

PLANNING BOARD  
FOR THE CITY OF CAMBRIDGE

GENERAL HEARING

Tuesday, August 4, 2015

7:00 p.m.

in

Second Floor Meeting Room  
344 Broadway  
Cambridge, Massachusetts

H. Theodore Cohen, Chair  
Catherine Preston Connolly, Vice Chair  
Hugh Russell, Member  
Tom Sieniewicz, Member  
Steven Cohen, Member  
Louis J. Bacci, Jr., Member  
Mary Flynn, Member  
Thacher Tiffany, Associate Member

Iram Farooq, Acting Assistant City Manager

**Community Development Staff:**

Liza Paden  
Stuart Dash  
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## I N D E X

	<u>PAGE</u>
<b>GENERAL BUSINESS</b>	
Update from the Acting Assistant City Manager for the Community Development	3
Adoption of the Meeting Transcript(s)	5
Affordable Housing Trust discussion with the Planning Board	6
Net Zero Discussion	132
<b>Board of Zoning Appeal Cases</b>	221
(Continued) BZA#006158 - 10 Canal Park - design revisions	221
BZA 007457-2015 -- 318 Harvard Street, variance to enlarge an existing non-conforming residence and special permit to construct windows in a non-conforming wall.	223
PB#125, Two Canal Park, Planning Board determination of Use for a Microbrewery on the ground floor pursuant to Section 13.52.6 -- Other Uses.	227
Keyword Index	

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

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H. THEODORE COHEN: Welcome everybody to the August 4th meeting of the Planning Board. Thank you.

This should be a very interesting meeting tonight as we have two very interesting discussions to take place.

We'll start with the update from the Acting Assistant City Manager.

IRAM FAROOQ: Thank you, Mr. Chair. This one seems to actually be on and working, so thank you. Thank you Journalist Tech Support all rolled into one. Thanks, John.

So today as Ted mentioned, it's going to be, we think, a really interesting meeting with two planning topics that we've talked a lot about in terms of the sustainability and affordable housing arenas. So, it's

star-studded cast with ex-CDD, ex-Planning Board members here today, and in terms of what's coming up -- I'm actually going to switch this off because it's starting to get to sound funny.

In terms of what's coming up in the next few meetings; August 11th, we will have the public hearing for the Walden/Sherman Street which is the Masse site Zoning petition for the -- I'm sorry, for the Business A4 District. And we also have a hearing for the Stern Petition. This is rezoning for the Richard Avenue area which we looked at last week with residential project. We'll also have a -- on the -- well, actually so in terms of the Ordinance Committee hearings, August 18th is the hearing for the Masse's petition and August 20th on the Stern Petition. I think the other thing worth

mentioning is that August 10th, which is this coming Monday with the City Council meeting, the incentive recommendation from the Planning Board as well as from the City Council will be on the agenda and up for discussion. So it won't actually be enacted because it has to move to second reading. So the actual discussion will happen, the more meaty discussion will happen in the fall, but you know, they will be getting your recommendation at that point.

So, that is -- it's a short update, and I'm going to stop and turn it over to the main attraction for tonight.

H. THEODORE COHEN: Thank you.

Liza, are there any transcripts?

LIZA PADEN: No, we're all caught up with the transcripts, so we don't have any new ones yet.

H. THEODORE COHEN: Okay, thank you.

So we will have a discussion with the Affordable Housing Trust. And welcome all the members of the Trust. And, City Manager Rossi, I understand you're going to start us out.

RICHARD ROSSI: So I want to thank you, Mr. Chair, and the members of the Planning Board. I think this is a really important discussion to have. Not I think, I know we've discussed affordable housing with City Council many times, many evenings, many agenda items and there are many committee meetings where affordable housing is the number one topic and a very important topic. I think this is really an appropriate opportunity for the members of the trust to really understand ways in which Zoning may help in moving some of these affordable

housing agendas forward. We are facing many difficulties. We are really looking at how difficult it is to develop with private developers and we're also facing, I think, greater challenges today than we have in the last 20, 25 years with trying to just find sites and develop affordable housing on sites. This is a great opportunity to talk about what that discussion might be around where the real need is. You know, we hear an awful lot about family housing and whether or not we have enough family housing and what's going to be the effective inclusionary zoning? Will that change? What can that do to improve the lot for those who really want to find housing in Cambridge? I think the trust has some really good information and background, and I think this is a really great opportunity to make sure that the trust

and in the Planning Board are really in sync as we move along in the future. I think that's good information for the Council to know. That as projects move forward, that it is a direction that the Planning Board feels is appropriate, and that direction is one that those who are creating housing policy in the city, the trust, are actually in support of also.

So Chris has set out an outline. I think he will be relatively brief with the outline and then hopefully we can have some really good dialogue. But we want to talk about development challenges and Zoning for affordable housing.

We want to talk about affordable housing priorities and the affordability in the private developments.

Again, you know, we're facing new



challenges every day. Last week we were able to celebrate our ability to maintain affordable housing at Briston Arms. I think that was really well received in the community. Certainly the residents who live there were overjoyed, and I really commend the trust and the staff at CDD for doing, I think, a really great job in a very difficult environment. So I'm going to ask Chris to speak to you about the priorities of the trust, how we're looking at it. And I think one thing that's really important is this whole issue that we talk about an awful lot with the City Council and that I know the trust is really interested in, and I'm sure the Planning Board has also discussed this, and that's how do we help with the middle income issue and what does that mean? What is that definition? How affordable -- I

mean, what are the impediments to making this happen? What are the amounts of subsidies that are going to have to apply? And is that something that's really financeable? So these are all questions that I have and I'm welcoming this opportunity and discussion. And I think if we have an interactive discussion, I think that's going to be great. I think trying to keep these issues at a high level and not like really drill down to something that's going to take up a half hour, wouldn't be beneficial. So I think this is a great opportunity and we welcome it.

Thank you.

Chris.

CHRIS COTTER: Thank you, Rich. I just wanted to go over a couple of details here. I guess the first thing I'd do is just

maybe suggest that we have members of the Affordable Housing Trust introduce themselves. I think most of you know each other, but just to be sure we know who's who. We could maybe ask trust members to introduce themselves briefly.

RICHARD ROSSI: I'm rich Rossi. I'm a member of the Affordable Housing Trust. I apologize for that.

SUSAN SCHLESINGER: That's all right. I'm Susan Schlesinger. I live in Cambridgeport and I had the pleasure to appear before you a couple of weeks ago. I worked in the department when the Incentive Zoning and Inclusionary Zoning were passed originally at the end of rent control. And in my professional life I'm involved in Community Development and affordable housing statewide basis.

JAMES WILLIAMSON: And can everyone speak up so everyone in the room can hear, please?

STUART DASH: And please feel free to move forward because we're without amplification. So there are seats up front so you're welcome to move forward.

FLORRIE DARWIN: I'm Florrie Darwin. I was also on the trust when -- and involved in rent control as well when the -- when the first Inclusionary Zoning was passed and have been very happy to see it thriving over the years. So -- and a former member of the Planning Board as well. Thank you for having us here tonight.

MICHAEL HARAN: I'm Michael Haran and I've been -- on the trust since its inception and I'm also director of CASCAP, Inc. that has a number of projects before the

Planning Board.

PETER DALY: I'm Peter Daly. I work for homeowner's rehab, I'm a trust member. Homeowner's Rehab is a private non-profit, been in business for over 40 years and developed and owned over 1250 units of rental housing here in the city. I've done new construction where we've been before the Planning Board on, as well as a lot of existing buildings. And over the last few years have done a lot of these code expiring use buildings that are losing their affordability restrictions and we've been able to step in with a lot of help with the trust in order to preserve those opportunities. And it's getting tougher -- as a non-profit developer, it's getting tougher and tougher.

CHERYL-ANN PIZZA-ZEOLI: I'm

Cheryl-Ann Pizza-Zeoli. I joined the trust in 2014. I'm the newest trustee. I'm also the voucher co-chair of The Alliance of Cambridge Tenants. And if you don't know about ACT, ACT is the citywide tenant organization that represents CHA voucher and public housing tenants:

GWENDOLEN NOYES: I and I'm Gwen Noyes. I'm partner of Oak Tree Development and have -- I'm the loan market developer on the housing trust and we -- our company has been building housing in Cambridge and beyond for 40 years and has contributed a good share of our projects to the affordable permanent affordability.

RICHARD ROSSI: We have Bill Tibbs who I believe will join us later this evening.

CHRIS COTTER: Bill had something

come up. He was wanting to be here. You saw him a couple weeks ago at the Incentive hearing. And Jim Stockard as well, is a member of the trust who happens to be out of town this week but couldn't join us and wanted to be here and was hoping we would have this conversation with you all.

If I could also just introduce the housing staff. We have a few of the senior members of the housing planning team here from the Community Development Department: Cassie Arnaud, Linda Prosnitz, and Brenda Dolmach (phonetic) who provided the efforts behind the material that we sent you in advance of the meeting. Happy that they could join us.

And as you all know, my name is Chris Cotter, I'm the housing director of Community Development.

We sent some information last week that we thought would be helpful just as background. We don't need to get into it at any level of detail unless it's helpful. We thought it would frame the conversation. We heard a lot from Iram and others who are here regularly, your interest in housing and are happy to have this discussion with you and in connection with the Affordable Housing Trust. We wanted to give you this information to set the stage. We've been having discussions like this over the last year or so with the trust, with the City Council, with the Housing Committee. We've had a number of pretty high profile housing policy issues that we've been dealing with. You heard Rich talk about some of the challenges that we've been facing with expiring use preservation, the desire to bring new development into the



pipeline funded by the trust. We talked a couple weeks ago about the changes that we are underway with, the Incentive Zoning petition, to update that. We're also underway with study to we hope establish the basis for updating the Inclusionary Zoning Ordinance, so that's also underway.

So all of that is by way of background. We did also try to highlight some of the topics that we thought would be best discussed here starting with some of the development challenges that we're now facing with our affordable housing developer partners. We have been focusing more on that in the last six to nine months. For the last five years, we have been very much focussed on expiring use preservation. About five years ago we identified approximately 1100 units that were at risk of losing their

affordability before 2020. We have been systematically going through looking for opportunities and trying to preserve those properties. We've been successful. As of last week we preserved the eight of the ten properties we identified. 35 of the units are now permanently are affordable, no longer at risk of expiring. We still have a couple of high profile projects to deal with. Fortunately they're out a few years, so we can now turn some of our attention capacity back towards new development and you heard some of the challenges there.

We are basing on precedent challenges of the market you all know how active you are in Cambridge. I'm sure you hear it in every meeting and I'm sure you hear it from developers on projects that come before you. We are out working with agencies who develop

affordable housing who are competing in the same market and facing very difficult challenges, challenges that are even different than we saw eight or ten years ago when we were a lot more active before we started focusing on preservation. We have been talking about that. We think the Planning Board has a very important role in affordable housing development. I think most of the projects, the new construction, the new development projects that the trust has financed in its existence have come before the Planning Board and/or the BZA. So there is an important role there. We want to talk about that.

We've been talking about Zoning changes that might help advance affordable housing development. We've been talking with the City Council about that and their interest in

trying to look at the changes that could help advance efforts to create new housing. So we wanted to talk a little bit about that.

We wanted to talk about relative housing needs. I know we talked a little bit about this at the incentive hearing a couple of weeks ago, and specifically about the need more middle income housing. We're also facing needs for moderate income housing and for low income housing. We've got a lot that's happening with the Cambridge Housing Authority that's impacting who we're serving. The Cambridge Housing Authority lists are now closed as they go through their RAD conversion. It changes the balance of demand for the short term and there are some long term implications there as well. So we wanted to talk about that and kind of hear from you and have you hear from the trust,

their perspective on the needs across the income spectrum. We included in the packet some information, from now that we had done on the changing demographics on mixes of income in the community over the years to kind of show what we have seen change. It confirms I think a lot of what we have seen. We witnessed anecdotally there are declines in the 50 to 100 percent median range and that's kind of what we're talking about. And some of the reasons why we're looking at changes to inclusionary and looking at advancing new development.

And lastly we want to talk about private development. We talked about incentive changes a couple of weeks ago. We're also looking at inclusionary, and in recent years the new units that are brought on-line through the inclusionary and other

similar requirements are a more and more significant source of new affordable units so we really want to focus on that. As I said, we're underway looking at the study, looking at that, kicking around ideas as to what the recommendations for that study will be and what we want the consultant to look at, so that's underway. And we know that there are other discussions about other requirements and private developments. We want to talk about that and kind of have you hear from the trust and have the trust hear from your perspective on that. So that's how we thought we would best use the time.

Certainly we can talk about other things that would come up. We thought those are the topics that seem to be the ones with the most overlap as far as the discussions that the trust is having on a monthly basis, the

discussions you all are having as you look at projects and do other planning. So with that, I'll start the discussion and I guess we will ask that the Chair lead us through or moderate or try to help us with the discussion.

H. THEODORE COHEN: Well, great. Thank you for that overview. Well, we don't generally do it, since you introduced yourselves perhaps we'll introduce ourselves, too. There are many we have not seen or met before.

I'm Ted Cohen. I am a retired municipal attorney. I've lived in Cambridge for 40 plus years, first as a tenant under rent control and then as a tenant not under rent control. I've been a condominium owner and I've been a homeowner in North Cambridge for 35 years. I've been on will Planning

Board for about six, seven years now.

Lou, you want to....

LOUIS J. BACCI, JR.: Louis Bacci, lifetime resident, construction worker, union representative. Work, have a small business, property management company.

STEVEN COHEN: Steve Cohen.

Resident since 1975, I guess that's 35 years also.

RICHARD ROSSI: 40.

STEVEN COHEN: Pardon me? 45? Let me get my calculator.

I'm an attorney by training, but haven't practiced for I guess how many? 35 -- a long time. And I became honest and went into business as a real estate developer by trade now. Did I hear a chuckle down there? I used to do residential development and now I do primarily commercial



development. And I guess given the occasion I would just mention in passing that as I started out in residential development, my first goals and hopes was to do affordable zoning projects in the South End in Boston, but I found that that was virtually impossible at the time. Notwithstanding the need without proper political connections which I didn't have. Fortunately that's not one of the requirements to do affordable housing in the City of Cambridge.

H. THEODORE COHEN: We're going to point out that Steve and I are not related, but whenever I say something brilliant it gets attributed to him and when he says something stupid, it gets attributed to me.

IRAM FAROOQ: So you've lived here since 45 years.

