

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1 can see that he says in the body of it, "My name is  
2 currently at the top of the document," that's the  
3 development agreement, "as the drafter, and I'm  
4 comfortable having my name on it, but from an optics  
5 perspective, that is not ideal, and it would be  
6 better to have a non-Disney employee be the  
7 drafter." So we see Disney doing the drafting and  
8 then trying to cover it up right away. And if we  
9 look at the next slide, we'll see the same was true  
10 of the restrictive covenants. Here we can see that  
11 originally, it says that it's John McGowan, that's  
12 the in-house Disney lawyer. We just saw it was  
13 listed as prepared by and returned to, and then  
14 that's struck out, and then they put in the  
15 district's lawyer instead, and you can see that in  
16 the red line. If we look at the next slide, we can  
17 see that the Disney in-house lawyer also edited the  
18 development agreement agenda for the district's  
19 board meeting. We can see the subject line,  
20 "Forward: Agenda for January 25, 2023 BOS Meeting."  
21 And we can see that this is from John McGowan, the  
22 in-house Disney lawyer. And we can see he says in  
23 the first line, "I would also suggest modifying the  
24 agenda item as follows." So he's -- Disney's lawyer  
25 is literally writing the agenda for the board



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1 meeting. If we look at the next e-mail, we can see  
2 that this same Disney in-house lawyer edits the  
3 talking points relating to the restrictive covenants  
4 for the administrator. And so here again, Disney is  
5 pulling the strings, and all of that is procedurally  
6 highly irregular and would satisfy the requirements  
7 of procedural unconscionability. But beyond these  
8 procedural irregularities, there also is substantive  
9 unconscionability. The touchstone is looking to see  
10 is an agreement unreasonably unfavorable to one  
11 party. The factors you look at are the length of  
12 the agreement, and the benefits that flow to both  
13 parties. And here we can see that the benefits that  
14 Disney has taken for itself are one-sided and  
15 substantial. And we've covered them, whether it's  
16 the zoning or the building of the roads, or the veto  
17 over the district's own alteration, or use of its  
18 property under the restrictive covenants, they even  
19 take the ability to censor the speech of the  
20 district on its own property, and the benefits are  
21 long term. And in return, the district received  
22 nothing, received absolutely nothing. Now, Disney  
23 may say, well, you know, we agreed not to sell our  
24 land at more than fair market value to the district.  
25 Guess what? You were never going to have to pay



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1 more than fair market value for the value of the  
2 land. So, this is totally elusory, and it is  
3 totally meaningless, and the district received  
4 nothing in return. And not only does that render  
5 these contracts substantively unconscionable, but  
6 there's a separate requirement under Florida law  
7 that a contract has to have consideration, and these  
8 contracts do not have that. Indeed, the restrictive  
9 covenants don't even purport to have a peppercorn of  
10 consideration. Now, if we look at those restrictive  
11 covenants, in addition to not having any  
12 consideration and in addition to suffering from all  
13 the unconscionability factors that we've just looked  
14 at in the development agreement, there are two other  
15 points I'd like to make. Number one, under Florida  
16 law, restrictive covenants are not binding on  
17 governmental entities. Under Florida law, we don't  
18 want governments having their hands handcuffed by  
19 private parties in contracts. And so, it's crystal  
20 clear that restrictive covenants simply do not have  
21 any force or effect vis-a-vis this governmental  
22 entity. And there's another problem, that these  
23 restrictive covenants are, once again, a violation  
24 of the private non-delegation doctrine. We can look  
25 at section 2.1 of the covenants. They restrict the



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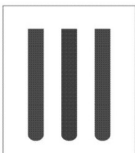
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1 district to use its property solely for the uses  
2 that it is currently being used for. We saw that in  
3 Dan's presentation. In addition, under section 3,  
4 the district cannot alter its property without  
5 Disney's review and consent. And the covenants even  
6 restrict the district's own speech on its own  
7 property. This is Disney setting itself up as a  
8 sensor in violation of the private non-delegation  
9 doctrine. No private party has that right. The  
10 bottom line is that Disney's efforts are riddled  
11 with procedural impropriety and illegality, and they  
12 are riddled with substantive impropriety and  
13 illegality. And we are confident that both the  
14 development agreement and the restrictive covenants  
15 will not withstand any judicial scrutiny. Thank  
16 you.

17 MR. GARCIA: Wow. Thank you, Mr. Thompson and  
18 Justice Lawson. Very powerful presentation. And as  
19 I said earlier, it's -- it really is shameful what  
20 Disney tried to do. At this point in the agenda  
21 we're going to hear from some state agencies. I  
22 understand that there's a representative from DOT,  
23 DPR and DOH. And what I'd ask is first, a  
24 representative from DOT to please step up, and give  
25 your name, and provide us with your presentation.



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1 MR. WATTS: Good morning, Chair and committee.  
2 My name is Will Watts, I'm the assistant secretary  
3 over engineering and operations for the agency. So  
4 our primary focus in the agency is to lead -- to  
5 lead the transportation system and manage one of the  
6 most comprehensive transportation systems in the  
7 country. Just a reminder of our mission is to  
8 provide a safe transportation system that ensures  
9 the mobility of people and goods, enhances economic  
10 prosperity, preserves the quality of our environment  
11 and communities. As a part of that mission we  
12 ensure the transportation system is interconnected  
13 and supports a multimodal network consisting of air,  
14 rail, sea, spaceport, transit, and the ever-  
15 expanding deployment of bicycle and pedestrian  
16 facilities. As Florida's transportation system  
17 impacts every aspect of daily living, maintaining  
18 strategic relationships with both public, private  
19 and quasi-governmental partners or paramount. This  
20 includes regional organizations and special  
21 districts like the Central Florida Tourism Oversight  
22 District. Our relationship with the prior Reedy  
23 Creek Improvement District is unique compared to any  
24 other entity in Florida. For transportation and  
25 infrastructure related matters, Reedy Creek received



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1 the best of both worlds, the private and the  
2 government worlds, and were not subject to the same  
3 oversight in terms of uniform protocols and  
4 standards or local standards as specified in the  
5 Florida Green Book, which sets minimal standards for  
6 transportation. We first addressed during the --  
7 this was first addressed during the recent special  
8 session by removing the requirement for the  
9 department to first seek approval from the Reedy  
10 Creek when determining where to place intersections,  
11 how to build thoroughfares, or design and construct  
12 standards for access and connecting to other state  
13 roads, including US 192, State Road 535, and  
14 Interstate 4. The concept that a private entity  
15 could unduly influence a state and/or federal funded  
16 highway project is an exception to the rule and not  
17 in the public's best interest. The legislation also  
18 added substantial requirements for the district when  
19 attempting to construct or impact state or federal  
20 land within its boundaries. This brings the new  
21 Central Florida Tourism Oversight Board in the same  
22 standards expected of all local entities and local  
23 governments. Over the years, Reedy Creek  
24 Improvement District has been quick to attempt to  
25 influence the department's decision making by



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1 removing Reedy Creek's exclusive authority to  
2 acquire, construct, and maintain public roads within  
3 the district by way of their self-appointed board.  
4 Commuters within the Central Florida region can be  
5 rest assured that their best interest will be taken  
6 into account when it comes to transportation-related  
7 development decisions. In addition to the  
8 aforementioned changes, there are several additional  
9 items the board may want to consider when  
10 determining how to best maintain the best interest  
11 of the public as you continue to settle in your new  
12 roles as members. As you begin to dig into the long  
13 history of the agreements between state agencies and  
14 the prior Reedy Creek Improvement District, there  
15 are some conceptual comparisons of what is typically  
16 looked like when we work with different partners,  
17 none of which are consistent when working with Reedy  
18 Creek. So we're going to talk a little bit about  
19 safety. The first category we're going to talk  
20 about is structural safety. So anytime structures  
21 are over state roads or under state roads, such as  
22 bridges or tunnels, we require ourselves, and any  
23 government entity, to inspect bridges every two  
24 years. We increase that inspection frequency as we  
25 need to, based on the condition of the structure. As



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1 a state agency, we also self-imposed for safety  
2 structural inspections for large sign structures,  
3 and signals -- and signal structures like trestles  
4 or traffic masked arms. And we were -- we would  
5 inspect those every five years for public safety.  
6 As a reminder, the roadways operating throughout the  
7 district within the limited exceptions -- with  
8 limited exceptions are under your control. And as  
9 far as roadway safety, every public entity is  
10 required to follow the Federal Highway  
11 Administration Manual on uniform traffic control.  
12 And local entities are subject to also the Florida  
13 Green Book by statute. This essentially requires  
14 all entities to develop standards to meet minimal  
15 expectations as well as experiences for all drivers  
16 on the -- on the highway system. After a long day  
17 at the theme park, commuters should be provided the  
18 same standards they're familiar with, whether  
19 they're within Reedy Creek or traveling on other  
20 public roads. Transit safety is also very important,  
21 required regulations, and inspections, and FDOT  
22 oversight over fixed guideway systems, fairies, and  
23 other transits used by the public. Similarly,  
24 quasi-private entities, which receive taxpayer  
25 dollars, such as airports, are subject to these