H. THEODORE COHEN: I've lived here

since 1972. If my math is correct, I'm approaching 45 years.

CATHERINE PRESTON CONNOLLY: I'm Catherine Preston Connolly. I have not lived here for 45 years. I have lived here for 20. Yes, 20 years since coming to MIT as an undergrad. I am now a real estate and environmental law attorney. I work for American Tower Corporation building cell towers all over the country. I -- in between leaving MIT and becoming an attorney, I worked for Community Development Department for a long time doing environmental and transportation planning and have found my way back into being able to enjoy that part of the world by serving on the Planning Board now for a little over two years.

TOM SIENIEWICZ: Tom Sieniewicz. I'm a Johnny come-lately, too. I've only

been here for 32 years by my calendar. I'm not going to let you check my math. I'm a city planner and architect. As a city planner, one of the projects that I'm most proud of is the master planning of Old Colony which is now being redeveloped as one of the public housing developments in the City of Boston, but also the architect of the greater Boston Food Bank. So interested in progressive not for profits. I'm a small property owner. I own a three-family on Western Avenue. I reside right across from public housing on Magazine Street on the corner of Eerie Street and proud of my neighbors. But I'm also an environmentalist and got involved in city activity by building community gardens which still exist. Actually, the proudest creation I ever made I guess is community gardens including a place

called Field of Dreams. I'm President of the Charles River Watershed Association and steward of the water quality of our front lawn, and probably most importantly I'm a youth hockey coach and I've been doing that for 18 years. And coached over 2,000 games of youth in skating.

MARY FLYNN: Just a thought of 2,000 kids skating. I'm Mary Flynn. I'm one of the newest members of the Planning Board, and with that I can say I probably beat almost everybody here maybe except for Lou in terms of the number of years I lived here and I won't tell you what that number is, but it's more than 45. The -- I used to work at Community Development about 15 -- well, actually 20 years ago now and had an opportunity to work in various parts of the department. I think housing is probably the

one that I spent the least amount of time on, but have always been interested in it and, you know, as a lifelong resident I, you know, I feel, I feel greatly about, you know, sort of the difficulties that people face in wanting to stay here and this whole middle income topic is of keen interest to me because I know, I know that it is getting harder and harder for those folks, too. So I, you know, I haven't gone over the information, you know, I was familiar with the trust. I'm even more familiar now. I'm really impressed with what you've been able to achieve, and I look forward to finding ways to keep going and expanding to, you know, meet the real needs that are out there.

HUGH RUSSELL: I'm Hugh Russell. I came to Cambridge 55 years ago next month or maybe it was the end of this month. I'm not

quite sure when I arrived as a student. I've not left. I'm an architect. My practice is primarily multi-family housing. I've done about 40 projects, about 8,000 units, and the affordability in those projects ranges from zero to 100 percent. I was trying to mentally in my head figure out what the total was. It's somewhere between 30 to 40 percent of the housing that I've done. And I will just tell about one project I did. A client of mine acquired a 750-unit apartment project for \$12,000 a unit. This was about 20 years ago. We spent \$13,000 a unit bringing it back so that it was 100 percent as good as it was when it started and somewhat better in some areas, and it was all rented to people who made less than 80 percent median income. And if you want to live in Glen Burnie, Maryland, it's a great deal.

THACHER TIFFANY: Hi, Thacher Tiffany. I've learned so much about everyone. We should do this all the time.

I've only been here ten years and I work for Beacon Communities which is an affordable housing and market rate private developer. My specialty for one reason or another has ended up being preservation. So I've worked on a lot of older properties and doing the rehab and untangling all these programs from the 70s that you guys all probably invented.

SUSAN SCHLESINGER: They were great, too.

THACHER TIFFANY: 80? I grew up in Boston.

H. THEODORE COHEN: So that's who we are.

Perhaps we could start talking about

some of the challenges that the trust is facing and maybe we can segue from that into some ideas of what you think the Planning Board could do to help either through Zoning or through some other matters.

SUSAN SCHLESINGER: I'll start. I think the staff laid out, you know, some of the challenges. Sort of historically what we had done a lot in the trust at least in the earlier years and median years was go out with the non-profit partners and acquire sites, either sites that there could be new construction on or sites that could be rehabbed and owned and over time become affordable units through attrition. We got some of those buildings from Harvard back in the day. And that was a pretty regular way of doing business. And as Chris noted in the last four or five years, we've been doing a



lot of preservation. But what began to happen and what happens with a fair amount of consistency is that although we don't need the kind of political support you were talking about in the South End, we do need political support generally speaking because many of our projects are not entirely conforming to the Zoning in which they are placed. So some of the projects go through a friendly 40-B process so you don't see them, they go to the BZA. I mean you may see them, but not in that context. And still a number of projects, including the conversion of the YWCA that the Housing Authority was involved in, and I can't remember all of them, but are contested by an abutter that doesn't like either the dense -- primarily the density. Although there's a lot of negotiation that process takes up to two or three years to

resolve. All of those cases have been resolved in the -- in favor of the affordable housing moving forward, but it becomes a real cost to the project and a real barrier to creating, you know, you know, a significant number of units and a pipeline going forward.

So that's sort of one layer when we think about Zoning, is how do we make some of these development sites more as a price process or a clearer process to go through for affordable housing. And what the percentage of affordable housing should be in that, I don't know. These are just ideas that we're throwing out at this point.

I think now the problem is really finding sites that are buildable for any significant density at all. And a lot of the rental housing gets subsidized by federal tax credit. To make that worthwhile, you

probably have to do 30, 35 units minimum. So we need those kinds of sites. We can pick up smaller, you know, six families that exist and this and that, but economically to leverage our money in the best way, we need to attract state money, so we need that kind of size parcel. And we're becoming, even though we have the money to compete in the market, we have had difficulty just accessing the market it things move very quickly. We, in order to get that 30, 35 units know that we'll have to go through some kind of Zoning process, BZA process. That makes people nervous about going forward with those kinds of projects. So that's become a real problem for us. So that's one set of challenges.

I think on a brighter note Inclusionary Zoning has been, I think, beyond our wildest dreams for those of us who are around at the

creation of it. I mean, I think Chris has 813 units that were created through Zoning, through Inclusionary Zoning, and those are units that don't have additional public money in them. So they're not free because they might have a Section 8 voucher in it or, you know, they're not free because there's extra density involved, but they are free in the sense of dollars out of the trust. So that's become a more and more important part of what we think about is how, since there is so much market activity here, how can we create a mixed income environment within this market rate buildings? And that's when we get into talking about inclusionary and middle income housing, and I think the study will be very helpful. But for me to have some kind of understanding about consistency between what the trust is looking at in some of these

projects and what you guys are looking at in some of these projects, would be really helpful even if whatever the new inclusionary study may put out there is a four, you know, we don't have -- we have some understanding about where those numbers come from and what we're looking for. So a lot of what's happened here is because of Zoning. We started talking about this Affordable Housing Zoning Overlay in part because of criticisms that I don't totally agree with that housing has not been spread -- an affordable housing has not been spread evenly throughout the city. And it is true that in a Res A, there's not very much any affordable housing in even a Res B. So, you know, university owns a lot of land that there's not going to be any affordable housing in generally speaking. So we began to think is it at all

realistic to look at some kind of Overlay District? It's very tricky in a lot of ways, but I think it's time for us all to kind of try to grapple with that, see what the tradeoffs are, see whether there's a way under that to expedite some of the Zoning processes for affordable housing at some level of affordability. So that's some of the stuff I've been thinking about and we've been talking about.

H. THEODORE COHEN: Well, people just jump in whenever.

Tom.

TOM SIENIEWICZ: I just have a question to set the context, which is what percentage of the units of housing in Cambridge are affordable or subsidized? I couldn't.

CHRIS COTTER: It's about 15

percent.

TOM SIENIEWICZ: About 15 percent?

CHRIS COTTER: Yeah, 15 percent.

And that's been the historic ratio going back to the end of rent control.

TOM SIENIEWICZ: And as compared to other communities in the Commonwealth we far exceed -- is there another community that does better than us?

CHRIS COTTER: Yeah, Boston is higher. Boston is close to 20 percent. But 15 percent is a very good number. The state sets the threshold in the 40-B statute which is 10 percent. So there aren't a lot of communities that are that far above the 10 percent requirement. The 15 percent is I think looked on very favorably. It is -- it's a good ratio, and I think we've been lucky to preserve it with all the activity

over the last couple decades.

PETER DALY: I think from census data we know back in the rent control days, the amount of housing that's affordable for low and moderate income folks was vastly lower than that. So we've lost a lot of housing, a lot of affordable housing since rent control went out and we haven't been able to replace otherwise.

SUSAN SCHLESINGER: Because the 15 percent is just permanently deemed restricted housing. Not housing that was affordable if you happen to live in it which I think is where a lot of the 50 to 100 percent loss comes from.

CHRIS COTTER: I think another concern we have is looking at the inclusionary requirement which when you factor in the bonus, is a net affordable



developments. If we're getting a net eleven and a half in trying to maintain 15 percent, we're not gonna do that unless we have a lot of all affordable supply which we're having more difficulty bringing into the pipeline now. It is something that we are, you know, looking at declining, we kind of follow the current trajectory.

STEVEN COHEN: Chris, of that 15 percent what portion of it would you guess is occupied by families as opposed to I guess single occupancy? Or are there other categories?

CHRIS COTTER: It's a good question. A pretty good mix, a lot of it is Cambridge Housing Authority. Public housing. So that there's a good mix there. I think the units the trust has been involved with tend to be on the larger side. I think the CHA units

tend to be smaller. So, I don't have an exact figure.

STEVEN COHEN: Do you have a sense, I guess in order of magnitude?

SUSAN SCHLESINGER: There's a --

CHRIS COTTER: A lot of CHA elderly which is small. But I think there are 2700 CHA units. There are probably, you know, disproportion numbers that are small households. The trust and HRI, the non-profit providers tend to have larger units.

TOM SIENIEWICZ: And just as a follow up to that thread, we're often here negotiating with proponents about the size and number of bedroom units. Do you -- and we're often arguing that there should be a larger mix of three bedrooms because that would support families.

CHRIS COTTER: Yes.

TOM SIENIEWICZ: And so is that true? And/or would you rather see us advocating more units and have them more of a microscale or even consider microunits as being affordable?

CHRIS COTTER: I think when we talk about the private development that triggers the inclusionary requirement, we see the greatest unmet need for three-bedroom units. We have a good supply of ones and twos in the inclusionary program. I think we've got some better data on that, and I'd say they are predominantly studio, one, and two-bedroom units. The folks that come in applying for three-bedroom units, they are looking at years of waiting just given the small number in the 800 or so units that we have in the inclusionary program. It's a very small

number of threes in that stock.

TOM SIENIEWICZ: So we should continue to advocate strongly for --

CHRIS COTTER: I think that's one of the things we thought would be good to talk about because it's something we look at when we are looking at a development opportunities with the trust and with the affordable housing providers is to maximize the number of threes, and we've always been able to do that and try to get the threes coming in the pipeline from that side knowing that the market in the inclusionary in the market is producing smaller numbers. When we have that balance upset, we're not getting as many threes. One of the questions that we have and we're looking at in the inclusionary study, how can we better get three-bedroom units out the inclusionary program? And

we're talking about if there may be a way in which we can incent or require three bedrooms in the affordable component, but also asking can we do the same within the entire building recognizing that threes across the entire income range is probably even better to have that stock built in for the next 50 to 100 years.

LOUIS J. BACCI, JR.: I have a quick one. Of the 15 percent affordable in the city, what percentage of that is Housing Authority units?

SUSAN SCHLESINGER: If you look on the --

CHRIS COTTER: It's in the packet here.

SUSAN SCHLESINGER: There's a memo towards the back. It's got a round chart on it. I was just looking at it myself. Like,

two or three pages from the back. It's got a sort of a break down.

FLORRIE DARWIN: It's a memo from May 28th.

LOUIS J. BACCI, JR.: So 35 percent of the 15?

CHRIS COTTER: Is the Cambridge Housing Authority, yes.

CHERYL-ANN PIZZA-ZEOLI: So I just wanted to make note of the Cambridge Housing Authority is converting most of its public housing stock to project-based voucher housing under a program called Rental Assistance Demonstration and that's a good thing because it means they're permanently preserving this low income housing, but along term side effect of this is there will be fewer larger units available to households that are within the 60 to 80 area income

range because this will RAD conversion, it's dependent on tax credits. So one has to be for those households in that range they're going to wait a lot longer. There will be a lot fewer of those units. Most -- I mean, the elderly units will be 100 percent tax credits. The family developments will have a small percentage upon tax credit units. And the way as things are now for three bedrooms and ups, it could be between two and seven years. So that's an important income group to think about because that's where we've seen a big population loss in Cambridge that sort of moderate range.

PETER DALY: So a lot of HUD and state financing there are set income limits that get tied to that financing, and in the past much has been between up to 80 percent of median. Tax credit program is very

specific that you have to be below 60 percent of median income. So and in some ways it's great because it has affordability. And Cheryl Ann is saying cutting out folks who have been able to get that housing in the past.

SUSAN SCHLESINGER: So the trust has historically said prioritized family housing two or three bedroom, you know, we started out because we, you know, we saw families leaving the city, young families leaving the city. We saw school populations dropping, which I think is no longer the case. But we knew, you know, those of us who have kids of that age who don't live in Cambridge even though they'd like to, you know, it's not -- really, if you look at this affordability chart on the last page of it, you have to be making a lot of money to rent a two-bedroom



apartment here and forget about renting a three-bedroom even if you could find one. And that's renting. So we did -- we have, since the beginning, really prioritized two and three-bedroom units, and I think that we would continue to do that and try to figure out as Chris said in the context, of re-looking at inclusionary. Is it worth trading off, looking at it as a square footage, you know, commitment that a developer would make that we could reorient in terms of bedroom size? Is that a feasible thing to do? You get fewer units? Does it really work as you're building a building? I think there are some questions on that, but I think it's an important thing for us all to consider. Because I don't think the market's going to create on its own three-bedroom units.

H. THEODORE COHEN: Well, I mean this raises a whole bunch of issues that we've been talking about. You know, obviously the idea of greater, density changing density requirements and changing FAR requirements, promoting taller buildings let's say. Because as we all know, they're not making more length in Cambridge. So if we need higher density, then we have to be taller, which, you know, I'd say most of the neighborhoods are generally opposed to that. But one of the issues that came about in talking about higher buildings is that obviously in residential properties, the higher you are the more valuable it is to the developer. And Zoning now requires that units be spread throughout the building. There have been some discussions is it worth trading off units higher up for perhaps

larger units or more units? And so I'm curious whether the trust has any comments or ideas about that.