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1 inspections. As the governor mentioned earlier this  
2 week, the monorail system, and its structures, are  
3 one of the few systems in the state, and the  
4 country, that are not reviewed or inspected by any  
5 government entity. This was highlighted also by the  
6 National Transportation Safety Board in 2009. The  
7 agency has experts throughout the modes of public  
8 transit, including bus transportation, and we're  
9 happy to provide additional information to you. A  
10 couple other areas I want to highlight. One is  
11 maintenance. As a state agency, we maintain, of  
12 course, all of our infrastructure. That starts with  
13 a good inventory of what's out there. Of course  
14 maintenance also includes pothole repairs, repaving  
15 and pavement markings. It also includes mowing,  
16 litter, cleanup, signage repair and maintenance,  
17 lighting, safety features, such as guardrail as well  
18 as drainage conveyance systems, ITS maintenance and  
19 operations as well as -- and as well as traffic  
20 signals. So, there's quite a bit of inventory out  
21 there that you do have to maintain. Permitting,  
22 when dealing with fellow governmental entities,  
23 state law prevails, which means government does not  
24 pay for fees for permitting with local jurisdiction  
25 because it is public use. When engaging a private



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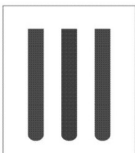
1 entity, government entities must pay fees because  
2 they're impacting private property rights.  
3 Currently, it is looking like FDOT could have to pay  
4 nearly \$2 million to link up to the Reedy Creek  
5 drainage system if we make any I-4 improvements.  
6 This is another example how they're receiving the  
7 best of both worlds, even though this construction  
8 is for the benefit of the traveling public. Thank  
9 you, Chair.

10 MR. GARCIA: Are there any questions or comment  
11 from my fellow board members? Well, thank you for  
12 your report, and thank you for the valuable service  
13 that you provide to the citizens of Florida. And I  
14 can assure you that this board welcomes you, and  
15 your department, and your services in our district.  
16 Thank you.

17 MR. WATTS: Thank you, Board. Thank you.

18 MR. GARCIA: Next, I'd like to hear from DPR.  
19 And the representative please state your name, and  
20 tell us the agency you're representing.

21 MR. MCMANUS: Thank you, Chairman. My name is  
22 Brian McManus. I am the deputy secretary for the  
23 Florida Department of Business and Professional  
24 Regulation. The DBPR is responsible for ensuring  
25 that more than 1.6 million licensees across more



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1 than 30 fields of industry provide safe, quality  
2 services to Florida's millions of residents and  
3 visitors. Florida's population has more than  
4 tripled since the 1970s, adding more than 3 million  
5 people every decade, and under Governor DeSantis'  
6 leadership, our team at DBPR has worked diligently  
7 to enhance and improve the department services to  
8 provide a smooth and efficient experience for  
9 residents, visitors, business owners and licensed  
10 professionals. Our mission is to license  
11 efficiently, regulate fairly. We implement this  
12 every day by helping businesses open their doors,  
13 and creating a pro-business climate to support all  
14 of our licensees. Vital duties of the agency  
15 include safeguarding the health, safety and welfare  
16 of the citizens of Florida, combating unlicensed  
17 activity, ensuring professionalism through  
18 education. DBPR is organized into two parts. In  
19 our business regulation side we have the Division of  
20 Alcoholic Beverages and Tobacco, the Division of  
21 Condominiums, Timeshares, and Mobile Homes, the  
22 Division of Drugs, Devices, and Cosmetics, and the  
23 Division of Hotels and Restaurants. Our  
24 professional regulation side includes the Division  
25 of Real Estate, the Division of Certified Public



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1 Accounting, the Florida Athletic Commission, the  
2 Division of Regulation, and the Division of  
3 Professions, which administers 12 professional  
4 boards, one counsel, one commission, five department  
5 regulated professions and a Florida building code.  
6 We have licensed professionals ranging from  
7 cosmetologists, veterinarians, real estate agents,  
8 and geologists to talent agents, certified public  
9 accountants, and contractors. We have nearly 1,600  
10 employees and 13 offices throughout the state to  
11 directly oversee and support Florida businesses and  
12 professionals. Now, our Division of Hotels and  
13 Restaurants licenses and inspects all public food  
14 service and lodging establishments in the state. We  
15 inspect hotels and motels twice a year, and we  
16 inspect restaurants between one and four times per  
17 year based on risk. During these inspections, we  
18 evaluate everything from sanitation and cleanliness  
19 to compliance with state human trafficking awareness  
20 laws, which thanks to the ongoing leadership of the  
21 governor and of Florida legislature in recent years,  
22 requires hotels to post information about human  
23 trafficking, and to formally train their staff to  
24 spot signs of human trafficking. Given the target  
25 audience for businesses within the Central Florida

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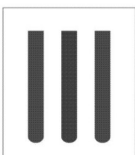
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1 Tourism Oversight District, compliance with the  
2 human trafficking awareness requirements is  
3 incredibly important, and we take this  
4 responsibility very seriously. We estimate there  
5 are 359 permanent food service establishments and 28  
6 hotels and motels in the district. Inspection of  
7 these establishments over the last 15 months have  
8 yielded over 3,300 violations, which include 393  
9 high priority violations. The category of high  
10 priority violations is considered to be capable of  
11 directly contributing to foodborne illness or  
12 injury. This is just one example of how important  
13 maintaining proper sanitation standards are for the  
14 safety of our residents, visitors, and workers.  
15 Though DBPR has the authority to conduct unscheduled  
16 inspections, as is the norm across the state,  
17 certain license premises within this district have  
18 recently attempted to coordinate the times  
19 inspections are scheduled as well as insisting only  
20 one inspector having access to license premises at a  
21 time. Normally our inspectors do not encounter this  
22 type of resistance when they are conducting business  
23 elsewhere. We have seen these instances escalate in  
24 the last six to 12 months. This has been a  
25 noticeable change in feedback from our Central



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1 Florida inspectors. DBPR also issues alcohol  
2 licenses through our Division of Alcoholic Beverages  
3 and Tobacco, also known as ABT. In this district  
4 there are at least 40 alcohol licenses obtained  
5 through the Special Act, and an additional 17  
6 licenses obtained through general law. At this  
7 time, we do not anticipate changes to the Special  
8 Act impacting the 40 licenses. ABT inspects license  
9 premises to ensure compliance with state laws, which  
10 include beverage laws, such as only selling to  
11 adults 20 [sic] years of age or older, ensuring  
12 alcohol is sold at, licensed premises, such as bars  
13 restaurants, pool areas, room service, and others.  
14 Alcohol licensees must maintain compliance with all  
15 state laws and local ordinance. And as there have  
16 been past violations involving the sale of alcohol  
17 to underage persons in the district, inspection of  
18 these license premises are quite important. Any  
19 changes in local zoning by this board can impact  
20 licensees and the DBPR is responsible for enforcing  
21 compliance with any zoning changes. Other licensed  
22 categories of note under our jurisdiction include  
23 veterinary clinics and healthcare clinic  
24 establishments, which are able to access  
25 prescription drugs, including opioids. We also



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1 enforce child labor laws and elevator safety. There  
2 are three licensed veterinary establishments, and  
3 three healthcare clinic establishments in the  
4 district. There are also certain child labor  
5 requirements regarding employees under the age of  
6 18, such as allowable hours to work and mandatory  
7 breaks. Businesses looking to employ children as  
8 part of an entertainment show or attraction are  
9 required to obtain a child labor permit from the  
10 department. Additionally, our Bureau of Elevator  
11 Safety works to ensure elevators and escalators  
12 throughout the state of Florida remain safe. And  
13 regarding elevators via an MOU with the department,  
14 the district has been allowed to process  
15 applications internally for permits of installations  
16 and/or alterations of elevators, and this is  
17 separate from DBPR's licensing system. The district  
18 has been allowed to conduct oversight for inspector  
19 compliance with inspection standards for elevators,  
20 escalators, and moving walkways. They have been  
21 allowed to correct any division performance by  
22 inspectors through direct employment or contractual  
23 relationships, and they have in the past been  
24 allowed to grant variances and waivers regarding the  
25 Florida Elevator Safety Code. Monthly activity

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1 reports are required to be submitted to DBPR, and  
2 include the number of inspection, inspection types,  
3 accidents, and complaints. The district, we  
4 understand, has three employees dedicated to  
5 conducting the inspections required by the MOU.  
6 Should this agreement be terminated, the agency  
7 would assume their responsibilities. This is a ten-  
8 year agreement and will expire on June 30, 2030. We  
9 have identical MOUs in place with Broward County,  
10 Miami-Dade County, the City of Miami, and the City  
11 of Miami Beach. However, those local governments'  
12 relationships to the businesses in their  
13 jurisdiction are different than what has -- than  
14 that of the previous board here. If the new state  
15 control board wants to reevaluate the MOU and direct  
16 DBPR to perform the duties which were delegated to  
17 the previous board, we're certainly happy to do so.  
18 We share the governor's vision and the board's  
19 desire to ensure everything within district  
20 boundaries and across the state complies with state  
21 law, and protecting the health and safety of the  
22 residents and visitors of our state is our top  
23 priority. Thank you again for the time today. And  
24 if you or any members of the board have questions  
25 about our regulatory authority in the district, I'm



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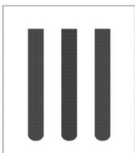
1 happy to take those.

2 MR. GARCIA: More comments from my fellow board  
3 members?

4 MR. MCMANUS: Thank you.

5 MR. GARCIA: Well, let me thank you for your  
6 report, and thank you for the valuable service you  
7 provide to the citizens of Florida, and assure you  
8 that this board welcomes and expects you to regulate  
9 everyone within the district, just like you're  
10 regulating those outside of the district. Next, we  
11 have someone from DOH, please come forward.

12 MS. KHOURY: I have a presentation. Good  
13 morning, Chair and board. My name is Weesam Khoury,  
14 and I'm the deputy chief of staff at the Department  
15 of Health. I was born and raised right outside  
16 Orlando so it's a pleasure to be home to discuss  
17 this critical issue with you-all today. Many travel  
18 from around the globe to experience Orlando just  
19 once, but I was lucky enough to grow up within an  
20 hour of the best attractions in the world. From  
21 WonderWorks on International Drive to swimming with  
22 dolphins at Discovery Cove, Central Florida is home  
23 to experiences like any other. These experiences  
24 are a cornerstone of my childhood and truly very  
25 precious to me. They're a monument to Florida, and



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1 something that should always be cherished and  
2 protected. To protect the unique resources of our  
3 beautiful state there must be checks and balances.  
4 Government, law and order, and consistency is a  
5 central component of that protection. I'm here to  
6 talk to you today about the Department of Health's  
7 role in that protection of Floridians and visitors,  
8 and how this is essential to ensuring the safety and  
9 success of tourism and hospitality, specifically in  
10 Orlando. An essential element of the department is  
11 the ability to collect and assess data and develop  
12 evidence-based approaches to the protection of  
13 health and wellness. By having population-based  
14 data surrounding disease outbreaks, injury risks,  
15 and healthcare standards, the department is able to  
16 identify issues in public health, develop mitigation  
17 strategies, and develop regulation to prevent risk  
18 to our communities. Swimming pools are a prime  
19 example of this. To protect from the risk of  
20 disease and injury at public swimming pools, the  
21 department has regulatory authority over operations  
22 of public pools and inspections. This is outlined  
23 in Florida Administrative Code and Florida statutes.  
24 For these pools and water parks in Florida,  
25 including at theme parks and their hospitality



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1 counterparts, the Department of Health regulations  
2 include water quality and chemistry, pool  
3 cleanliness and safety measures, proof of contract  
4 with pool service technicians or proof of pool  
5 operator training, pool maintenance records,  
6 location and condition of bathroom facilities,  
7 because improper maintenance of pools can result in  
8 injury, illness, drowning, and even death. High  
9 volume pools and water parks, including those at  
10 Disney, are prime areas for infections among open  
11 wounds, illnesses as a result of improper handling  
12 of fecal matter, injuries, drownings, and sometimes  
13 the tragic death of children. Sadly, drowning is  
14 the leading cause of accidental death for children  
15 ages 1 to 4 in Florida. In 2021, 98 children were  
16 victims of drowning in the state among various water  
17 bodies. This is why water safety is essential in  
18 our state, and why standardized operation and  
19 regulation prevents these tragedies, especially by  
20 requiring safety infrastructure in pool areas.  
21 Sufficient pool chemistry is not only essential for  
22 maintenance, but to prevent the spread of illness.  
23 Waterborne disease and parasite outbreaks like  
24 giardia, legionnaires, E. coli, and cryptosporidium  
25 are culprits among high volume pools. Legionnaire



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1 specifically has a 10 percent mortality rate, for  
2 example, so it's especially critical to ensure that  
3 the chemistry of all pools in Florida are maintained  
4 at the same standard. Outlined in Florida  
5 administrative code, the department's protocols for  
6 public high-volume pools and water parks are in  
7 place to mitigate these risks, minimize incidents,  
8 and outline corrective actions. The difference  
9 between Disney and other properties? Through Reedy  
10 Creek, Disney is solely responsible for reporting  
11 and management of any incidents. Disney addressed  
12 their complaints in-house, creating risk of  
13 conflicts of interest. There are 267 pools on  
14 Disney World properties that were delegated to Reedy  
15 Creek for inspection under this sovereign authority.  
16 To put that into perspective, Universal Studios'  
17 properties only have around 40. Ensuring the health  
18 and safety of 267 pools requires uniquely trained  
19 and well-organized resources and management. I  
20 think we can all agree on that. Our county health  
21 departments are built to manage this. We conduct  
22 over 100,000 inspections annually at 42,000  
23 facilities statewide. 267 pools are less than a 10  
24 percent increase in Orange County alone, which our  
25 team is prepared to absorb. Since 1996, the



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1 department is aware of over 7,000 violations on  
2 Disney property. Since pool inspections were  
3 delegated to Disney in 2014, over 3,000 violations  
4 occurred. Disney was the judge and jury for these  
5 incidents since 2014, and the State is only aware of  
6 what was reported to us. There was no ability for  
7 confirmation or assessment to ensure protocol was  
8 followed. Essentially, there was no external  
9 oversight for the pools and water parks, aside from  
10 Disney themselves. By eliminating special  
11 jurisdiction, the Department of Health has resumed  
12 the work of the Reedy Creek swimming pool inspection  
13 program. This will allow us, as a third party, to  
14 ensure safety of Floridians and visitors to prevent  
15 injuries and illness. Protecting the health and  
16 safety of Floridians is our core mission. This  
17 mission also provides authority over healthcare  
18 licensure in Florida, including within the  
19 boundaries of Reedy Creek. This has never been an  
20 exception. Within the department, the Division of  
21 Medical Quality Assurance is responsible for  
22 regulatory activities of various healthcare  
23 practitioners and facilities. Within the confines  
24 of Celebration alone, over 1,000 healthcare  
25 professionals are licensed by the department. That



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1 includes doctors, nurses, dentists, pharmacists, and  
2 even EMTs and paramedics we've heard from today.  
3 And I also wanted to say, I'm very glad that your  
4 teammate is okay. And thank you for your service.  
5 All licensees are required to meet criteria and  
6 scopes of practice determined by the department and  
7 their subsequent boards. Could you imagine if your  
8 doctor or nurse was exempt from the same standards  
9 as other providers in Florida or if the enforcement  
10 varied as you cross geographical boundaries? That's  
11 not the case. Under this authority, the department  
12 is able to issue restrictions or suspensions through  
13 emergency orders. If a practitioner poses an  
14 immediate serious danger. That authority is  
15 essential, and protects Floridians daily from any  
16 unsafe healthcare. This oversight also feeds into  
17 our license verification database, which is an  
18 online resource that provides Floridians with the  
19 ability to check the status of any licenses,  
20 complaints, and any disciplinary action of their  
21 providers, allowing Floridians to remain informed  
22 and make safe decisions for their needs. Government  
23 oversight of all entities in Florida, including  
24 Disney, should match this structure. Facilities of  
25 much smaller scope are also regulated by the



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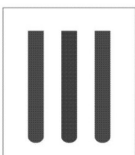
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1 department. For example, massage therapists and  
2 establishments are regulated by the department.  
3 Reedy Creek is home to a few massage establishments  
4 licensed by the department and has always been  
5 required to meet standards under Florida law. With  
6 this authority, we are able to detect, investigate,  
7 and halt criminal activity conducted through massage  
8 establishments and fraudulent practitioners.  
9 Regulations require that massage establishments pass  
10 inspections conducted by the department ourselves,  
11 provide proof of insurance coverage, ensure human  
12 trafficking training and reporting procedures, and  
13 comply with background screening requirements, which  
14 does not allow for ownership or management by any  
15 individual who has been charged with any heinous  
16 crimes, including but not limited to, sexual  
17 assault, prostitution, human trafficking, or child  
18 abuse. Overall, the department's authority shows  
19 that checks and balances are in place to protect the  
20 health and safety of our communities. It also  
21 supports transparency and accountability for our  
22 residents and visitors. This requires a partnership  
23 between the public and private sectors. Our role is  
24 to protect the health and safety of Floridians and  
25 visitors alike when they enjoy all that Florida has



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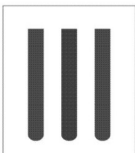


1 to offer. We all have the shared intention of  
2 supporting the unique experiences available in  
3 Florida. We look forward to working with you, as  
4 the board, as we continue this mission together.  
5 Thank you for your time.