SUSAN SCHLESINGER: Well, I don't think we want the poor door. So, you know.

H. THEODORE COHEN: None of us want the poor door.

SUSAN SCHLESINGER: The idea behind it obviously is to have for mixed income housing truly to work well, there shouldn't be any kind of -- I don't want to --

RICHARD ROSSI: Us versus them kind of --

SUSAN SCHLESINGER: Right. The physical set up.

LOUIS J. BACCI, JR.: It does get pretty extreme.

SUSAN SCHLESINGER: And so I think that's, you know, why it was included in the

Ordinance and we're different -- in Inclusionary Zoning we do not accept payments, which is one of the important things that the Ordinance put out there. A lot of cities do allow payments and they never get enough to substitute the unit. But I think it's something that we're gonna have to sort of play around with. I don't think we'll ever want to see floors one, two, and three be the affordable floors.

CHRIS COTTER: If I could add. We've done that type of swap in a couple of cases over the years. We've had a high rise building and we kind of moved the affordable units lower and it's a challenge. Because I think one of the benefits of the inclusionary requirements is that you get a true mixed income community. You don't want to go so far as to segregate the low, mod component

from that, but certainly something that we have looked at and can look at and something we can look at in the context of the study to see if there's some flexibility kind of finding the balance. The hard part is it becomes more of a negotiation with the developer. One of the benefits of the Ordinance as it has been constructed is it is pretty straightforward and there's not a lot of time, not a lot of back and forth. We're able to move through things quickly as opposed to stories we hear in other communities where they're negotiating the affordable component for six months. We're able to review it because it's pretty straightforward what the requirements are and we get through it quickly.

RICHARD ROSSI: Just speaking myself, this is not policy but I would think

that in a given situation where people are certainly meeting what the Ordinance requires and wanting to do in excess of that, I think that would be an opportunity for us to discuss the wisdom of whether or not you would make some alterations to policy if it was bringing these really I would say much greater benefits to the community. So I mean I think we're open to that discussion.

CHRIS COTTER: That's how I would look at it.

STEVEN COHEN: If I could say a word of how it's come up in our discussions. As you know, we like the City Council have been seriously toying with -- more than toying with, advocating an increase in the level of requirements for affordable housing. And now some of the feedback that we get is that that might undercut the economic viability of a

project and, therefore, we're cutting off our own nose by increasing the requirement. And part of that discussion, some of the feedback that we got was well, perhaps, you know, if we could retain more of the more profitable upper floor units, perhaps we could make it work that way. So I don't think it's all one or all of the other, and I don't think anybody, including the developers, who have spoken to us has ever advocated, you know, making a ghetto in the lower floors. But I think they were suggesting some greater flexibility to give them, you know, some of the more profitable units as a way to help them afford providing a significantly higher level of affordable units. And I think, you know, some on the Board have expressed the view that that might be a pretty good tradeoff.

SUSAN SCHLESINGER: Well, I think the question of what is the right percentage of affordability that is a fair percentage for developers and a fair percentage for the City in terms of public benefit is -- we take seriously the City Inclusionary Zoning Study. And we hope that comes a number that at least sets a base for. We've seen developers in setting higher limits of what they're doing than what the current Inclusionary Zoning requires. So at least episodically it suggests to me there might be some room there, which is not to say that trading off the penthouse apartment for, you know, two other mid-floor apartments isn't a good thing to look at. I do think what Chris is saying about the predictability somehow through regulation or something, we'd have to figure that out so it's not a straight off



negotiation every time.

RICHARD ROSSI: It can't be everyone's excuse every time.

TOM SIENIEWICZ: It's -- you know better than us, it's a zero sum game and we're running out of FAR and we're running out of sites, but Zoning doesn't offer much more besides height and FAR, right? So -- and environmentalists are saying we'll give you bonuses there and trying to use that measure to incentivize other goals of the city. So with Zoning you can hear the balloon getting bigger and bigger, the stress on it. So this may be a bit of a relief valve, if we can figure out a way to rationally regulate it to trip, because those, that height, those units in the towers are worth significant dollars and that may be where we can, we can have a way to drive

affordable housing out of the development community, out of the development process.

STEVEN COHEN: Actually just a quick technical question: Does the Zoning actually specify exactly, you know, how the units must be distributed? I forget. You know, or is this a subject that is subject to negotiation and sort of more of an informal resolution with the trust?

CHRIS COTTER: It's subject to a comparability study. And so we'll look at Ordinance requirements. We'll look at the numbers and types of units to see that the affordable component mirrors that which the Ordinance technically requires. We will typically not look at the best units of the building. We don't typically want the worst units in the building. We want a reasonable mix of the mid-range spread around the

building. We don't want to have them in one area. We want mix of unit types and sizes to give it true mix income feel. We wanted the finishes to be the same. We don't want the units to be distinguished from the market units.

STEVEN COHEN: Even drafted on to the existing Zoning, the trust currently has some discretion and wiggle room to allocate where those needs are.

CHRIS COTTER: And that's essentially what we do at a staff level in approving the plan is to look at that and have a series of discussions with the developer about how they're proposing to comply. And if we think that it's certainly fair light on units that got two and three bedrooms, we'll let them know that because we wanted to make sure that as many families as

we can and we'll look at locations if there's a way that we can. As Rich said, take what the baseline is and improve upon it in addition to units and exchange the height we've done that. We have locations in exchange for bedrooms, we have some latitude. We are aware we don't want it to become a direct negotiation and it's a different discussion if we're driving the program and say we want these types of units. That's something we're aware of as we go into the inclusionary study and changes the dynamic of the compliance of the process happens.

H. THEODORE COHEN: My recollection of the Ordinance is that it requires the units to be comparable and evenly distributed throughout the building.

LOUIS J. BACCI, JR.: Right.

H. THEODORE COHEN: So, you know,

that's a baseline that developers have to do, and so they can't negotiate out of that but it gives them some wiggle room to move things around.

CHRIS COTTER: And I think as was mentioned, the consistency is very important. We have seen oftentimes with a new developer to the City it's a lot longer, the back and forth, to get sort of a plan that we think meets the criteria of the Ordinance. Whereas, developers who have a history know what the standards are, are often times a second or third time through much closer to what we're looking for in terms of something that we can look at and improve very quickly. Because they know we're not going to do certain things and we're looking at it rationally and looking at that type of distribution.

H. THEODORE COHEN: So I'm curious as to what some of the Zoning issues are that you think you could -- would like some relief from. I mean, I don't recall the trust coming before us with a project in recent years. So under 40-B, before the BZA you've got a state statute mandating things. What type of Zoning relief would help you?

CHRIS COTTER: Well, if I could give a quick summary. We think there are a couple of different areas in which we have been talking about ideas, both in terms of the approval process as well as what the density and dimensional standards would allow for. Included in the packet, I think we gave you some information that we shared with the Council a couple of months ago. In that is case studies of some recent new development, new construction projects. And I think what

you'll see is three of the last five new development projects the trust has funded have ended up being litigated, the permits have been granted, they've been appealed. The projects are then tied up in court for two or three years where the developer may be carrying a site which is very expensive, not able to access commitments from other funders who don't want to lend until the permit's clearly in place. So it is a risky thing. So the idea about how to better allow for approvals of projects without creating appeals that become very challenging for a developer to take on is one aspect of that.

Another piece is looking at what the dimensional and density standards would be to try to give developers of all affordable projects an advantage in the market. Right now they're very challenged to compete with

market developers per buildable unit than we can. We are obviously looking to make most efficient use of the trust resources, to leverage other commitments. One of the things that we are consistently challenged with is the cost limits of other funders who say well, gees, it's very expensive to do things in Cambridge. We can go to Worcester and do more. Why would we do that? They see the costs here and it's difficult to get them to commit if we are that much more expensive than the cost to produce affordable housing of a community. So one of the ideas is to look at additional density where we can, have more units in a development to spread the cost to try to stay closer to those limits. I don't think we'll be in the limits, but we want to get closer to try to get a better advantage for the developers when they go in



to access those resources and look at some of the high cost items that come in a development such as parking. I think you've seen some of the projects that we have funded. The building underway on Temple Street is an example. I think you approved a building that (Name) did four or five years ago on Putnam Ave. where there was a reduction in parking. That's significant savings. If we are building a 35, 40, 45-unit building and doing below grade parking, you all certainly know the cost of parking. If we're talking about 60, 70,000 a space, we're looking at significant cost issues of the project.

RICHARD ROSSI: That would be chief. 70,000.

CHRIS COTTER: Yeah. And a lot of things that we find when looking at a lot of

these buildings, oftentimes the parking gets built and then not used so it's a very challenging thing to build 40 spaces for 40 units and then find that 15 spaces are not being used. You know, we think there's a better way to do that. It's another piece of some of the Zoning ideas that we're looking at.

H. THEODORE COHEN: So would the concept be that if a project is being developed by the trust or with trust funding, that it would have a different set of Zoning requirements? I'm curious whether anyone's discussed that with the City Solicitor.

IRAM FAROOQ: I think since the trust is actually the funder as opposed to being the developer, the proponents for Special Permit are almost always going to be our non-profit development partners like HRI

or Just-a-Start, those are the folks that you see. And I would suggest that in terms of Zoning, it shouldn't be pegged to is the trust funding it and then it gets some kind of benefit? It's more like is it affordable and has this been a restriction. And so that would be more legally sound.

SUSAN SCHLESINGER: So is it 50 percent affordable? Is it 75 percent affordable? Whatever that --

STEVEN COHEN: 15. Any project has to provide the 15 or whatever number we end up with.

SUSAN SCHLESINGER: 15.

STEVEN COHEN: So you're talking about one other threshold to provide a certain threshold than you might qualify for a certain --

SUSAN SCHLESINGER: That's it.

STEVEN COHEN: -- Zoning bonuses?

CHRIS COTTER: And a high enough threshold that (inaudible) most of the projects will be coming from the Affordable Housing Trust that would not be feasible. To set a high bar --

H. THEODORE COHEN: Do you know has this been done in other areas? I mean, my concern is, you know, theoretically Zoning is supposed to be consistent throughout a district. And so the concept of who the developer is or who the owner is or who the funding agency is seems to me to find the face of a uniformity requirement. And so I'm curious whether this has been done elsewhere. You know, other than, you know, the Federal Government or the state government, you know, being able to be exempt from Zoning.

CHRIS COTTER: I think it's -- I

don't know that it's been done this way. I think there's a lot of discussion in housing planning ideas to create a clearer path for permitting for affordable projects, and there are a number of ways that can be done. The parallel that we might see it closer parallel would be the 40-B requirements where you do have the ability to, you know, get relief through a process when you're doing a project that's got a certain threshold of affordability. In this case I think we'll be doing it a little differently albeit with a different threshold for affordability.

IRAM FAROOQ: I would say in some ways we might be at the vanguard of this because in some ways we're part of the communities that are feeling the issues -- the problem as the worst because of just the market rate is so much higher from what these

so much more difficult. So I think we may have to invent tools that have not necessarily been tried and tested elsewhere.

SUSAN SCHLESINGER: I think that's a really good point, because if you think about it, this is a problem only for relatively, you know, hot market areas and, you know, New York City is trying to play with Zoning in a bunch of different ways, more neighborhoods, bigger neighborhoods there.

LOUIS J. BACCI, JR.: Is it safe to assume that the major differences in an affordable and other communities now is the land prices? Not the construction cost? Not the --

CHRIS COTTER: The biggest difference.

LOUIS J. BACCI, JR.: I'm curious.

HUGH RUSSELL: The construction

costs in the suburbs are substantially lower per unit.

LOUIS J. BACCI, JR.: On a residential scale? On a smaller scale than --

HUGH RUSSELL: Yeah.

LOUIS J. BACCI, JR.: I'm curious how much the difference is here.

RICHARD ROSSI: Yes, as we -- so from my --

LOUIS J. BACCI, JR.: We have some different numbers.

RICHARD ROSSI: So from my city manager role as I, you know sit and think about sort of what's bubbling in the community and what can we do, I think, you know, all of these things what we want is a community that's united and happy and supports all of these developments and, you

know, things that I hear that maybe we could work on collectively. So one thing would be as the community gets built more and it's already tight, we know that. And as people feel the pressures of buildings, you know, making sure that the quality of buildings, what they look like, how they're constructed, how they sit within a neighborhood, I think is really very important issue.

LOUIS J. BACCI, JR.: Absolutely.

RICHARD ROSSI: If we're going to have this harmony in the future. In many ways the staff from CDD and the staff that works with the trust can make sure that we're on the same page so that we as the trust are encouraging those developers that we encounter or that we're financing projects for, or whether it's non-profits, that they get a true sense of what we mean by that and



vice versa. When they come here, it should be clear that so this is how the Affordable Housing Trust sees housing development in the city. The quality of the materials, where the building sits, and how it looks and what it offers to residents I think is going to be so important. Because it's terrible when you see the conflict in a neighborhood over these issues. Hard for you, hard for us. And certainly hard for those who are on the list hoping and praying that the, you know, buildings get developed.

LOUIS J. BACCI, JR.: Right.

RICHARD ROSSI: Really important.

LOUIS J. BACCI, JR.: And going back to that subject, I was mainly pointing towards the non-profit developers in this situation on the cost. I mean, that's what I was is.... on the commercial side, large

developments I could see the costs going up, but if we're using non-profit developers and so that cost is kind of fixed pretty stable. That would make it, I think, the land cost that would be a problem then correct.

PETER DALY: The land costs are a huge problem --

LOUIS J. BACCI, JR.: Because material and --

PETER DALY: That's the biggest difference between -- in Cambridge than from other places.

LOUIS J. BACCI, JR.: That's what I said.

PETER DALY: And even in Cambridge it's changed. You're talking about how things have changed. Back in the nineties you were able to buy a shell for 17,000 --

LOUIS J. BACCI, JR.: Oh, yes.

Believe me I understand the property values.

PETER DALY: And you looked at one and you have 330-unit and gut rehab. And just it's --

LOUIS J. BACCI, JR.: I gotcha. I just wanted to....

PETER DALY: But I think Cambridge has higher costs, too, just because it's so dense, it's a very challenging site for contractors to build in because it's so tight and there's no place to put all your equipment, store materials. We have a very aggressive parking enforcement system here.