6 MR. GARCIA: Are there any comments or  
7 questions from my fellow board members? I would  
8 like to thank you for that wonderful report. And  
9 thank you for the very valuable services that you  
10 provide to the citizens of Florida. And I can  
11 assure you that our board supports your providing  
12 these services of health, safety, and transparency  
13 within the district. And we look forward to seeing  
14 you and your agency here in the district. Thank  
15 you.

16 MR. AUNGST: Thank you.

17 MR. GARCIA: And that concludes -- the --  
18 reports. We'll now go to new business. Item 8.1.  
19 A couple weeks ago, I received a call from the  
20 inspector general who is conducting a civil and  
21 criminal investigation into the activities -- past  
22 activities here at the district. And she asked me  
23 if our financial advisor would cooperate with her  
24 department. And I said, of course. And she -- so I  
25 contacted our financial advisor, and was advised



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1 that they would like a direction from the board for  
2 their permission to cooperate with the inspector  
3 general. So I think I'll ask for a motion to  
4 effect. Yes, Mr. Langley?

5 MR. LANGLEY: So moved. Yeah. That would be  
6 -- would like you to include in that motion also  
7 direction to the district staff and in addition to  
8 just the PRAG consultants?

9 MR. GARCIA: Yes. So not only our financial  
10 advisor, but everyone in the staff to cooperate with  
11 the inspector general. So is there a motion to that  
12 effect?

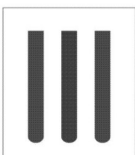
13 MR. AUNGST: So moved.

14 MR. GARCIA: Second?

15 MR. PERI: Second.

16 MR. GARCIA: Anyone opposed? Motion passes  
17 unanimously. Next item, 8.2, which is a report for  
18 -- from management on a Fourth Amendment to the Tide  
19 Bay Solar Facility.

20 MR. CROOKS: Morning, Mr. Chair, fellow members  
21 of the board. My name is Ray Crooks. I am a member  
22 of the Business Affairs Team for Reedy Creek Energy  
23 Services. Our responsibility is to plan for the  
24 long- term energy supply for the district as well as  
25 natural gas supplies. So this morning we're going



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1 to talk about a solar project that's associated with  
2 Amendment 4. Next slide, please. Just some brief  
3 information about the project. The project is  
4 called the Tide Bay Solar Project. It's going to be  
5 in Polk County, Florida. The developer of the  
6 project is Origis Energy, which is a nationally --  
7 actually, an internationally recognized solar  
8 developer. They have many projects in the country  
9 as well as outside of the continental United States.  
10 They're located in Miami, Florida. The project is  
11 going to be in Polk County, Florida. And it's going  
12 to be roughly on Highway 555 and I -- Highway 603 in  
13 Polk County, right at that corner near Duke Energy's  
14 transmission facilities. It's going to be a total  
15 capacity of 75 megawatts, and it's going to serve --  
16 the projection at the time when we presented this to  
17 the board, it was supposed to be online in January  
18 20 -- January 1, 2023. There's a purchase power  
19 agreement in place that the board signed back in  
20 June 2020. It's a 20-year agreement. And the  
21 estimated savings at the time that we went to the  
22 board was about \$173 million over a 20-year period,  
23 roughly \$8.7 million savings per year. And again,  
24 as I said, it was approved by the board on June 20,  
25 2020. Next slide. The district has pursued a



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1 portfolio of renewable resources for quite some time  
2 now, seeking, as the chair said earlier, to minimize  
3 this carbon footprint. These projects definitely do  
4 that, and add to that objective of the board. We  
5 have facilities here on property called the Citrus  
6 Ridge Facility, and you can see that driving down  
7 the 429. And if you drive down World Drive here on  
8 property as well, you'll see a solar facility that  
9 was developed by Duke Energy. That has the shape of  
10 Mickey's head, if you will. But we work with the --  
11 with Duke Energy in the development of that project.  
12 The other ones that are being contemplated here, and  
13 we'll discuss the Tide Bay project here in a minute.  
14 But there's two others that were being contemplated.  
15 The first one is Tide Bay, which we're going to talk  
16 about, which is in Polk County. And the second one,  
17 which we were planning at that time and having  
18 discussions, is called the Bell Ridge Solar  
19 Facility, which is going to be located in Gilchrist  
20 County, which is kind of northwest of Gainesville,  
21 Alachua County. Next slide, please. Whenever  
22 evaluations are done with respect to resources for  
23 portfolio, specifically the districts, we have to  
24 make sure we understand what the natural gas market  
25 is doing. Natural gas is the predominant fuel for



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1 generation in the state of Florida. Roughly 50 to 60  
2 percent of electricity generation comes from natural  
3 gas. So whatever we're doing, we have to kind of  
4 evaluate it with respect to what natural gases are  
5 -- prices are forecasted to be, and how our project  
6 or proposed projects will be impacted by it. When  
7 we originally thought about this in late 2018, going  
8 into 2019, the NYMEX futures market was about \$2.65.  
9 And we subsequently before the board meeting in  
10 2020, we looked at the gas prices again, and they  
11 were very similar. So we were confident that we  
12 used the appropriate gas prices for the evaluation.  
13 Next slide, please. When we looked at these  
14 opportunities or additions to the district's  
15 portfolio, we saw that adding the Tide Bay Solar  
16 Project would generate roughly about \$92 million in  
17 savings over the 20-year period. And over time,  
18 even with the change in gas prices, even though the  
19 gas prices have gone down, they're still driving  
20 significant amount of savings over the 20-year  
21 period. The green line on this graphic is what you  
22 should be focusing on, where the savings were  
23 developed. The other two lines, the gray line and  
24 the blue line, are just basically sensitivities  
25 around the analysis that was done, and it's still



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1 generated savings for us. The difference between  
2 the Tide Bay Project and the other two is that we  
3 also added additional solar, or contemplated  
4 additional solar, which then drove additional  
5 savings. The bottom line here is, as natural gas  
6 prices increase, solar projects become much more  
7 financially beneficial to the district. Next slide,  
8 please. I apologize for the -- there we go. Thank  
9 you. The district has a long-term tenured  
10 relationship with Duke Energy. We have been  
11 business partners with Duke for a long period of  
12 time. They have supplied the district for many  
13 years. However, over time, they've started to let  
14 us know that they won't have energy to sell us,  
15 excess energy. And so we had to figure out other  
16 ways that we could supply the rest of our portfolio.  
17 And we looked at other suppliers within the Central  
18 Florida region, and quite frankly, in the state.  
19 The biggest suppliers in the state, we asked them  
20 for proposals, if you will, to supply our needs.  
21 And we got some responses, but not -- certainly not  
22 from everybody that we had solicited from. Bottom  
23 line is when we looked at the portfolio using a  
24 particular supplier other than Duke, it's still  
25 generated savings into the tune of about \$173



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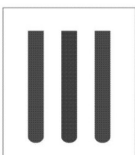
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1 million savings over the 20 years. And as gas  
2 prices -- as I said earlier, as gas prices increase,  
3 that line gets more and more savings tool for the  
4 district. So in our -- in our estimation, the Tide  
5 Bay Project proved itself to be a couple things.  
6 One, beneficial from a long-term perspective in  
7 terms of keeping our costs low. The second thing is  
8 a reliable supply because it's part of the Florida  
9 grid. The third thing that I want to emphasize is  
10 that it's a great effort on the part of the district  
11 to reduce its carbon footprint. And we know that  
12 that is an important thing for not just the  
13 district, but the other energy providers in the  
14 state of Florida. So all in all, this project, this  
15 Tide Bay project kind of checked all the boxes for  
16 us. Financially feasible, reliable, reduction in  
17 carbon footprint. It was a win-win no matter which  
18 way we looked at it. Next slide, please. So we had  
19 had a preliminary discussion with the chair, and he  
20 asked us -- he says, "This can't be as good as it  
21 sounds. Put some pros and cons on here, and let me  
22 see really what we're talking about." Well, let's  
23 focus on the pros for just a minute. It was the  
24 least cost alternative for the district. Make no  
25 mistake about it. It was \$92 million initially.



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1       When we reevaluated it with other suppliers in the  
2       mix, it was \$173 million of savings over the 20-year  
3       period. So there was no doubt that it was a  
4       financially smart thing to do. The second thing is,  
5       in these types of arrangement, the district has no  
6       capital outlay. There's no bonds involved. There's  
7       nothing. The developers are the ones that spend the  
8       capital to build the facility. The district has a  
9       purchase power agreement that buys the supplies from  
10      the -- from the project, and has no capital exposure  
11      whatsoever. And that's something that you can't do  
12      when you're building a gas plant, or a coal plant,  
13      or a nuclear plant. You will have to expend  
14      capital, so the developer takes that risk. It's a  
15      fixed price over 20 years. That's also unheard of  
16      in the market. There's no other generation source  
17      that will give you a fixed price over a 20-year  
18      period. That doesn't exist. And then it's a great  
19      hedge against natural gas. As you are all aware,  
20      the natural gas market has been very volatile.  
21      Prices go up and down, and sometimes it goes up for  
22      a significant amount of time. The higher the gas  
23      prices for -- on the NYMEX is the more savings  
24      you're going to derive. And we showed you in slide  
25      2 or 3 what the natural gas forecasts were, and



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1 they're still fairly consistent today. The gas  
2 price is still \$4 for the -- for the forward curve.  
3 So we're still within the realm of reasonableness  
4 for this project. It's connected to the Duke Energy  
5 Transmission System. If you kind of learn a little  
6 bit about our -- the district's service territory,  
7 we're surrounded by Duke Energy. Duke Energy  
8 Transmission System surrounds us, and we're  
9 connected to them. That's another way of reducing  
10 our costs. If we went outside of the boundaries of  
11 where we are, we would have more than one  
12 transmission requirements to take care of, which  
13 would increase our cost of energy supply to the  
14 district. And then last but not least, it lowers  
15 the carbon footprint. I was encouraged when I heard  
16 the chair say that was one of the things he's  
17 wanting to do. This does exactly that. On the cons  
18 side, however -- and I did find some cons. Solar  
19 plants are subject to weather abnormalities. If  
20 something comes and wipes out the facility in Polk  
21 County, it is what it is. But suffice it to say  
22 that even if you build a gas plant and a hurricane  
23 came through, it would've wiped that out as well.  
24 So that is a con. I get it, but it's -- we can't --  
25 we can't avoid that risk. The second thing is



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1 there's no off-peak energy production, meaning solar  
2 is going to operate when the sun is shining, for the  
3 most part. So, what do you do at night? Well, what  
4 we do, because it's the most economic thing to do,  
5 the district buys power off peak. So it uses solar  
6 during the on peak period. At probably about 11:00  
7 at night to 7:00 in the morning we buy market power  
8 because it's the cheaper thing to do. If we use --  
9 the only way we could do that with a solar facility  
10 is to add battery. And battery technology is  
11 completely out of the picture right now in terms of  
12 cost. So, it's cheaper to buy market power. So if  
13 you view the market power availability as a con,  
14 that's still the cheapest thing for us to do. The  
15 other con to this is, should it happen, and we have  
16 surveyed the market since our conversation and even  
17 before that, then nobody's forecasting the longer  
18 marginal price of natural gas to be \$2 for 20 years.  
19 It hasn't happened before, and we don't expect it to  
20 happen now. So if gas prices don't stay at 2 bucks,  
21 then this project will always be in the money, no  
22 matter what. Then lastly -- I got to read my own  
23 writing here. Solar degradation. Over time, the  
24 panels degrade as part of the normal process of  
25 using them. If that degradation goes faster than



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1 was -- is anticipated by the developers, then it  
2 will have a shorter life, yes. But they also have  
3 the ability to replace those panels, and we can just  
4 continue generating and the district will get the  
5 benefits of that supply at a lower price, fixed  
6 price for 20 years. Next slide, please. So in this  
7 slide, I wanted to show you that before we started  
8 adding solar to the portfolio, roughly 91 percent of  
9 the district's portfolio was based on natural gas,  
10 because that's the predominant fuel in the market.  
11 And so, as we started to look up about having more  
12 solar and more renewables in our portfolio, and  
13 reducing our carbon footprint, we ventured off into  
14 looking at solar projects. That was the real  
15 genesis of what -- why Tide Bay occurred. And so,  
16 if you look on the left-hand side, it tells you that  
17 we were predominantly natural gas and market power.  
18 And market power in the state of Florida is  
19 typically natural gas. And then we move towards the  
20 graphic on the right side that says we're going to  
21 have about -- with the solar project, we're going to  
22 have about 23 percent of our portfolio in solar  
23 energy, 58 percent in natural gas, and 23 percent in  
24 market power. What that says to us is that we're  
25 improving our carbon footprint, we're reducing our



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1 dependence on natural gas, because that's a carbon-  
2 based fuel. And we're also lowering our cost. The  
3 chair chided me. When I spoke to him, he says, "You  
4 tell me this is a no-brainer." It's our opinion  
5 it's still a no-brainer. This does -- checks all  
6 the boxes for the district. Next slide, please. So  
7 when we -- when we prepared this deck to go to the  
8 board, we had some recommendations that we thought  
9 were prudent and kind of the direction that we think  
10 the district ought to go in. What we said was, we  
11 should continue to work with Origis Energy, the  
12 developer of this Tide Bay Project, and get this  
13 project in place and online so the district can  
14 start saving significant amount of money in its  
15 profile. We also had to manage their transmission  
16 service requests because as the developer, they had  
17 to request service from Duke in order to connect to  
18 Duke's system to be able to deliver energy to us.  
19 That's just part of the process. And then we had to  
20 also review their generation interconnection service  
21 agreement, which is also an agreement with Duke. So  
22 we had to kind of follow them, if you will, in their  
23 process, in them getting permission from Duke to use  
24 their transmission system to connect their solar  
25 facility so they can send the energy to us. So it



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1        wasn't just a one-off where you sign an agreement  
2        and you're done. It's a process that we helped them  
3        manage, follow the rules of the road, if you will,  
4        to make sure that come the time for in-service, that  
5        the energy would be delivered to the district,  
6        because again, the price, the reliability was so  
7        good we didn't want to waste any time. We wanted to  
8        get going. And then we also asked them to pursue  
9        formal proposals for incremental capacity for the  
10       district because this solar project in and of itself  
11       did not supply all of the district's needs. We  
12       still had to go and get other things. The problem  
13       with that is our previous suppliers, including Duke  
14       and others, didn't have anything to offer us. And  
15       they told us that. We had worked with them for  
16       several periods of time, and they kept us apprised  
17       of what was going on. And they just couldn't go on  
18       beyond a certain point. And so we have to find  
19       other ways of looking at it, and we're still doing  
20       that even today. And then lastly, we wanted to  
21       continue discussions with another solar developer  
22       that we had been talking to out of south Florida,  
23       NextEra Energy, another nationally recognized solar  
24       development firm to see if they had a solar facility  
25       that we could probably get into. Because again, the



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1 economics simply said as natural gas prices went up,  
2 it was cheaper to get a fixed price solar deal for  
3 20 years, and you could create a significant amount  
4 of savings over a 20-year period.

5 MR. GARCIA: Does that conclude your report?

6 MR. CROOKS: Yes, sir. It does.

7 MR. GARCIA: Are there any questions or  
8 comments from my fellow directors? Just so the  
9 board knows, I've been through this presentation and  
10 had several questions. And my questions were  
11 answered by additional items that were put on the  
12 slide.

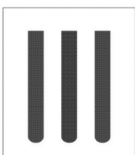
13 MR. CROOKS: That's good.

14 MR. GARCIA: I want to thank you for an  
15 excellent report. And for your recommendation.  
16 What we need from the board is a motion to ratify  
17 the April 6, 2023 forbearance letter, and authorize  
18 our district administrator to execute the Fourth  
19 Amendment to the Power Purchase Agreement that's in  
20 your material. Is there such a motion?

21 MS. ZIEGLER: So moved.

22 MR. AUNGST: Second.

23 MR. GARCIA: Any opposed? The motion passes  
24 unanimously. Thank you again, sir, for an excellent  
25 report.



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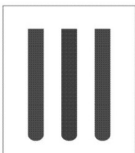
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1 MR. CROOKS: Yes, sir. Thank you.

2 MR. GARCIA: The next item on the agenda is  
3 8.3, removal from office and terminate all Planning  
4 and Zoning Board members, and appoint the board of  
5 supervisors to serve as a local planning agency of  
6 the Central Florida Tourism Oversight District. And  
7 I'll ask our general counsel to address this item,  
8 please.

9 MR. LANGLEY: Yes. Under the State Growth  
10 Management law, the governing body of the district  
11 has the authority to self-appoint this body as the  
12 local planning agency. Currently, there's a board  
13 called Planning and Zoning Board that serves that  
14 function. That prior board is made up of, I assume  
15 volunteers, but of course, were not appointed by  
16 you. I think it would make a lot of sense for this  
17 board, in order to know what is going on with the  
18 functions of that board, to take over that duty.  
19 And to -- so this action item would remove and  
20 terminate the existing Planning and Zoning Board  
21 members and appoint yourselves to serve in the  
22 capacity of the local planning agency. There's  
23 another item coming up on the agenda that would also  
24 put into the land development regulations that same  
25 thing. But you independently have this authority



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1 under the act to remove the members of the existing  
2 advisory board and to self-appoint five members of  
3 the board. I'd also point out that some of our  
4 members have backgrounds in this area of the law.  
5 And I know Board Member Aungst especially. I'm sure  
6 others have some experience in these areas as well.  
7 And I'm pretty certain that you- all could handle  
8 this role very easily. Sir, that's my  
9 recommendation. I have included a motion for your  
10 consideration in the agenda packet. If you have any  
11 questions, let me know.