LOUIS J. BACCI, JR.: Gotcha.

IRAM FAROOQ: I guess I would also hesitate to add to Peter's list, but I would say the soft costs are actually probably a lot higher in Cambridge than they are in other communities elsewhere.

LOUIS J. BACCI, JR.: The non-profit developing and construction costs are different here?

IRAM FAROOQ: Regardless if you're a for-profit or a non-profit. Well, first of all --

LOUIS J. BACCI, JR.: Of course.

IRAM FAROOQ: The duration of the permitting is a lot longer here. The possibility of the permitting getting litigated is a lot higher here. So, you know, things like that can really be the make or break, especially for a non-profit where the margins are not even as --

LOUIS J. BACCI, JR.: Understand.

IRAM FAROOQ: What they are for the for-profit world.

PETER DALY: Maybe just following up on that and talking about permitting and

design review. We go through a number of different design reviews, not just with the City but also with the Planning Board on the project. But DHCD, the state provides the subsidy, they have their own design review process. If you're going to Mass. Housing, they have their own design review process.

LOUIS J. BACCI, JR.: Gotcha.

PETER DALY: And then when you start off with the neighborhood process, they have their own process and they have different ideas. And getting to the end, you can my God, I've got all these approvals, but they have to be reconciled now --

LOUIS J. BACCI, JR.: I know.

PETER DALY: -- because everyone wants something different.

LOUIS J. BACCI, JR.: How can we help you with that?

PETER DALY: So I don't know whether there's some way to get it more reconciled. Having the city, you know, instead of having two, have one. But the other part of the problem is that we can't even apply to the state until we have all of our Zoning and Planning Board approvals. So where as a private developer can go and apply for private financing right away and have them go on the same parallel track, we have to do them in consecutive process which again makes it longer. All that time that we're waiting to get to the private developer, the rents are going up and better off for that delay, our rents aren't going up. For us it just creates a more subsidy burden in an environment where funding sources don't like high costs. It really backfires on us.

H. THEODORE COHEN: I want to follow

up on that. When you say you can't go in until you have all your permits in hand, does that mean if a permit has been challenged in court, you have to wait until the end of the court proceeding?

PETER DALY: Absolutely.

SUSAN SCHLESINGER: Because we're competing for small subsidy pool and readiness.

H. THEODORE COHEN: After you have to have it -- I mean, one of the issues that I see is, you know, if it's still some sort of discretionary determination by the Planning Board or by the ZBA, there's always going to be an opportunity for someone to challenge that. And so, you know, because any Special Permit we grant could be challenged on the basis of arbitrary and capricious, etcetera, etcetera. So it would

need to be, you know, something like 40-B which is very constrained as to who has the power to appeal it or some other format which made it a non-discretionary issue, you know, that if it is done by a non-profit for affordable housing, then you can do X as of right and then it takes it out of the hands of the discretionary board that can be challenged. And it may be that to do something like that, the City might need to seek special legislation. You know, obviously there was special legislation for rent control and that went away, but you know, many municipalities do get special legislation.

RICHARD ROSSI: We do have special legislation that lasts.

CHRIS COTTER: The trust is special legislation. The trust was established with



special legislation.

SUSAN SCHLESINGER: You may be right about that, but I think where we are now is really at the very beginning of this, which is like what is the best way to do this? What's a reasonable -- if you think of it conceptually, is it some kind of as-of-right Overlay District overlaying something.

TOM SIENIEWICZ: Whole city.

SUSAN SCHLESINGER: Yeah.

Then within that umbrella, what is it that is a reasonable proposal to put forward around Zoning -- what would be as of right Zoning, but it's not -- would be Zoning relief that would really allow more production of affordable housing. And I think that's, you know, that's what we need to kind of concertize and you guys are in a great position to help us because you see

this all the time.

H. THEODORE COHEN: Right. With our planning hat on I think that's something we would really like to help you with. Of course, we'd like to come up with something that really works for you.

SUSAN SCHLESINGER: Absolutely.

CATHERINE PRESTON CONNOLLY: But just to be clear, though, what you're looking for with this Overlay District is ultimately as of right. It would not be a discretionary permit?

SUSAN SCHLESINGER: That would be ideal.

CATHERINE PRESTON CONNOLLY: Okay.

SUSAN SCHLESINGER: You know, to solve the problems that --

CATHERINE PRESTON CONNOLLY: Yes. That would be, as far as I can tell, the only

thing that addresses the certainty that you've described as the obstacle.

PETER DALY: And again in turn for the public benefit --

CATHERINE PRESTON CONNOLLY: Right. Understood.

PETER DALY: Being promised, but just the question of what the right level is but it's substantial.

IRAM FAROOQ: And that's the range of tradeoffs that the Planning Board is best equipped to think of in terms of what does it mean for a districts? What does it mean in terms of what the neighborhood is giving up in terms of ability to input into the project? Where does that balance lie? Is it an as-of-right with an advisory design consultation or what is the -- what's the format? I think we are still discussing

those issues.

STUART DASH: And I think it's one of the things we expect our citywide planning to look at because you're trying to help flesh out what's more density appropriate, where are opportunities for more for housing throughout the city and to help us identify it.

STEVEN COHEN: And, Chris, the threshold that you applied is 50 percent or so?

CHRIS COTTER: I'm sorry?

STEVEN COHEN: I'm sorry, the threshold to qualify for this bonus as you suggested --

CHRIS COTTER: We hadn't set that. But I think just in talking about it I think that the lowest was maybe 75 percent.

STEVEN COHEN: The lowest?

CHRIS COTTER: The low. So you would have the minimum 75 percent affordable and maybe higher than that. We want to make it very clear this is for all affordable projects and, you know, recognizing that we think that there may be a project that comes along with the advantage to have some market to cross subsidize. In certain areas we don't want to tie our hands too much, but make it clear that this is intended to be projects that are really only possible because they're all affordable and receiving commitments from affordable housing.

STEVEN COHEN: So we're not talking mixed income really. I mean we're talking more and more traditional Housing Authority type project. The private sector.

CHRIS COTTER: More affordable and I think, you know, it could be a mix of low and

moderate. It could include some middle income. And that's --

STEVEN COHEN: I was just going to ask you is it middle income, is that --

CHRIS COTTER: No, I think when we look at affordable, we would suggest that we define affordable to include middle income eligibility, because I think that that's one of the things -- you know, I don't think we would be talking about large projects here. We would be talking about small in-fill developments, and we might look at a couple of different affordability tiers including middle income depending on the site.

SUSAN SCHLESINGER: Those are open questions. The thing is we wouldn't be looking at a tsunami of development resulting from this Overlay District because the public benefit side would be so high.

STEVEN COHEN: You know, I think when we use the term "as of right" earlier, there may be some sort of as-of-right notion in terms of the overall use and density, but I think especially if we're going to be increasing the density beyond what would be otherwise as of right, I think we would probably feel the need for a fairly robust design review here, to give us the confidence and the community the confidence that it's appropriate.

RICHARD ROSSI: I think everybody on this side agrees that's an important factor.

CHRIS COTTER: And that's something else we would be talking about. How do we ensure that level of design review without creating an event but get those comments to -- one of the things that we've asked is could the Planning Board give the trust an

advisory opinion or could there have been an advisory review that does not contain an approval but certainly gets that input in and then, you know, the trust would a fair amount of influence in a project as a major funder in the project.

HUGH RUSSELL: So I think you're sort of heading in the right direction there, which is every person puts money into a project attaches strings and has review. So if the Affordable Housing Trust has a -- requires a robust community-based design review possibly with, you know, the participation by the CDD Department or independent experts, you say, okay, if you want our money, you got to do this. You know, we have to trust you to do that responsibly. And looking at the facing before me, I don't have much of a problem



with that. So it doesn't have to be -- I think it would be difficult for the Planning Board to do that, although we give advisory opinions on Zoning cases. Maybe there's a way make it work here? I'm not sure.

THACHER TIFFANY: But technically the setup we're talking about could have funding that doesn't include affordable housing costs?

SUSAN SCHLESINGER: Unless you wrote in the Overlay District if you're subject to, you know, this type of Zoning, then design review will happen via whatever vehicle we decide we want it to happen with.

THACHER TIFFANY: Right.

TOM SIENIEWICZ: So taking the spring off of that notion that with an individual building you never, you wouldn't be able to understand where an affordable

unit would be, you know, just there's an even mix. It's very hard to think about an Overlay District which would apply to one district and not another district. I'm sort of thinking, okay, an affordable housing Overlay District goes across the entire city so that you're not preferring one neighborhood over another. And you then take that same notion and say within an individual project, design review, the goal -- simply the design review is that this affordable housing wouldn't be discernibly different from the adjoining or the overall sense of that district in and of itself. So it would never look affordable. So I think that's a pretty good way to kind of think about it. And I understand your resistance saying okay, even in a tall building we're very reluctant to try to stratify it in any way. I think

it's a pretty good way to spread across the citywide notion and occupy the district that building would not be identified as affordable.

HUGH RUSSELL: There's a curious set of disconnect here, which if you're living in an apartment building that's partially subsidized, you don't want to have any identification, but it's okay to be in a building that's 100 percent.

STEVEN COHEN: Took the words out of my mouth, exactly.

HUGH RUSSELL: And to me there's a somewhat of a disconnect. And we have a -- I think many people in the City recognize properties that are owned by the housing authority.

SUSAN SCHLESINGER: But I bet very few recognize that the non-profit built

housing as affordable housing.

TOM SIENIEWICZ: That's true.

HUGH RUSSELL: I think that's true.

TOM SIENIEWICZ: That's true.

HUGH RUSSELL: And the goal in the design and the operation and the management is that they're just people living there. It's irrelevant what's in their paycheck.

SUSAN SCHLESINGER: Can I just say the consistency to me in that is what we're really trying to do is create mixed income -- create and preserve mixed income neighborhoods. So when you're looking at large new building -- any new building inserted into a neighborhood, you want that building to kind of match what that affordability is more or less. And that's why Inclusionary Zoning tries to do that if -- imperfectly tries to do that. I doubt,

you know, so I just try to -- I think about it as a larger, a little larger context than just the building itself. You know, we're not building -- I don't know what the largest new construction building we've done here. Is it more than -- I can't think of --

PETER DALY: University Park was 187 units.

SUSAN SCHLESINGER: Across site.

PETER DALY: Two phases.

SUSAN SCHLESINGER: Two phases, right. That's a one time thing. It's more like 40 units.

CHRIS COTTER: And in those cases, the larger the project, the easier it is to do mixed income. I think with the smaller projects, the mixed incomes becomes a lost opportunity. If you're doing 50/50 split, it's, you know -- you've lost six units that

you can then serve people looking for housing. Whereas, the financing lines up better in large projects. To do that you do don't have the lost subsidy that you can't make up with that. And I think looking at it, the neighborhood scales also make sense.

LOUIS J. BACCI, JR.: But doesn't have market rate in your mix help you support the project itself?

CHRIS COTTER: Depends on the scale of the project. And it depends on the level of affordability. When you're looking at serving households that are eligible low income tax credit, is actually not penciled out. It's better to get the equity and create more affordability.

RICHARD ROSSI: So we are, though, I mean given the fact that there are no land deals for us, there are very few buildings.

I mean, there was a time when relationship between the non-profit developers and property owners who owned some substantial property was such that they would be knocking on our door, right? But those days are really, you know, gone pretty much. So any, anything we can do to encourage private development of housing to say, you know, we'd like to be involved somehow, we'd like to invest money because we can't buy the land, but we can invest to create affordable units. Anything that we can do that sort of incentivizes that in any way I think is also going to be very helpful for the future.

H. THEODORE COHEN: Could we talk briefly about the issue of middle income housing? I think we've been struggling with that over the past year or two that obviously the inclusionary housing, I think we've

almost always in the past looked at for low and moderate income housing and in a couple of recent projects people have been arguing -- discussing the fact that the middle income people are just disappearing from Cambridge completely and that we can't have a real mixed neighborhood if you have only low and moderate or wealthy. And so we've been struggling with the idea of, you know, what happens to the middle income. And I know the argument is that low and moderate -- an argument is low and moderate people don't have any choice, and that middle income people do have a choice but that choice is move outside of Cambridge. And I don't see that being, you know, a real valid choice to have, you know, a mixed community. So we've been struggling with it and like to know what, you know, the trust -- I don't



know, a collective point of view on it, but, you know, some comments about what you think about the issue.

HUGH RUSSELL: And I have a question. We have two charts that you gave us and they seem -- I look at one chart and I think oh, there's only been a small decline in middle income housing. Look at the other chart and it looks rather different. Which one's right?

CHRIS COTTER: This is in the memo dated August 28, 2014.

HUGH RUSSELL: It's the one that looks a little more dire.

CHRIS COTTER: Yeah, it's -- you know, they're both right. What they're looking at is different information in different slices. So, it's hard, particularly challenging given the way that

the census bureau has changed from doing the centennial every ten year census to the area community survey to an ongoing measure. It's different. It's not exact apples to apples comparison to try to make it so, and it's also difficult, then, to take that information and look at it with -- tied to income to get to income years in the community. So in the case of the, you know, it's different sets of information, and I think if we had a Cliff Cook year who's done a lot of this analysis, the best analysis is to look at a number of different data sets and try to see the story that's coming out recognizing every set, every data source will have its limitations. So I think, you know, what you see is a decline in the midrange, the middle income range, and kind of in the 50 to 100 percent, if you look at the second

chart, this is this chart, this is from information that the Census Bureau compiles for HUD in which they tie household size to income. So in some ways this is better information though it is, it's not quite as available and as I said hard to do apples to apples comparison. So I think what we saw compelling there was, you know, the decline in the 50 to 100 percent range, and certainly when we talk about middle income, you know, we're generally talking 80 to 120 percent median. The 50 to 80 is more of what we call moderate income. The decline there was also a significant, we thought very important thing to consider. And I think particularly in the context of the inclusionary ordinance where the way that we will make inclusionary units available, it is one of the best resources for people in the 50 to 80 percent

range. So to build upon that, to maintain that stock and that supply in which gives people in that range is important but we also want to look at how can we try to look at the 80 to 120 or more particularly the 80 to 100 to see what can be done in that range. And we do have some projects and programs that are available in that range. We're hoping to expand upon them. We were here a couple of weeks ago. I think we talked about the Alexandria building in East Cambridge that is under construction. Later this month we're going to be marketing the middle income units there. We're going to have two tiers of 80 to 100 and 100 to 120. I would hope in the fall we would have some good real time information for demand for middle income. I think when we talked middle income, that's some of the some of the questions we have are

how do we look at the gap in the market from the middle income households versus what the demand is for housing that we might produce that's affordable for them? Because as you noted, people do a lot of choices, and oftentimes they're willing to make those choices rather than come in and participate in a program. We're interested to see what happens with the rental housing that we have because it's a little different than what we've had available in the past which has tended to be more home ownership.