12 MR. GARCIA: So the motion or a package of  
13 motion to remove from office and terminate all  
14 Planning and Zoning Board members, and appoint the  
15 board of supervisors to serve as the local planning  
16 agency of the Central Florida Tourism Oversight  
17 District, and to perform the functions of the  
18 Planning and Zoning Board. Do I have a motion to  
19 that effect?

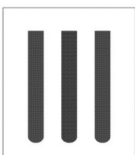
20 MR. AUNGST: So move.

21 MR. GARCIA: Is there second?

22 MR. PERI: Second.

23 MR. GARCIA: Any discussion? Anyone opposed?

24 Motion passes unanimously. Next item is 8.4,  
25 discussion and potential action regarding the



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1 selection of an urban planning firm, and conducting  
2 a regional fiscal impact analysis or study to assist  
3 the district in the review and evaluation required  
4 by the district's Enabling Act. Some of the items in  
5 my prepared comments related to housing, traffic,  
6 and environmental issues that this district is going  
7 to want to take up. Can't be done without the  
8 assistance of an urban planner, and probably an  
9 economist to do the regional impact study. And so  
10 what I'm asking for, and I'm going to -- I'm going  
11 to need Supervisor Aungst assistance with this  
12 because he is one of the preeminent land use lawyers  
13 in Florida. But I'd -- what I'd -- what I'd like at  
14 this stage is authorization from the board to move  
15 forward to evaluate regional urban planners and  
16 economists. And I'll figure out a way to use the  
17 capability of Supervisor Aungst in that review  
18 process. And then what I envision is that he and I,  
19 working of course under the Sunshine Laws, will  
20 bring some recommendations to the board. And this  
21 is -- by the way, this is something that I think we  
22 need to fast track because I indicate -- as I had  
23 indicated in my prepared remarks, we want to get our  
24 evaluation to this legislature and this governor  
25 before the next legislative session. So I'd ask for



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1 that authority. Does it require a motion, Mr.  
2 Langley?

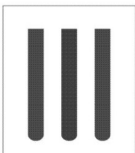
3 MR. LANGLEY: Yes, sir. On --

4 MS. ZIEGLER: I move to direct -- or authorize  
5 the chair to gather information, and bring back to  
6 us regarding urban planning firm.

7 MR. SASSO: I'll second, I'd like to add some  
8 discussion points, Mr. Chair.

9 MR. GARCIA: Awesome. Sure.

10 MR. SASSO: The discussion points are I'm not  
11 sure if this is something that Mr. Aungst wants to  
12 take on himself, but I wouldn't be comfortable if  
13 you are either delegating it to him to bring back to  
14 us, or I'm not sure if you were envisioning a  
15 committee of two. Either way, I think we can decide  
16 on how you'd like to proceed with that. If you --  
17 if you would want to expand upon your original  
18 remarks and how you want to use Mr. Aungst, and  
19 ourselves, within the confines of Sunshine. I would  
20 ask that two points be considered. I'm sure you're  
21 thinking of it already. You mentioned them earlier,  
22 but the affordable housing needs of the district  
23 that's been a significant challenge throughout  
24 central Florida and probably the state. I'd be  
25 curious what kind of results come out of a study,



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1 and make sure we get an elaboration on that point.  
2 As well as some of the utility remarks that were  
3 shared earlier. What makes the most sense in terms  
4 of utilities? Again, you- all are probably already  
5 thinking of this, but from my perspective, I think  
6 this will be important for us to consider.

7 MR. GARCIA: Those are well taken comments. And  
8 I agree we're going to deal with those issues. Let  
9 me ask Mr. Langley, Supervisor Aungst and I can't  
10 work together as a committee, can we? Which --

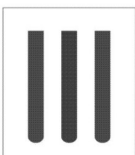
11 MR. LANGLEY: Well, the only way you could do  
12 that is if we have public meetings where you two are  
13 having these discussions. So it's really better if  
14 the board delegates to just one board member of this  
15 process to bring back a contract for the board  
16 approval.

17 MR. GARCIA: Well, let me ask Supervisor  
18 Aungst. Is this something that you're willing to  
19 take on, on your own?

20 MR. AUNGST: Yes, Mr. Chair. With the board's  
21 approval and support, of course, it would be  
22 something I'd be willing to do.

23 MR. GARCIA: Awesome.

24 MS. ZIEGLER: So let me amend my motion to  
25 authorize Board Member Aungst to go through a fact-



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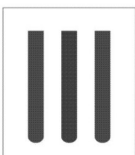
1 finding mission and provide us with a -- with a  
2 recommendation for an urban planning firm and a --  
3 as well as conducting a fiscal impact analysis.

4 MR. GARCIA: Is there a second to that motion?

5 MR. SASSO: Second.

6 MR. GARCIA: Any other discussion? Any  
7 objections? Note that the motion passes  
8 unanimously. Next item is 8.5, board discussion and  
9 potential action regarding direction to the district  
10 staff and legal counsel and priorities of the board  
11 for future agendas. One of the action items that I  
12 know our general counsel will direct us on is with  
13 respect to the powerful presentations that we  
14 received from trial counsel today, in terms of what  
15 action he recommends that the board take. So I'll  
16 turn it over to our general counsel.

17 MR. LANGLEY: Thank you. I would recommend at  
18 this time that the board move to direct the  
19 district's litigation counsel to prepare a  
20 resolution for consideration at the April 26th board  
21 meeting, which is next week, which does the  
22 following: declares the development agreement and  
23 covenant restrictions entered into by Reedy Creek  
24 Improvement District and Walt Disney Parks and  
25 Resorts U.S.A., void ab initio. Makes findings of



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1 fact in support thereof and directs actions as  
2 needed to assert the district's positions on those  
3 issues.

4 MR. GARCIA: Is there a motion to support that?

5 MS. ZIEGLER: So moved.

6 MR. GARCIA: A second?

7 MR. PERI: Second.

8 MR. GARCIA: Any discussion? Anyone opposed?

9 Please note the motion passes unanimously. Are  
10 there any other action items under 8.5, Mr. Langley?

11 MR. LANGLEY: None for me.

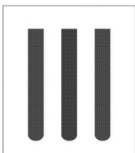
12 MR. SASSO: Can I --

13 MR. GARCIA: Okay.

14 MR. SASSO: -- interject, Mr. Chair?

15 MR. GARCIA: Yes, sir.

16 MR. SASSO: I don't know if this is the best  
17 place. It might be in 8.6, but it's a bit of a  
18 hybrid. There's some good informational items I  
19 wanted to provide some comments to the board to  
20 consider for the next meeting. Some of those  
21 crossed over, both legal and district administrator,  
22 you have a copy. If anyone would like an electronic  
23 copy, I think Mr. Classe and Mr. Langley also have  
24 electronic copies. I just wanted to bring that up.  
25 It's mundane, but if you'd like those remarks from



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1 me, I want to make sure you knew that I had provided  
2 some comments.

3 MR. GARCIA: So you want to -- you want to  
4 provide comments?

5 MR. SASSO: Comments on the -- on some -- I  
6 think it was item 6.2 and 6.4, job descriptions.

7 MR. GARCIA: So you want to have a discussion  
8 on that now?

9 MR. SASSO: I don't need any further discussion  
10 right now. I think we're going to bring it up in  
11 the next meeting. I just wanted to note that I had  
12 provided some feedback in the form of written  
13 comments.

14 MR. GARCIA: Okay.

15 MR. SASSO: That's all.

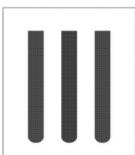
16 MR. GARCIA: Mr. Langley, anything else on 8.5?

17 MR. LANGLEY: I believe earlier in the meeting,  
18 Mr. Classe was directed to bring back something for  
19 next week, based on a prior discussion we had during  
20 his report. And I don't think we need further  
21 direction on that, correct?

22 MR. CLASSE: Correct.

23 MR. LANGLEY: Okay. Thank you. That's all I  
24 have.

25 MR. GARCIA: Okay. And then 8.6. Vice Chair,



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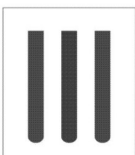
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1 is that something that you've already provided or is  
2 there more that you want to provide on the  
3 negotiations that you're having with Mr. Classe?

4 MR. SASSO: I don't think there's anything  
5 further than what was already shared, but I'm  
6 certainly happy to discuss it if someone has a  
7 question or a comment. Otherwise, I'm okay moving  
8 on until next week or the next meeting.

9 MR. GARCIA: Any comments or questions by my  
10 fellow board members on 8.6? 8.7 is an item that  
11 the Vice Chair put on the agenda, so I'll turn it  
12 over to him.

13 MR. SASSO: So I believe this was predominantly  
14 covered in another resolution, and I think we're  
15 going to hear about it next week, so it might be  
16 something that I'd want included on that agenda, Mr.  
17 Langley, which we've already discussed. And it also  
18 bleeds in subject matter-wise into 9.1 with the  
19 COVID resolutions and what the policy is of this  
20 district. I understand we'll hear about that 9.1  
21 whereas this district is not going to enforce any  
22 COVID restrictions, vaccine mandates, et cetera,  
23 within the district staff, and I think at our next  
24 meeting, we'll hear about that with respect to other  
25 entities outside of just the district itself or the



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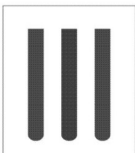
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1 district staff and our employees. I think it's well  
2 known that the emergency officially ended, according  
3 to Washington, D.C., on April 10th, and I think  
4 we're just kind of catching up to an extent and  
5 piggybacking off of that. I know the Florida House,  
6 I think it's House Bill 1013, is also addressing  
7 this currently in the legislature. So again, an  
8 important housekeeping item, I think, for the  
9 district, but did want to bring that up and have it  
10 recognized in case there are other comments. I'm  
11 happy to address those if there are some.

12 MR. GARCIA: So is this an item you're going to  
13 put on the agenda for the next meeting, Vice Chair?

14 MR. SASSO: I believe Mr. Langley can more  
15 accurately describe that point.

16 MR. LANGLEY: Yes, sir. So we already have  
17 advertised for the next meeting Resolution number  
18 640, which addresses COVID-19 restrictions and  
19 mandates by businesses within the district. That  
20 regulation -- resolution also puts in place, in  
21 resolution form, other things that affect district  
22 operations and contractors of district -- of the  
23 district and district meetings. I'd also point out,  
24 and we could talk about this in 9.1, but the  
25 resolution adopting the board's rules and



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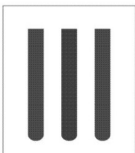
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1 regulations also provides a rule that discusses that  
2 we do not require for your attendance at our public  
3 meetings any COVID restrictions, mask mandates, or  
4 vaccines. And also as a policy, we do not require  
5 these matters from our district employees. We will  
6 not deny services from any taxpayer that wants  
7 services from the district on a basis of any sort of  
8 COVID mandate. So we are taking action, in part  
9 today, on those issues, but we're being a little --  
10 we're going to capture some additional items next  
11 week in Resolution 640.

12 MR. AUNGST: Mr. Chair, I think this is  
13 somewhat germane, but Mr. Langley, in reviewing the  
14 docket of litigation, and I can't remember if it was  
15 the Middle District or the Ninth Circuit, but I  
16 noticed that the district has been named recently in  
17 some retaliation or discrimination lawsuits as it  
18 relates to COVID-19 practices, and I just wanted to  
19 see if we can get an update on those at a future  
20 shade meeting. Not to put you on the spot about  
21 that right now, but it's something that I've  
22 noticed. I think -- I don't know if they've been  
23 served, but they were filed recently.

24 MR. LANGLEY: All right. We'll have to bring  
25 that back for a future meeting so I can get updated



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1 on that.

2 MR. AUNGST: Thank you.

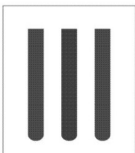
3 MR. LANGLEY: Thank you.

4 MR. GARCIA: Okay. Anything else, Vice Chair,  
5 on that point?

6 MR. SASSO: No, Mr. Chair.

7 MR. GARCIA: Okay. So that -- have I missed  
8 anything on new business? Is there any further new  
9 business that anybody on the board wants to discuss  
10 or address? If not, we'll move to the public  
11 hearings part of the agenda, and first, the 9.1,  
12 which is Resolution number 638, and I'll turn that  
13 over to our General Counsel.

14 MR. LANGLEY: All right. I'm going to read the  
15 title first. Resolution number 638, a Resolution of  
16 the Central Florida Tourism Oversight District  
17 Creating Rules and Procedures for the Board of  
18 Supervisors and Governing Procedures, Conduct  
19 Decorum for Meetings of the Board Providing for  
20 Severability Conflicts and an Effective Date. As  
21 the board directed, I have prepared for your review  
22 and consideration Board Rules and Procedures for the  
23 operation of your meetings and the general conduct  
24 of the members of the board. This document also  
25 governs the decorum and conduct of the attendees of



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1 the meetings of the board. And as I mentioned  
2 previously, there's also a COVID policy within this  
3 resolution as well. This is a -- sort of a working  
4 procedures for how matters get on an agenda, and how  
5 we conduct our meetings, the time limitations set  
6 for public speakers, the enforcement mechanisms for  
7 the chair to implement and enforce these rules.  
8 There's a number of items in here. It's -- you  
9 know, it doesn't address all the organizational  
10 issues of the entire district, but it is a good  
11 start. And I know this is something that the prior  
12 board did not really -- well, it appears, from what  
13 I understand, that they did not have formalized  
14 rules for how they governed their meetings, which is  
15 very unusual. So as this board directed, they  
16 wanted to correct that, and that's why we expedited  
17 these set of rules for your consideration today.  
18 That's all I have. I have -- this would be a motion  
19 to approve Resolution number 638 as presented or if  
20 any board member has any potential or suggested  
21 revisions, we can, if the board agrees, incorporate  
22 those today with the adoption of the resolution.

23 MS. ZIEGLER: I move to approve Resolution 638,  
24 and just want to add that it was well done, so I  
25 appreciate that.



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1 MR. LANGLEY: Thank you.

2 MR. GARCIA: Is there a second?

3 MR. AUNGST: Second.

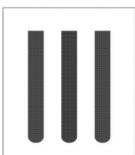
4 MR. GARCIA: Any discussion?

5 MR. SASSO: Mr. Chair, I have one point of  
6 discussion on this. Would it be appropriate to  
7 include something about public identification of  
8 lobbyists who wish to contact the board in the  
9 procedures, or would that be better addressed in  
10 another fashion, Mr. Langley?

11 MR. LANGLEY: I think we need to -- it'll be  
12 tough to come up with that today. It is something I  
13 think we do need to address. I think because the  
14 importance of the working order sort of procedures,  
15 I wanted to get this in front of you. I think the  
16 lobbyist part needs to be addressed separately, and  
17 I'm willing to tackle that and forward bringing it  
18 back to the future meeting.

19 MR. SASSO: Okay. Well, for discussion  
20 purposes only, I think it'd be helpful if we had  
21 that maybe at the next meeting if you can muster it.  
22 If not, I have no further discussion on this other  
23 than I thought it was very well done. Thank you for  
24 your efforts on it.

25 MR. LANGLEY: Thank you. Appreciate it.



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1 MR. GARCIA: Yeah. The only thing I want to  
2 make sure that everybody understands is in terms of  
3 board policies. You know, as you've heard a number  
4 of times, the old board had virtually no board  
5 policies, which is highly irregular, and this really  
6 is just the tip of the iceberg. The vice chair has  
7 just identified an issue that we're going to need to  
8 address and there's many more. And so we're going  
9 to have a much more comprehensive board policy.  
10 I'll just share with you one of the items -- one of  
11 the ideas that I've been discussing with our  
12 financial advisor is that we don't have an internal  
13 audit function in this district, and with some of  
14 the accounting irregularities, and what we've heard  
15 from some of our employees, that their complaints,  
16 grievances, and suggestions fell on deaf ears with  
17 the last board, and I've read what is purported to  
18 be a whistleblower policy for the district, and I  
19 find it to be highly inadequate, there really is no  
20 anonymity for the employee. And so that is one of  
21 the other items is we're going to have a very  
22 accessible whistleblower policy. We're going to  
23 look at having an internal auditor function that  
24 reports dotted line to the administrator and direct  
25 line to the general counsel. So this is just the



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1 tip of the iceberg. We're going to continue to work  
2 on board policies, like lobbying issues,  
3 whistleblower policies, and many more. So what I  
4 anticipate is at every meeting or every other  
5 meeting, we're going to be proposing new policies  
6 until we bring this district into the appropriate  
7 good practices for a governing agency. Any other  
8 comments on that?

9 MR. LANGLEY: Chair, on this item, I would ask  
10 for a voice vote because it is a regulation. I'd  
11 like to --

12 MR. GARCIA: Yes.

13 MR. LANGLEY: -- make it clear that -- for the  
14 record that all voted in favor.

15 MR. GARCIA: Okay. Is there anyone opposed to  
16 it? Does that work?

17 MR. LANGLEY: Well, it will work, but I  
18 would --

19 MR. GARCIA: Okay.

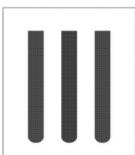
20 MR. LANGLEY: -- was asking if you could go  
21 ahead and do the aye and --

22 MR. GARCIA: Okay. All in favor?

23 MR. SASSO: Aye.

24 MR. AUNGST: Aye.

25 MS. ZIEGLER: Aye.



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1 MR. PERI: Aye.