HUGH RUSSELL: Just remind me in 1990 rent control was in operation; is that correct?

RICHARD ROSSI: Correct.

CHRIS COTTER: That's correct.

SUSAN SCHLESINGER: And I think in general the trust point of view of this is

that our priority has always been low and moderate income people. So that's a little confusing. That's below 80 percent of median, that's what we traditionally talked about. And we now are looking at this 80 to 120 percent tier. I think we should have maintenance of effort on the low and moderate income tier, but the additive in terms of looking at how to make moderate income housing work. And I'll be very interested in how the Alexandria rent up goes because we don't have very much experience with it nor does anybody else.

And if you look at this last chart, the chart I was just looking at, I mean it just -- it's interesting because you see at 120 percent of income, which is \$118,000, what that buys you here and you can think about what it may buy you in other places and

so I think that's sort of -- we don't know how that market will respond. We don't know how much people, even if they could get, you know, a three-bedroom unit for 35 -- or for, you know, whatever it would be. It would be less than 3400 a year. Would they prefer to spend money, that much money to stay in Cambridge or would they prefer to move to another community and buy?

STEVEN COHEN: Well, so following up on that, I mean for our, you know, for our cops, for our teachers, for DPW workers, for construction workers, for good solid middle class citizens of Cambridge, and especially those who may well have been born and raised here, those are the guys who are falling into this gap unless they might have been fortunate enough to have inherited a house or something. If they can't afford the market

housing, they don't qualify for the low income housing. And there's no question, many of them are going to move to Reading or what have you, and someplace where they can get more housing for their buck. But I don't imagine all of them would do that if they had an alternative especially --

SUSAN SCHLESINGER: That's what we're going to test --

STEVEN COHEN: Yes.

SUSAN SCHLESINGER: -- and I think we need to.

STEVEN COHEN: Well, I mean do you think -- I mean, I guess I'd like to suggest as a matter of policy, that all things being equal, that should be one of our policy priorities to try to, you know, provide affordable options for those folks or at least some portion of those folks, you know,



who would like to perhaps compromise a little bit on the size of their house in order to stay in the community in which they grew up and where they work. To me that feels like a pretty good priority.

Do you guys see that as a priority? I know traditionally that hasn't been the focus of the trust. And as you've suggested, you're getting more interested in that subject. It's certainly been a matter of some interest and concern for the Board.

SUSAN SCHLESINGER: Yeah, I think we're quite interested. We're just trying to figure out what -- is it a build it and they will come? Or is it a build it and they won't come? Or will have --

STEVEN COHEN: They'll come.

SUSAN SCHLESINGER: Yeah. And so I think we're trying to figure out a program

that will work for people, as you suggest, two income family that's working in the kinds of jobs that you talked about, what are the options for them in the city? So, yeah, I think we're trying to think about how you create those options. We have some experience with home ownership and probably be worth talking about that which is, you know, different animal until condos start getting, you know, produced by the market.

CHRIS COTTER: If you look at the numbers, I think you'll see the declines in the middle income range tends to be 80 to 100 percent of the median income. So one of the programs that the trust funds is a direct financial assistance program where funds are made available to home buyers up to the median. That's successful, but it's a program that's not for everyone. It's a

small number of people for whom it works and works well, but it's not something that's going to change the demographics that we're looking at. So I think we have got a fair amount of experience of home ownership. We have I won't say a huge number, but a good number of units that are in an affordable home ownership stock that are designed to be affordable for low income households. There are some of the rental through the non-profits, understood that there's less demand. We will get some firsthand experience in marketing the Alexandria units and market upon that. That is something that we do need to create options. When we look at this, we want to have a range of options for different people at different ranges of income. But one of the things that the trust is trying to balance is needs across that

whole range, you know, starting from the need for more housing for people coming out of homelessness. The need for people coming out of service needs. The need for larger units for families. So it is hard, the trust has got a significant amount of resources but it's not enough to do everything at the level that we all might like. So it's -- there are some choices I think. But it is something certainly that we're talking about.

CHERYL-ANN PIZZA-ZEOLI: There are --

LOUIS J. BACCI, JR.: Can I say one thing? In a lot of our large developments, it's all rental right now. So you get lucky enough to get into one of the low to moderate income units. And whatever you do for work changes, you go to school, a little bit better yourself. Now you can't afford to

live there anymore and -- there's a big break here. We're losing a lot of our people this way. We start out in -- start to progress, and then out the door. Some of these people are working here. They can't live here anymore. Now they're commuting and there's no place for them to park when they come here. And now we're trying to stop the trips of the traffic and the T is not exactly convenient for some of us.

RICHARD ROSSI: Where it should be.

LOUIS J. BACCI, JR.: The middle side of this needs some attention.

CHRIS COTTER: That's a really good point and that's something that we saw in administering the inclusionary order for people whose incomes improved and then they were over the limit for the program, what were their options? Eight or ten years ago

there might have been more accessible options in the market. They're certainly not now. So one of the things that we work with the trust four or five months ago or recently, was to change the policy on that. So that now if you're in an inclusionary unit and your income goes up, it becomes more of an middle income program. There is that higher income limit as far as continued eligibility who allow people who move into the middle income to remain in those units so that they're not pushed out with other options in the market. But that's worked well. So I think it's designed to try to give people that permanency, that ability to stay, not withstanding and encouraging increases in their income.

H. THEODORE COHEN: Mechanically how often is eligibility determined?

CHRIS COTTER: Annually.

H. THEODORE COHEN: Annually.

And if you've crossed the line?

CHRIS COTTER: If you crossed the line, we will -- you will be over income in the unit. We will give a year to relocate. So at this point the eligibility is 100 percent median, recognizing there are not the market options there, and I don't think we typically see people step over that into 80 to 120 but there are still more options in the market.

LOUIS J. BACCI, JR.: Where does this flexibility come in?

SUSAN SCHLESINGER: In the inclusionary.

CHRIS COTTER: For tenant that are in --

LOUIS J. BACCI, JR.: No, no. In

this situation.

CHRIS COTTER: In terms of?

LOUIS J. BACCI, JR.: That flexibility we were just talking about of raising the level of income in that inclusionary.

CHRIS COTTER: It's a trust. So one of the powers the trust has is set policies for the inclusionary ordinance. In this case we suggest they set a policy for income level for income certification.

LOUIS J. BACCI, JR.: This would be an automatic notification for them that they could apply for this.

CHRIS COTTER: For existing tenants.

LOUIS J. BACCI, JR.: Right.

CHRIS COTTER: We notify people who are in that boat, the policies have changed, you are now in the middle and able to stay



because --

RICHARD ROSSI: Do we know how many tenants face this dilemma every year?

CHRIS COTTER: It's not a lot. It is pretty significant if you're at 82, 83 percent of the median and having to jump in the market without a lot of options.

LOUIS J. BACCI, JR.: Or life changing, spouse, married.

CATHERINE PRESTON CONNOLLY: And the distinction here, Chris, is that inclusionary units because they're free from the developer, don't have the funding restraints on them --

CHRIS COTTER: That's right.

CATHERINE PRESTON CONNOLLY: -- that ones with other funding sources might have. So someone might be in a CHA unit or some -- or a homeowner's rehab or some other unit

that has some sort of funding that says if you cross that will 80 percent, you do have the year to relocate but that's it.

CHRIS COTTER: That's right.

CATHERINE PRESTON CONNOLLY: Whereas the inclusionary, because they don't have those funding sources, can allow somebody to stay.

CHRIS COTTER: And a lot of -- you're right. A lot of the developments --

LOUIS J. BACCI, JR.: I didn't think the CHA was a part of this. I'm talking about private developer.

CHERYL-ANN PIZZA-ZEOLI: But there are house -- you may not be aware of this, but there are households in the CHA that are 80 to 120 range --

LOUIS J. BACCI, JR.: Oh, sure.

CHERYL-ANN PIZZA-ZEOLI: -- and we

need to think of policy changes that are going to make it possible for those households to move up in the City's housing system --

CATHERINE PRESTON CONNOLLY: Right.

CHERYL-ANN PIZZA-ZEOLI: -- maybe to move into the inclusionary home ownership program with some safety net when they make that transition. And the housing authority really is looking at that.

CATHERINE PRESTON CONNOLLY: Good.

CHERYL-ANN PIZZA-ZEOLI: And that frees up units that are needed by, you know, people who need the deeper subsidy. And it's -- I mean, I think we have this wonderful housing system here, but we need to think of ways to increase sort of housing mobility. Use the resources that we have so that people can -- to advance their lives by

taking the next step when they're ready.

PETER DALY: I think there's a particular challenge with middle income when it comes to home ownership. On a rental they'll just pay a little bit more on rent. But in home ownership they have to sign a deed restriction which is going to take away most of the appreciation, and a lot of folks do buy in Cambridge because they're looking to, and they understand that there's going to be appreciation here. That's a big gift.

LOUIS J. BACCI, JR.: But we have lots of deed restricted property that people understand.

PETER DALY: Right, for the low and moderate, they're used to that. The middle income, you know, that's something that they would have to do. They may be saying I rather live in Arlington where I get that

appreciation.

LOUIS J. BACCI, JR.: I understand that.

PETER DALY: I think that's the --

LOUIS J. BACCI, JR.: I understand, but then on the other side we're telling them don't drive here. You get into a big --

RICHARD ROSSI: How bad do you want to live in the city I think is the question?

LOUIS J. BACCI, JR.: Well, we're trying to make it so that you can live and work here.

MARY FLYNN: And you said you had a little more experience on the home ownership side. So I'm curious, like, how much of it is what Peter is suggesting versus, you know, what people want, a bigger unit or a place to live in? I mean, what are you hear -- I know, Susan, last time you mentioned

something about you had perspective buyers walk away because it wasn't what they were looking for. You know, what is it about the units that are being marketed as home ownership units that is not acceptable to folks?

CHRIS COTTER: I think it's any number of things and it just goes to the fact that people have got more choices. It may be that I really want the yard, I'm not going to get the yard in Cambridge but I can get that in Arlington. I want extra space. Or as Peter says, I want a market return on my equity. So it's not any one thing.

MARY FLYNN: One thing, yeah.

CHRIS COTTER: But it's a range of things that suggest, well, people have other choices. They're aware of the choices that they have, and they're willing to look at

them and exercise them. If we're talking about particularly home ownership for moderate income, there aren't a lot of options. So people will be happy to buy here with the deed restriction in Cambridge because that is the option that's presented to them. I think with the middle income and, you know, there's absolutely a need that we do try to add to the stock. For instance, when we have units that don't have the other funding restrictions that we are solely city controlled, we will try to move them toward the middle income when we think it's appropriate. What we see for people who are purchasing through those programs is being in Cambridge is the top priority. And if that's the case, you know, then you will generally come to the program and you'll be happy. If it is second, third, you know, behind the

yard, I think we just heard someone was saying well, they wanted to have a yard where they could grill. Well, that's unlikely to be found throughout the units that we're --

SUSAN SCHLESINGER: They might get a porch where they can grill.

CHRIS COTTER: That's an issue with the fire department.

(Several people speaking at the same time.)

LOUIS J. BACCI, JR.: That goes back to ownership units. The majority of our development is now rental.

CHRIS COTTER: Exactly.

I think so we're really excited to see what the demand is for the Alexandria units because in some ways we think this may be a better way to serve people in the middle income range who maybe they're willing to pay



a little bit more per month to live here while they save up and try to jump in the market ownership directly rather than go through the limited equity affordable ownership. So we're anxious to see we can look at it both ways, but we're hopeful we can serve a good number of people through this model.

STEVEN COHEN: One last question about the ownership and the limited equity, and I fully understand many are reluctant to limit the rough side, that's one of the reasons they want to own rather than rent, perhaps build up in this day. But do you offer any sort of quid pro quo in terms of really low interest loans? I mean the city borrows extremely --

SUSAN SCHLESINGER: We put a huge subsidy in it --

STEVEN COHEN: -- rates. What do you offer to make it more attractive and to make them more willing to live with the limited equity?

CHRIS COTTER: There's a huge amount of subsidy that brings it down to a price that's affordable. We also require that buyers take the first time home buyer class that's offered in this room every month. And then work with them through the mortgage process. Most of them take advantage of favorable products for first time home buyers such as the soft second program, the one mortgage, or products through Mass. Housing where they're getting very low rates. And I can give some details in the rates, but I think we're seeing rates in the three percent range still. So there are pretty good deals. And I think what we also see with a lot of

people, they're able to purchase through the program and actually reduce their housing costs, particularly if they're coming from market rental into affordable ownership given the favorable products, given the subsidy that brings the price down to what's affordable and makes the costs reasonable.

SUSAN SCHLESINGER: And I think part of what we're struggling with is how do we make the pie, the supply bigger, you know, because we know that there are additional needs. You know, there are needs at the middle income now that the market is not supplying. And then we have to in some way try to deal with. So that's I think part of why we're here and why Incentive Zoning is important, why we're looking at Inclusionary Zoning, why we're talking about some of the, you know, whatever the Zoning Overlay

District might be as we're trying to create a bigger pie that can serve a wider range of people. And the latter that, you know, Cheryl-Ann talked about, we talk about it internally among the CHA, the non-profits, the housing trust, is how do you, it's really poverty alleviation; how do you help people move up the ladder and have housing choices within the city that can accommodate them while they do that.

STEVEN COHEN: Well, just, you probably know this, Sue, but one of the reasons we're interested in this middle income subject is because we too want to increase the size of the pie. And we've made recommendations of significantly higher Inclusionary Zoning requirements, but part of our rationale of going higher was that some portion of it be for middle income, sort of

on the premises of, you know, hasn't been tested I guess, but on the premise, you know, that we don't want to undermine economic feasibility for the developer. And we've sort of presumed, you know, that if some portion of them are middle income rather than just low and moderate, that the sort of internal subsidy on the part of the developer would be less for those middle income units and therefore we can increase the overall requirement. And -- but we haven't been working with really good and reliable data on that. We're just sort of using common sense as we go through that thought process. And so, you know, getting some data from you folks first of all, about the extent to which there's even demand that we're, you know, trying to satisfy. And then secondly, you know, sort of verifying our assumption that

the internal subsidy for those middle income units would be less for the developer and therefore, you know, economically viable. I mean, that's -- so it's all tied together I mean with increasing the pie as you say. But, you know, how does this whole middle income component actually play out?