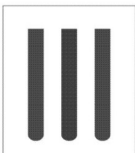
2 MR. GARCIA: Any opposed? Passes unanimously.

3 MR. LANGLEY: Thank you.

4 MR. GARCIA: Okay. 9.2, Resolution number 639.

5 Mr. Langley?

6 MR. LANGLEY: Resolution number 639, a  
7 Resolution of Central Florida Tourism Oversight  
8 District to Amending Article 6, Chapter 6-90 in  
9 Article 7, Chapter 7-20, and seven -- Chapter 7-30  
10 of the RCID Land Development Regulations Providing  
11 for Codification, Severability, and an Effective  
12 Date. Now the Enabling Act of this district is very  
13 clear on this matter. As constituted by the law  
14 effective on February 27, 2023, this district has  
15 superior authority over the entire district,  
16 including within the cities within the district, on  
17 the issues of comprehensive planning, zoning, land  
18 development regulations, environmental protection  
19 regulations, platting, subdivision regulations, fire  
20 and safety, building. This act that created this  
21 district also gave specifically the authority for  
22 this district to review, process, comment on,  
23 approve, approve with conditions, or reject  
24 applications for development orders and building  
25 permits pertaining to and -- properties within the



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1 entire district. Not only does it give that  
2 authority, it actually compels by legislation that  
3 you must -- you must exercise these powers. You  
4 have no discretion, you must do it, within the city  
5 limits and throughout the entire district. The  
6 purpose of this resolution is to make the land  
7 development regulations that predate this  
8 legislation consistent with this legislation. So  
9 it's clear on the books that this district has these  
10 authorities, and that the cities within the district  
11 do not have the ability to get in our lane and  
12 interfere with your duty as a district to enforce  
13 these superior authorities and these regulations.  
14 One of the important ways of enforcing a  
15 comprehensive plan and land development regulations  
16 is where you get a development application that has  
17 to be reviewed. That's the process, in part, where  
18 you enforce these regulations. You get a site plan,  
19 you get an application, you determine whether or not  
20 that project meets these regulations. So if you  
21 have another jurisdiction reviewing applications,  
22 that is a problem. And it's very clear in the law  
23 that creates this district, this is our job, this is  
24 our role, and we must do it. So again, what this  
25 does is it makes the existing regulations consistent



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1 with our act. It also further clarifies that this  
2 board is now serving the function of the local  
3 planning agency and you are also serving as the  
4 planning and zoning board with respect to any  
5 reference of that board in the Land Development  
6 Code. It also makes the notice provisions for  
7 amendments to the Land Development Code consistent  
8 with the Act. The Act provides that this board acts  
9 in adoption of regulations through resolution, so  
10 we're making that clear, and that resolution could  
11 be done through a single public hearing and a single  
12 vote. I am recommending that we have a second  
13 reading of this for the next week, that's already  
14 been advertised, and it's teed up for the next  
15 meeting. But, you know, under the Act, that's not  
16 necessary, we're just giving public additional  
17 opportunity to comment if these so desire. So also  
18 the Act provides that if -- to the extent the cities  
19 wish to adopt regulations on land development  
20 matters, their regulations cannot be in conflict  
21 with the district's regulations, and they must -- if  
22 they do pass them, must be more stringent against  
23 development than our own regulations. So that,  
24 again, is just making our regulations consistent  
25 with state law. So I don't have any further



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1        comments on this. I did have a proposed motion in  
2        the requested item. It would be to approve this  
3        resolution and to set next -- the next reading and  
4        public hearing on April 26th.

5                MR. GARCIA: Is there a motion to that effect?

6                MR. AUNGST: Mr. Chair, I move to approve  
7        Resolution number 639 and set second reading for  
8        April 26th.

9                MR. GARCIA: Second?

10               MR. SASSO: Second.

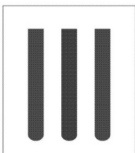
11               MR. LANGLEY: Before we vote, can we make sure  
12        that no one wants to speak on this matter? Although  
13        -- and I don't think anyone requested to, but just  
14        for the record.

15               MR. AUNGST: Public comments?

16               MR. GARCIA: Yeah, I thought public comments  
17        would've covered that, but in the --

18               MR. LANGLEY: Yeah. Well, we're having a  
19        public hearing. I just want to make sure no one who  
20        was here earlier wants to speak now on this  
21        particular issue, because this is a public hearing.

22               MR. GARCIA: Anybody want to speak on the  
23        subject? Hearing none, is there any discussion from  
24        the board on the motion? Anyone opposed? Motion  
25        passes unanimously.



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1 MR. LANGLEY: Can I get a voice vote again? I'm  
2 sorry.

3 MR. GARCIA: Oh, you want -- okay.

4 MR. LANGLEY: I just like --

5 MR. GARCIA: All in favor, say aye?

6 MR. SASSO: Aye.

7 MR. AUNGST: Aye.

8 MS. ZIEGLER: Aye.

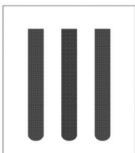
9 MR. PERI: Aye.

10 MR. AUNGST: Any opposed?

11 MR. LANGLEY: Thank you.

12 MR. GARCIA: And then the -- there are no items  
13 on unfinished business, and so that takes us to the  
14 part of the agenda for other business. At this  
15 point in the meeting, we're going to go into what's  
16 called a shade meeting, or a attorney client  
17 conference with our lawyer -- lawyers concerning the  
18 union negotiations with the firefighters. But I do  
19 know that my fellow directors, some have had -- made  
20 some comments on this subject. Before we go into the  
21 shade meeting, do any of my directors want to make  
22 any comment on this subject?

23 MR. AUNGST: Mr. Chair, I will. One of the  
24 biggest priorities that I've had as a board member  
25 here in the district is to ensure that the men and



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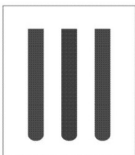
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1 women of our fire department, our first responders,  
2 our paramedics, our EMTs, have the resources they  
3 need to do their jobs. And I will say, it's not  
4 anti-business to expect one of the most powerful  
5 corporations in the world to pay the same impact  
6 fees for its development that every other business  
7 in the state of Florida has to pay. And it's not  
8 anti-Florida for us to ensure that the men and women  
9 of our fire department, our first responders, are  
10 appropriately paid, and they have the equipment and  
11 the certifications they need to do their jobs and to  
12 keep our guests and our stakeholders safe. And I am  
13 extremely pleased, Mr. Chair, that under your  
14 leadership, and the board's leadership, and Mr.  
15 Classe working together that we have come -- we've  
16 bridged a gap of five years in about two weeks, and  
17 I'm very confident that we're going to close that  
18 gap and get this job done. But I just want you to  
19 know, men and women of our fire department, our  
20 first responders, that we have your back, you do  
21 matter, and we're going to represent you going  
22 forward. And I'm so thankful to hear that our first  
23 responder who had his medical issue is out of the  
24 hospital and is doing well. And I hope his family  
25 knows that they're in our prayers, and that we're



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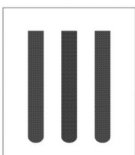
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1 going to support them no matter what. And I  
2 especially want to make sure we take a look at those  
3 benefits and those investigations and make sure  
4 those are done fairly and that we set a new tone in  
5 that regard. Thank you.

6 MR. GARCIA: Thank you for those comments.  
7 Thank you for those comments. Any other comments on  
8 this point?

9 MS. ZIEGLER: I just wanted to make one  
10 comment, because I see members of staff here, and I  
11 just wanted to thank you guys, because I know that  
12 you've been put in somewhat of an uncomfortable  
13 position, but it's no reflection -- as Chair Garcia  
14 had mentioned before, you guys have served this  
15 district incredibly well, it was wonderful meeting  
16 with you and has been, and so I just wanted to  
17 recognize you-all.

18 MR. GARCIA: Anything other -- anything else?  
19 So just so I -- everyone understands, we as a board  
20 are going to recess now temporarily and go into  
21 another room with our lawyers to discuss the union  
22 negotiation for the firefighters, and then we will  
23 reconvene or come back in here after recess and then  
24 we will adjourn after that, and you're welcome to  
25 stay until we come back and adjourn and make



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1           yourself at home, but we'll be back in a little bit.

2                       (OFF THE RECORD)

3           MR. SASSO: Okay. Well, that's -- actually,  
4           that's the digital court reporter.

5           MR. GARCIA: Okay. We have concluded the shade  
6           meeting. If there's no other business before the  
7           board, we will stand adjourned. We're adjourned.

8           MR. AUNGST: Thank you.

9           MS. ZIEGLER: Thank you.

10                       (END OF RECORDING)

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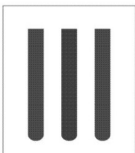
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Submitted on: June 7, 2023.



\_\_\_\_\_  
KATIE O'MALLEY



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