CHRIS COTTER: I think we'll have good information --

HUGH RUSSELL: I think one thing I've learned tonight is the middle income piece is not just one piece, that with what we're seeing in the data and what you're telling us is that to get from 80 percent to 100 percent is a very important call because there are a number of people in that range that need help and don't have a lot of choices. 100 to 120 percent is much lower priority. We'd like to do it, but it -- but

given the numbers where people are, and you're doing that now informally through the sort of regulations that involve people staying in inclusionary units, I think we ought to focus more clearly at that 100 percent level rather than looking at higher, I think that would serve the need better.

STEVEN COHEN: Well, you know, I think there's two components to it:

One is where's the need? And I think there's always going to be greater need at the low and moderate side and, you know, almost unlimited in the -- but the other component is what do we want our city to look like? And, you know, do we want to make sure that there's always a fairly, you know, substantial middle component for those working people? And they're not entirely inconsistent, but there are different

priorities.

HUGH RUSSELL: I mean, that sort of we have 100,000 jobs. We have 100,000 people. What's the -- if you look at the jobs, what's the income mix on the job? How does that relate to the income mix of the residents?

STEVEN COHEN: Interesting.

HUGH RUSSELL: If you're working in the city you ought to be able to live here.

H. THEODORE COHEN: I hate to do it, but perhaps on that note we unfortunately have to end this really fascinating discussion, and I really am delighted that you all came and we had this and I really hope that we can continue this discussion very shortly.

RICHARD ROSSI: I just have one question. As we continue to sort of bring



the relationship between the Planning Board and the housing people closer together, do you think that it would be valuable, and maybe I ask Tom and you this, at some point to include the BZA in these discussions? Having them understand, you know, where these projects come from and what the philosophy is behind them, I think might be a great advantage for the community as we move along, I think we should add that. We'll need a bigger room.

H. THEODORE COHEN: I think that would be great. You know, we're not taking public comments but, Councillor Carlone, do you wish to say anything?

COUNCILLOR DENNIS CARLONE: I just wanted to say earlier on the Overlay Districts, my history with Overlay Districts is they've worked best when the base zone is

reduced. In East Cambridge the riverfront, we dramatically reduced the base zones so people went for the overlay. And if the base zone allows commercial, you're not going to get that many overlay uses. So if you're going to look at overlays, which I totally agree, you have to look at the base zone as well. And although this is probably heresy, a long range plan, I'm thinking of along Fresh Pond, for instance. And instead of just having a major development, let's say at the car dealership just because it's an obvious location where housing would make sense, maybe long term there's a transition going back into the neighborhood which I'm sure will not be immediately responded to well, but in the long term that's a better city. Not just a high -- a major building at the edge and then one-and-a-half story,

two-story houses behind. It's -- through an urban design analysis of that, of what could happen. No one would be forced to sell, but it could happen over time. Because we're not going to have enough just on these edge areas to meet the need, and I think everybody agrees with that.

STUART DASH: That's the kind of thing we look for our citywide plans.

H. THEODORE COHEN: I think that's what citywide planning we'll get into.

Well, thank you all for coming. I hope we get to do this again soon. We're about to have a discussion on the Net Zero policy, so everyone is welcome to stay and join us for that, too.

We'll take a five-minute break and then come back and talk about Net Zero.

(A short recess was taken.)

H. THEODORE COHEN: Well, thank you. We are back. And now we're going to have a discussion about Net Zero.

And are you going to do the presentation?

SUSANNE RASMUSSEN: I am.

H. THEODORE COHEN: Please begin.

SUSANNE RASMUSSEN: All right. And my name is Susanne Rasmussen for those of you who I haven't met. I'm director of Environmental and Planning Division of Community Development. And along with Iram Farooq and Ellen Kokinda.

So, I'm going to take about 20 minutes or so to just give you an overview of what's been going on in the last 15 months and how the Net Zero action plan has come about. And you can ask all your questions that you have and I will turn it over to Tom Sieniewicz to

answer because he was on the Net Zero task force and so co-conspirator on this project.

So I just wanted to remind people of the impetus of the Net Zero action plan which is -- came about as a result of citizen action. So disruptive action took place back in the end of 2013 when a group of citizens in Cambridge had become very concerned that the very significant construction activity that was ongoing in the city, and the fact that any new development no matter how energy efficient it is under current standards, it would make it harder to reduce greenhouse gas emissions and meet the City's climate action goals unless new projects were literally Net Zero carbon emissions. So the citizens filed a Zoning Petition that would require all new buildings over 50,000 square feet, so all the buildings, to be Net Zero. Or if they could

not be Net Zero admissions, they would be required to buy offsets of their greenhouse gas emissions. And the petition defined that very clearly as a certain type of offsets that are very expensive, you can buy them in regulated carbon market in the region. And just if this had become the law, then it would have had a very significant distorting effect on people's desire to build in Cambridge.

For example, we did a back of the envelope calculation that said a typical lab building would probably have to come up with about a million dollars a year in offsets in perpetuity to meet the requirements. So I don't know if how many of you were -- heard this petition, but it obviously came through here and went to the City Council, and the decision was that rather than adopt this

regulation, a task force should be formed with the purpose of setting Cambridge on the trajectory to becoming a Net Zero emissions community. And that saying that the Council thought that the goal behind the petition was the right goal, but the instrumentality was the wrong instrument.

So the Council gave the direction to form a task force, which we did, 15-person task force representing all stakeholders across the community, and they said come up with a plan in 12 months. And we didn't quite make it in 12 months, but we did 15 months. June 22nd the Council actually adopted the Net Zero plan.

What's behind this, of course, is the climate imperative. We see growing risks and threats and climate change and the deadlines that are being given for taking very serious

action are coming closer and closer. For example, the UNEP says that by between 2055 and 2070 everything has to be carbon neutral to avoid catastrophic climate change. So there is clearly imperative in Cambridge that we estimate that 80 percent of the greenhouse gas emissions come from building operations. So if heating, cooling, lighting, and ventilation and things like that contribute the vast, vast majority of greenhouse gas emissions produced. And that's why it's focussed on buildings, not on waste, and not on driving but buildings are really the big things that need to be, the big thing that has to be addressed.

So, as I said, the task force was made up by all sectors. So this plan is a consensus among, not just city planners, but the universities were involved, residents



were involved, businesses and developers were involved in this and many subject matter experts. And it was really a game changing activity because before the conversation has been can we get there? How far can we go? What can we do? This was a completely different conversation. It was -- we have to get to Net Zero, how are we going to do that? And going through the process, it became very clear that bold strategies are needed. Many, many strategies are needed. And current best practice will not get us there. So what we know today from our best builders that's not going to be enough.

So what is Net Zero? Well, in this context what we mean when we talk about Net Zero is a community of buildings. So all the buildings in Cambridge, the ones that already exist and the ones that are going to be built

in combination annually will not produce more greenhouse gas emissions than that which could be offset by carbon free energy production. So if you have -- if you have a building and you can't get to a Net Zero because you have five MRI machines in your laboratory and you need to be able to acquire a carbon free energy to offset that emission of fossil fuel. So that's what we're talking about. All of the buildings in combination. And so the whole -- obviously all the variety of buildings that we have.

So what the task force did to develop this plan was to first start with a short -- series of short primers so everybody understood what energy is being consumed, how is it being consumed, what policies are in place, what's happening with energy supply, etcetera. And then based on that, four

working groups were formed. So now many more people were brought into the process and people with expertise and things like finance energy supply, engagement, etcetera, etcetera. And the long, long list -- I think it was 80, 80 different recommendations were developed. And then the task force went through the exercise of trying narrowing down to the most promising highest bang for the buck actions and started really looking at them and figuring out how might they play out in reality and then prioritized and finished up with a finite set of actions which I'll get into in a moment.

But I did want -- before we jump into that just to give you a real snapshot on how energy is used in Cambridge. And this was an analysis that was done by our consultant and which will be much refined over the next

several years as we're now collecting data through the energy use disclosure ordinance. We now have gotten the first data set. And so this analysis will become more real, but based on the data we were able to gather, it's pretty much one-third university, one-third commercial, and one-third residential. That's how the energy consumption and buildings break down in Cambridge. So we need measures that address all building types. It's not enough to just go to one type of building and say, okay, we'll just focus on the labs. We'll only do housing. We really need to look at all of it.

So there are three ways to reduce emissions that we've focussed on. The first is making sure that the buildings themselves are as efficiently designed as possible and

that's all retrofitted to become, to be optimized and become sufficient as existing buildings are able to be. And then we looked at improved operations because you can have -- if building is really designed well, but if people who use the building don't use it well and have all the fume hoods open all day long and leave the lights on 24 hours a day, then you sort of wipe out any benefit of efficient design. So that's all also very important. And then increasing the amount of renewable energy as much as possible.

So the project consultant developed a model for the different ideas we were talking about to see what would the impact likely be. And, of course, it's not perfect, and this is not an absolute 100 percent prediction of what's going to happen, but it is -- a lot of work went into doing this plan and it was

reviewed by a bunch of people at Harvard and MIT. And so it was as good as we were able to do it. And what this illustrates is that most, most of the savings will come from doing energy efficiency. That's by far the most important. That's the green chunk that you're seeing. The emissions go down as energy efficiency is taking hold. And then the yellow wedge at the bottom is as we're growing the energy, the renewable energy supply. And what we were able to account for with the actions that are proposed is by 2040, so 25 years out, we would be -- it looks like we could reduce emissions taking into account growth by 70 percent. So we're on the trajectory to Net Zero. We don't have a plan that actually gets us all the way, but it sets us on the path.

So the action plan itself has five

major sets of ideas. The first one is always energy efficiency and it's focussed on existing buildings because there are many more of them. We're very built out already, so you have to achieve a lot in the existing buildings through retrofits and improved operations. And then we focussed on Net Zero new construction. So how do you get new buildings to be having no impact on emissions. We talked a lot about setting up or we decided to propose a local carbon fund which is an option where you can either if you can't offset your emissions, you could pay into the fund so the fund could fund other projects that could create the offsets or as a voluntary mechanisms. So, for example, my favorite example, Harvard University could decide when they realize that they can't meet the goals that they've

set for themselves, that there are opportunities in Cambridge for investing in energy efficiency that could help them offset their emissions.

Renewable energy supply where fossil fuels are replaced with low or zero carbon energy is a very important area.

And finally engagement and capacity building. And here we mean, of course, engaging residents, but also very importantly engaging owners and operators of buildings so that they have the skills to operate their buildings in a better manner.

So the task force in working on all of these strategies was focussed on the set of implementation principles. So like when an action is proposed it tends to be meeting long range healthy -- it has to be a long range healthy strategy. It's very clear that



we have a thriving economy. We're not trying to get rid of our thriving economy and just demanding better emissions characteristics. So the solutions have to be able to work in -- and we also have a thriving city at the same time.

Things that are implemented are being implemented after market based and data driven analysis has taken place. So we understand that the consequences of taking actions, and the best available technology to be used, and Cambridge should play a role in really testing out through pilot projects and new technologies. And then the things we're doing should be -- we should have an ability to measure the impact. If we can't tell where the impact is, we should not be requiring an action. So the metrics are important, the valuation is important, and

being able to do course correction, if you set off to do something and it actually doesn't produce the results that you thought. So these are behind everything that's being suggested.

So I don't expect you to read this. It's just to show you that the detailed action plan, which you have copies of, head under these five categories a set of specific actions that are proposed either as things to be tested out or actual measures to be taken over time. And I'll show you that in a moment.

And of course the new construction is of greatest interest to this Board. Those are the things that are coming before you to the largest extent.

So I wanted to focus in a little bit on the Net Zero new construction targets. So

these -- and so you can see up top the different types of buildings.

So municipal, the City leads walking the talk. So we've agreed that in 2020 any building that the City's building will meet the Net Zero criteria in this plan.

And then fading in small residential, one to three units in 2022. Multi-family commercial and institutional in 2025.

And finally labs in 2030. And labs are pushed out to 2030 because there are no examples of laboratory buildings of the type that you would build in Cambridge, meaning small footprint, tall, squished in between other buildings. There are no examples of Net Zero lab buildings right now. So -- but the belief is that they will be -- they will exist out in 2030.

So these are policy targets, meaning

we're not coming to you with the regulation change saying now, from now on these are Net Zero buildings in these years, but it will be phased in with no more than and no less than two years' advanced notice. So we would be coming to you in 2022 -- I mean, in 2020 -- in five years with the proposed regulations saying starting in 2022, one to three-unit residential buildings must be Net Zero. And then in -- and before we would come to you, we would have gone through these five bullets to make sure that it has been properly evaluated, that there are such buildings being built right now, that the technical feasibility is there, you can, you can access renewable energy when you do economic analysis, it's not going to stop small residential projects from being built in Cambridge. And that also they will

contribute to our climate change resiliency goals. And so the task force agreed that these are reasonable, it's reasonable to expect that these criteria can be met in these years. And then two years ahead the regulation will be drafted and discussed.

And next I just wanted to quickly show you how the action plan works because it's not a set of proposed actions, it's also a process. And the City Council adopted both the actions and the process. And, again, what I'm showing you now, you're not supposed to be able to read it, I'm just giving the broad picture of how it works.

And so you have the years going along the top, x axis. And then you have the five action areas going down the side. We committed that as part of this process there would be a program-wide review every five

years. So every five years you look at everything we've proposed, the analysis we've done, to see how it worked. And this will be done with the same stakeholders involved. And we make a decision about should we proceed as planned or do we need course correction?

You can see here you're sliding in the five year times -- the five types of buildings and when they're required to be Net Zero. And we then divide our actions up in short, medium, and long term action.

So the short term actions, one to four years, are much more specific and you'll see this year's actions in a moment in detail.

And then you're moving -- also there short term actions. And then the different colors mean some of the actions are feasibility studies, some are policies, some

are regulation, and some are actually implementing pilot projects.

And then we go to medium term, four to ten years. And then long term ten years plus.

So there's accountability built into this plan in that it's clear what we're doing every year.

And the final protection, action committee has agreed to take responsibility for doing an annual report to just say what has been done and how does it compare to what we said we were going to do. And then every five years we have the broader reviews.

And we -- as part of the process, we held a number of public forums and we also did a lot of stakeholder meetings. So we had consultation with the Mass. Biotech Council, the Sustainability Compact, the -- actually

the Climate Protection Action Committee, the Chamber of Commerce, many layers of Harvard, MIT people. So it's truly been vetted and signed off. And when the plan went to City Council, and you may have seen, it came with letters of support from all of these organizations saying we agree with that Net Zero's the right goal. We would agree with the proposed set of measures. And we agree with the process and we would like to continue to be involved. So I think it's actually quite extraordinary that -- I think it's the first time, like, we've had across all sectors of the community agreement on a bold climate strategy.

So this year, so these -- of course the year one actions were much clearer. And the first three, which I'll talk about in a little bit of detail, will be coming before



you sometime this year.

So the first thing is to make changes to the Article 22.2 which are the green building requirements. And the proposal is to increase those requirements to go to LEED Gold and require energy atmospheric points, so that energy issues are part of the new wave which hasn't been the case to date. And we will also be proposing to use some additional requirements around commissioning of buildings and ongoing operation and maintenance and introducing a more robust process. So you will be seeing this very soon. We're working on it very hard right now. So it will be the first thing that will come to you.

The next thing is a rooftop solar requirement. And this is to over time phase in renewable energy generation. So we're

starting with saying that your roof has to be able to be ready for solar. You don't have to have it, but it has to be ready. And then in the medium term we'd move to solar generation being required. So -- but the first thing you'll see is already a requirement.

And then we're also looking at additional language around -- there is already language in Article 22.2 around allowing insulation to be added and encroaching into the setback, but we've heard from this process, in fact from the low income housing community, that the language is not good enough. You can't do -- it has prevented Net Zero projects from -- low income Net Zero projects from going forward because of this issue. That's something that will also come to you.

And then the other six activities that will be all done in this year, are not something that will come before you directly, but have to do with doing a low carbon energy supply strategy for the City as a whole and start a working group around how to do Net Zero labs and that will be primarily industry led.

And then starting to work with Harvard and MIT, the business schools have indicated willingness to work with the City on further study market-based incentives as to get, to advance energy efficiency. And there was something that by far the most controversial part of -- the whole conversation for 15 months was this idea of having a fee and rebate system. So if you're really an excellent performer, you could get money back. And if you're really poor, you would

have to, you wouldn't get your money back. So there would be a fee that could be rebated depending on how good you were.

So that did not advance as a specific suggestion, but the idea really studying and trying to find ways to not exactly doing a carbon tax, but to find a way to use incentive, financial incentives is something that we're going to be looking at.

The City is just starting on its own municipal building renewal strategy. It's a big \$25 million program to upgrade city buildings which will include energy efficiency and renewable energy.

And we're talking with Eversource on how we can better collaborate with them. Specifically we're hoping to launch a multi-family energy efficiency incentive program in the fall that will be far better

than the current utility programs, because multi-family has not really produced a lot of energy efficiency through the utility programs over time because they're not targeted well to our kind of environment.

And then we need to start a communication strategy around this whole project.

So that's sort of the very immediate things that are going to take place. You'll see this year, including the work that you'll have to do on this. So that's pretty much the overview. And there's tons more information. I think you already were sent links, so there are -- there's a lot -- a lot of detail on this. But if you do have questions on any of it, I'd -- we would be more than happy to answer you.

Maybe, Tom, I don't know if you want to

add to what I just said.

TOM SIENIEWICZ: I mean other than it was an extraordinary process that as you point out ended in this great political reconciliation. We were there at the beginning where we had what, 200 people in the room screaming Net Zero at us, and we were a little bit of deer in the headlights. And after this whole process, the consensus building was extraordinary, and it did come from all places. But I would also say that we should be proud of our community not only for our affordable housing goals, but for the two major institutions here, MIT and Harvard are extraordinary in terms of what they're already doing in terms of the environment. So that was part of the -- working with those institutions to take it, the rest of the city to the next level was an important part of

this and makes our city unique relative to these issues.

And then lastly I would say this gets us -- the road map gets us to 70 percent Net Zero. One might ask well, that's not -- we're missing 30 percent, but it's simply anticipates that there will be emerging technologies, emerging techniques that might be more regional potentially or even technologies that we can't even imagine right now that will close that final 30 percent. So we're confident in that -- and the group that involved a lot of experts are confident that that 30 percent will be found in the next 25 years. So that's sort of where we concluded a really, really amazing process. It's just a great, great thing.

H. THEODORE COHEN: Well, thank you so much. I mean people have questions? Now

is our opportunity.

HUGH RUSSELL: I have some comments. First, I'm given that the deer in the headlights experience of two years ago, this is really an amazing accomplishment to get something that is organized and rational and has consensus that is unexpected. And I get so -- it would be -- there is no safe amount of carbon emissions. If we could turn off everything today and have no more carbon emissions in the rest of the world for the rest of our lifetimes, we'd still be in trial. That's right.

SUSANNE RASMUSSEN: There are -- climate change is already happening, so -- and some of the emissions are on their way right now as we speak and have not reached the atmosphere and have done the damage yet.

HUGH RUSSELL: Does geothermal



energy, is that like the what 18 Coles (phonetic) is building if the system works when the system works, is that part of the, an equation?

SUSANNE RASMUSSEN: It is. In combination with renewable energy. So when this building was converted from oil burner to geothermal, electricity consumption went up drastically because now you're using electricity to help the heating and cooling. So you have to have the combination of geothermal with renewable energy. But that in a sense, the hardest of course is gas. If you're using gas on your site, you don't -- you can't, like, offset that with electricity somewhere else. Whereas, if we were using electricity much more dramatically because we switched to geothermal, then the grid can become cleaner and cleaner.

HUGH RUSSELL: So the geothermal strategy for my 2,000 square foot house may not be feasible particularly since you can't get a truck to my house to drill a hole, but I assume that there are --

LOUIS J. BACCI, JR.: Plus the cost.

HUGH RUSSELL: -- neighborhood or other kinds of solutions that might be available? I mean geothermal is basically a heat banking. You -- in the summer you put heat in the bank and in the winter you take it out. And that's --

LOUIS J. BACCI, JR.: Use the river.

HUGH RUSSELL: And that's if you've got a river, you could have a constant source of temperature.

LOUIS J. BACCI, JR.: That's right.

HUGH RUSSELL: But then again it ends up in the ocean.

STEVEN COHEN: Before, if I could just interrupt for a second. As it happens, I'm building a few houses now and I just completed with the geothermal. It works beautifully. Electricity bill is a little bit on the high side, but no fossil fuels at all for heating or cooling. It did cost \$30,000 extra above and beyond. And, you know, there is a payback. Unfortunately the biggest problem with this whole goal and concern is that energy crisis are coming down, gas and oil is coming down. And the most effective tool we could possibly have for these goals would be for those prices to go up either via market or taxation. And, you know, somehow or another taxing these things has fallen off the agenda ever since Carter. But be that as it may, even with the \$30,000 premium you do get a payback within a

reasonable amount of years, I would say seven or eight years. I happen to agree with you, I think it's a great option which could be used effectively much more frequently than it is right now.

SUSANNE RASMUSSEN: And it works summer and winter. You get heating and cooling benefits.

STEVEN COHEN: Yes, it's a heat pump system ultimately.

LOUIS J. BACCI, JR.: It has a little bit of trouble here in the winter.

SUSANNE RASMUSSEN: So this building, actually -- just a quick side bar, has dramatically improved recently because finally found someone who understands the building. So there were a lot of concerns about the systems were undersized and I think we've demonstrated in the last 95 degree

weather days that's not been the case. It's been operating totally fine.

LOUIS J. BACCI, JR.: Cooling isn't usually the problem. We were sitting here in the winter in jackets and that's part of the controls.

SUSANNE RASMUSSEN: I think if the controls --

TOM SIENIEWICZ: It's also part of what we're recommending. We're saying, yeah, the users of the buildings need consciousness raising, and you know what, to cite Jimmy Carter again, he's right, we should put on jackets in the winter. That's a rational thing to do in the state of planning.

The real solution, this is the thing, are -- can't be bracketed project by project. The most efficient way to get there is with reach of neighborhood, regional solutions,

right? To the extent to which the Planning Board has a perspective that's, you know, broader than project to project and can encourage the stringing together of utility needs and energy needs we'll get, it would be a great advantage.

IRAM FAROOQ: I was going to say the exact same thing, because actually one of the great things that the Planning Board gets to do is look at the small projects but also the, you know, phased, multi-year, large almost, you know, full-block district scaled project. So, you know, hopefully once we get passed the Zoning piece on Volpe you are actually going to see a PUD where you'll have an opportunity to really think through some of these elements. I mean, we have -- during the consideration of the leader view right now it's just not really very transparent to

the Board. It kind of happens at the staff end, but as these requirements ratchet up, I think it will definitely have implications on design as well. So many more passive elements will need to be included. People may in fact be coming and talking about how their district energy system or they are co-generation is going to have, you know, this is why the site plan looks the way it does and buildings look the way that they do. I think that will be another interesting implication of some of these changing requirements that you will see and be able to influence.

SUSANNE RASMUSSEN: And just this year there will be two energy supply studies taking place. One is commissioned by the Kendall Square Eco District. So it's almost ready to go out in the street and RFP to hire

a consultant to do a Kendall Square District analysis. And we're also hiring a consultant as part of this year's budget to do a citywide energy strategy. So you'll see a lot more work on issues about what are the most productive energy supply solutions that we can start implementing in the short term. And so a lot of -- heartening to see in the Kendall Square District how much interest there is moving toward district solutions.

H. THEODORE COHEN: I'm curious about, you know, use of solar and obviously given our climate it becomes problematic but, you know, my understanding is that the hope is that when they finally figure out battery storage, that it will really become an effective alternative. I know you were not looking into new technologies very much, but is that really feasible that if there is



storage capacity in batteries, this would be a viable alternative in this environment?

TOM SIENIEWICZ: You have to come at it from both sides. And I hope you know about this website. There is a group of MIT graduate students that produced a map of Cambridge which mapped every single roof to map its potential for the solar -- so even if we build out 100 percent of the roofs, we're not going to get there.

Your question about storage, so you've got to work it both ways, energy efficiency on the building and the renewable in the form of solar. We had a solar contractor on the Net Zero thing. He was wonderful at back of the envelope things, and he said great, we'll plant 100,000 trees and get, I think it was -- he had something on the order of, like, I don't know, 20,000 acres of solar panels

and we're done. We'll be at Net Zero. We've got to buy some land out in Orange, right, and we'll just pipe the electricity to Cambridge and we'll be done.

STEVEN COHEN: You have to cut down the trees first.

TOM SIENIEWICZ: Cut the trees down first.

Storage capacity is part of that 30 percent future, you know. It changes so quickly. You know, a year ago we weren't talking about -- or two years ago we weren't talking about cheap oil or cheap gas, right? And so these things change very, very quickly. There is anticipation on a couple of things.

One is battery storage for your solar panels or some kind of whatever format will take, but I think there's a very real

sense -- and we have, we have a mini carbon tax built into this thing as Susanne described, a penalty and a payout if you do well. I think there's some very real obligations that that might be happening.

H. THEODORE COHEN: And is wind a viable alternative for an urban environment?

SUSANNE RASMUSSEN: It's not in Cambridge.

So....

STEVEN COHEN: Plenty of hot air.

SUSANNE RASMUSSEN: Just, I can't help myself but to -- if you look at solar in Arizona and solar in Massachusetts, it's equally cost effective. And that's because as somebody said, the price are not high enough. They may not be high enough, but they're high as they are in Arizona. If you take into consideration productivity and

price, you actually end up in the same place if you compare Arizona with Massachusetts. And so absolutely the battery storage technology is advancing now at an incredible pace. And we're doing, we're trying to do a project at the water treatment plant with funding from the state to actually put in a, the 170 kilowatt solar array with battery so that they can run the emergency communication center off grid in an emergency. So hoping that it's actually a space problem weirdly, but we're hoping that that can take off. But the city owned municipal electricity contract expires on December 1st and we are right now in the process of hiring brokers to help figure out how we get the percentage of renewable energy that supplies the city to be maximized. So we're looking at things like investing potentially in wind facilities and

solar facilities outside of the community.  
Not just inside the community.

LOUIS J. BACCI, JR.: Is there any  
Massachusetts-based renewable energy being  
generated now?

SUSANNE RASMUSSEN: Yes. There are  
multiple large --

LOUIS J. BACCI, JR.: Large scale?

SUSANNE RASMUSSEN: -- large scale  
wind and large scale solar in Massachusetts.  
It's -- Massachusetts is one of the leading  
states actually.

LOUIS J. BACCI, JR.: Well, because  
I went to the permitting process for a couple  
for -- well, for Eversource and they would  
not be permitted. So I don't know where this  
is getting -- this is coming from.

TOM SIENIEWICZ: The greening, the  
greening of power source is huge, right? And

the city has the ability to negotiate what the color of the power is that's coming into the --

LOUIS J. BACCI, JR.: From the same grid that everyone else is uses.

TOM SIENIEWICZ: So but we're incentivizing --

LOUIS J. BACCI, JR.: You know what I mean?

TOM SIENIEWICZ: Yes. We're incentivizing green power production in Vermont and New Hampshire or Maine or Canada even, so what.

CATHERINE PRESTON CONNOLLY: And western --

TOM SIENIEWICZ: It's a regional.

LOUIS J. BACCI, JR.: But there is -- I took down the one in Princeton so.... I'm saying it's fairly cost prohibitive.

TOM SIENIEWICZ: No question, Lou, there's no question, that's why we will -- we hired the brokers. They'll figure out the price. Your good conscience is going to cost some pennies.

LOUIS J. BACCI, JR.: Don't get me wrong.

SUSANNE RASMUSSEN: And now I'm struggling to remember the exact quantity, but the Governor Patrick had set very aggressive renewable energy goals for Massachusetts and they have been met. And they're now, Governor Baker is moving towards the next tier. So it has actually been a big success. The one they took down, the one you talked about, they're taking down because of noise issues. People have complained about it.

LOUIS J. BACCI, JR.: It was

actually taken down because of the maintenance issues. But they caught on fire. They were repaired constantly. They were -- early on they were terrible --

SUSANNE RASMUSSEN: The Falmouth one is the one with the noise. That's the one.

LOUIS J. BACCI, JR.: I built a few of them. So....

HUGH RUSSELL: So do you want a height and FAR bonus?

SUSANNE RASMUSSEN: I meant --

TOM SIENIEWICZ: That's the last discussion.

STEVEN COHEN: Is that why you're here?

SUSANNE RASMUSSEN: Actually, thank you.

H. THEODORE COHEN: Power is really going to be --



STEVEN COHEN: I thought this was just a feel good session.

SUSANNE RASMUSSEN: I meant to actually point that out as we were going on.

It was of course immediately suggested, as it always is, whenever you talk about housing, Net Zero, whatever it is, that always is suggested. And the task force felt that it should stay as a possible action. And you read the fine print and it says that the -- there's an understanding that this might not be a viable strategy in the context of Net Zero because it might be used up by, by other needs, the housing in particular. So it's a tool that could be used. How likely is it? I mean, I think you just had the prior discussion before this one, and made it clear that there's a lot of demand for that tool in -- for other reasons. So

it's not -- it was not one of the things that were seen as really producing the large chunk of reductions.

H. THEODORE COHEN: Obviously one of your points is conservation and retrofitting and improvements gives you a tremendous increase in Net Zero. Is there some proposal or will there be some proposal to incentivize small residential property owners to take this action?

SUSANNE RASMUSSEN: So, I think that the first hope that we have, and we're trying this with MOU, with Eversource around multi-family housing.

H. THEODORE COHEN: What is an MOU?

SUSANNE RASMUSSEN: Memorandum of understanding.

So we are hoping to engage with Eversource on designing a performance-based

program where your incentives increase the more you reduce your energy as opposed to now where it's really tied to we can do this measure, you will get that much money. If you do that measure, you'll get this much money. And the -- I mean, this pilot would have a lot more bells and whistles than just that. To really incentive people to deep retrofit as much as possible. That's something we're hoping to pilot in the multi-family sector soon, and that could translate into other sectors too as well.

TOM SIENIEWICZ: Ted, one of the things I learned startlingly is that, okay, if all triple deckers and all single-families in Cambridge account for only nine percent of the energy use or the carbon footprint according to that chart, that's a relatively small amount. Who's using it? In terms of a

very small accounts that account for -- and I'm going to get this wrong, but it's something on the order of about 90 accounts -- 90 energy accounts, account for -- I'm going to get -- it's a very small number of electrical accounts that account for 60, 70 percent of the use of energy in a city. Okay, so whose energy bills are these? And let's make these guys more efficient, we'll get to Net Zero a lot quicker. So we did some Sherlock Holmes work trying to figure out who those users were, who those accounts were, institutional accounts.

H. THEODORE COHEN: Right, Harvard MIT.

TOM SIENIEWICZ: Harvard MIT.

STEVEN COHEN: And labs alone are something like 50, 60 percent.

H. THEODORE COHEN: Right.

SUSANNE RASMUSSEN: So now we're getting all the data in through the first year of the Ordinance. As you'll recall, year one is commercial buildings 50,000 square feet up and residential buildings 50 units and up. And we're extremely excited because our compliance with the Ordinance requirements are running close to 90 percent right now in year one. So we're just like wow, how did that even happen? But -- and then next year we're dropping down to 25,000 square feet commercial and staying with 50 units. So we are now getting a huge amount of data on what is actually going on and where is the energy being used and how is the energy being used. And this year it's not disclosed but next year it will be publicly disclosed, so there will be a lot of information available.

And one of the Net Zero action items is to add requirements into the energy Use Disclosure Ordinance so that if you're really a poor performer, you have to do things get an audit, take actions if you keep performing poorly so that we start targeting the buildings where the need is the greatest to take action. So that's something that will be coming probably in next year that those requirements will be ratcheted up.

IRAM FAROOQ: And kind of an interesting thing that I felt that I learned through this is that the highest energy users are not necessarily the most inefficient, they're just the highest --

LOUIS J. BACCI, JR.: They use a lot of energy.

IRAM FAROOQ: Because of the function that they encapsulate within those

buildings. So some of them are quite extremely efficient because the imperative to be so, the financial imperative to be so is really great. So that I think ties in with what Susanne mentioned about the last working group that will really be, you know -- the universities and actually people who run labs who will be working on how to really even further enhance that efficiency, but it's just, you know, that correlation is sort of an interesting tipping point that we had to get over as a committee.

H. THEODORE COHEN: Well, one of the issues that I think does come before us or can perhaps do something about is, and maybe it's rolled into the LEED standard, but you know, we talk about the developers and the architects talk about, well, there's glass on this side of the building but not on that

side of the building, we're use this material, versus that material for energy efficiency, and, you know, is this something that's been, you know, that you people have been looking into? And I mean should there be regulations that mandate that, you know, certain materials be used or not be used?

TOM SIENIEWICZ: Well -- and I know there's been some debate about the quality of LEED standards, LEED and energy in environmental design and standards. Moving to LEED Gold Plus, the additional standards that we have here with the new version is going to drive these material selections in a relative number of openings. I mean there are not -- these are pretty onerous sets of environmental regulations in a good way if you have a nominal perspective, but it's going to be challenging with an architectural



design which is going to satisfy our needs as well to make buildings that fit into these communities. So you're going to get into this, Ted, this very issues because the levels of efficiency that those LEED standards are going to demand are really extraordinary.

CATHERINE PRESTON CONNOLLY: It may be helpful to go along those lines going forward, just like we have the staff report on the urban design features and on traffic, to have the staff report on the Net Zero features or the LEED analysis.

TOM SIENIEWICZ: Great idea.

CATHERINE PRESTON CONNOLLY: For me personally, you know, I've never gotten into the nitty-gritty of what it takes to be LEED Gold and would love the education of understanding that, but would also like the

assurance that, hey, it has been looked at, people are doing it, and here's what it takes to do it and here's how it affects the design.

HUGH RUSSELL: One of my huge pet peeves against LEED is -- relates to kind of design efficiency. If you have a single-family house that has six surfaces in principle who has a box, one surface is pretty well insulated because it's on the ground. You have five exposed surfaces. If you have an apartment in an apartment house, the kind of apartments that I use sort of average two surfaces exposed and it might be on the top floor, you know, it's a roof, in the wall at the corners, and it may be a little less than two, you get absolutely no credit for that action. The fact that you have four surfaces that have no heat loss

because they're surfaces that, again, something that's the same temperature. We put big windows in our apartments. We don't care whether they're north, south, east, or west. The cumulative effect on an apartment building is you're making -- you're getting so much efficiency that you get no credit for by building an apartment building, building units against each other, that it, you know, it's a very good strategy.

TOM SIENIEWICZ: Well, from an energy perspective you're right, you get no credit. But there are other within the LEED standards you get lots of other credits for building high density. I mean, the great secret is, of course, if you build in Cambridge, it goes to lots of public transportation and the density is that we normally build here and you build according

go this state stretch codes that we're obligated to as registered architects. You're pretty much getting LEED Silver anyway. So we're saying, you know, we're going to actually pull the lever back and say you know what, we're going to go a little higher as you should.

CATHERINE PRESTON CONNOLLY: Well, and I guess, Hugh, you point to exactly why a staff memo would be much more helpful to me than a score sheet. Like, and just something that says you get points for this, you don't get points for that is not as informative as someone who has done a thorough look at the building as a whole, can say to us this is how it meets Cambridge's needs and why we think that it meets the standards.

HUGH RUSSELL: Yes, I mean it -- so I have a -- in my house I have two sources of

heat. One I think is a 60,000 BTU furnace and the other is a 40,000 BTU boiler. And if you have an apartment, you can use like half the energy for the implement.

And so, you know, in a way what you want to do by Zoning is well, we've got a different standard for single-family houses than we have for multi-family. That, and I mean, that's implicit in your chart that a single-family house have to get to Net Zero quicker.

CATHERINE PRESTON CONNOLLY: Yes.

HUGH RUSSELL: But it may be -- there's so much.

H. THEODORE COHEN: So are you saying that's backwards? That it would be easier for a multi-family to get to Net Zero quicker than a single-family?

HUGH RUSSELL: No, I think it's

harder because you have less options you can use and you've got less money.

TOM SIENIEWICZ: Yes.

HUGH RUSSELL: If you're building a single-family house in Cambridge, you've got loads of money. You know, 30,000 bucks for a geothermal heating system in the context of somebody who's paying a couple million bucks for a house is not a big deal. But if you're trying to build housing, particularly affordable housing, at \$30,000 a unit, it's a big deal.

H. THEODORE COHEN: At this point in time how many single-family houses are built in Cambridge in any given year?

IRAM FAROOQ: I'm -- actually there are some, and in fact what -- I don't have the information handy, but what's happening is that there are two and three-family homes

that are being bought and converted to single-family. That's -- there are a fair amount of that happening.

SUSANNE RASMUSSEN: And in this plan one to three-unit buildings are first here. And the main reason why they were selected to be first is because there are many, many examples, like Carter Scott, one person has already built, I don't know how many, 100 Net Zero homes in Massachusetts. I mean, there are many, many examples to point to the feasibility of the strategy, and fewer for the next tier of buildings and none for the lab at the moment.

STEVEN COHEN: But just go off of that in terms of -- you talked about glass before, and, you know, traditionally I if -- glass is not thought of as the most sustainable approach to design. But it led

me to want to ask you guys or maybe you Susanne, about the library. When we bought the library a few years back, we incorporated this very expensive German system with a sort of double wall of glass upfront. And I haven't heard anything about it since then. I haven't heard it reused anyplace else in Cambridge or Massachusetts.

TOM SIENIEWICZ: (Inaudible).

STEVEN COHEN: I'm just wondering -- oh, is that so? So I'm just wondering what the bottom line evaluation of that was and whether it's a building system that would be appropriate for some of these, you know, glass encased buildings that frequently come before us in Kendall?

TOM SIENIEWICZ: I mean, they're fantastic walls. They're extraordinarily expensive, but they -- I mean --



LOUIS J. BACCI, JR.: That's it, extraordinary.

TOM SIENIEWICZ: It's the Mercedes-Benz.

HUGH RUSSELL: You also have one side, the other three sides --

STEVEN COHEN: Are solid, yeah.

HUGH RUSSELL: -- are much more conventional and are, you know -- but it's like, okay, this is the place to make that statement, to take advantage of that resource much view of the sun.

TOM SIENIEWICZ: So you're collecting heat and distributing heat through that wall. The Genzyme building has the most --

STEVEN COHEN: Is that the one they're moving out of because it's too efficient to run?

TOM SIENIEWICZ: It's too efficient.

COUNCILLOR DENNIS CARLONE: They couldn't afford on that -- I was part of the design review of that. We asked why isn't it double all the way around? And the answer was they couldn't afford it.

SUSANNE RASMUSSEN: And that has --

COUNCILLOR DENNIS CARLONE: Double clasps. Excuse me.

SUSANNE RASMUSSEN: It's very advanced curtains that come down with little perforations so that when the sun shines, they automatically come down and change how much sun is actually coming into the building. So it's a not just a double glass, but it has very advanced mechanical techniques inside as well.

STEVEN COHEN: But not cost-effective?

SUSANNE RASMUSSEN: No.

HUGH RUSSELL: We heard the owner of the building, the owner of the company speak, he was looking at his job he had to accomplish and the people are in that building are the people who are pushing paper to get approval for drugs. And that's a hard job to fill to get good people and, so part of his theory was if I produce an extraordinary environment, I'll be able to get better performance, I'll get better people, and that in terms of a mission will deliver.

CATHERINE PRESTON CONNOLLY: Is worth it.

TOM SIENIEWICZ: Yes, I think it worked. So it was economic.

SUSANNE RASMUSSEN: And that's what Genzyme always said. If you ask them about

the cost-effectiveness, they always answer with productivity.

TOM SIENIEWICZ: But that's the --

COUNCILLOR DENNIS CARLONE: And now they're moving out. And they're moving out.

IRAM FAROOQ: I think some of that has to do with them being acquired by some of the -- what Henry Termeer brought to that real thoughtfulness of a small firm that's really customized. It's now different decision making.

TOM SIENIEWICZ: So I think in my experience, within a set of design criteria, if you distort that design criteria and say, you know, actually this is the most important thing, an example of, you know, we can distort the building environment in not a very good way. You know, it's aesthetics. You end up with Boston City Hall, right? And

so if you, you bring -- we bring Net Zero forward. What we have to do as a Planning Board is to make sure this doesn't distort the environment. That we're not cutting trees down because we've got to get solar exposure for urban environment. That buildings aren't rotating off an urban grid, for instance, because we've mandated this is the optimal solar orientation to get solar. There are other priorities that this city has that also have to be maintained. The quality of place, the quality of the urban environment has to be balanced with this. And so it's what I would say is, you know, not only have we got extraordinary progressive and ambitious goals in terms of what the energy performance, of what the environment will be, but we also cannot let down our guard in terms of the insistence of

the quality of place that we live in, at the, you know, at the -- you know, distorted set of design criteria that says no, Net Zero is the most important thing. Let's be careful of people waving that at us. It's more -- it's more -- you can't have windowless walls. You can't cut down all the trees to get solar gain.

SUSANNE RASMUSSEN: I think HRI is closest to building -- HRI? They have been, they have done very close to Net Zero buildings.

LOUIS J. BACCI, JR.: I'm curious where we're going to be with the one to three families. I see that they're the first to get any action. Where do you see -- where do you see us going in what -- '22?

HUGH RUSSELL: This is new construction?

LOUIS J. BACCI, JR.: Is it just new construction?

CATHERINE PRESTON CONNOLLY: Just new construction.

LOUIS J. BACCI, JR.: Or at sale?

SUSANNE RASMUSSEN: These Net Zero targets are all new construction. Now there is --

LOUIS J. BACCI, JR.: I see retrofitting at sale, correct?

SUSANNE RASMUSSEN: So there is -- one of the proposed actions is to require a certain energy efficiency upgrades at time of sale and/or major renovation. And the reason why it's both is because in certain sectors time of sale is probably the most effective. So if you went to sell your home, that would be a good time, and we -- the details haven't been worked out, but it might be on the, on

the seller, it might be on the buyer. We have to figure out what is the best strategy. In other sectors the large property owners in Kendall Square were adamant that time of sale is bad for them because sometimes it's just a paper transaction and time of renovation is a good time for them.

LOUIS J. BACCI, JR.: I think the small property owner is going to say no time is going to be good for them. So that's why I'm curious what the procedure here is outlined to be or where would -- where would that go?

SUSANNE RASMUSSEN: Yeah. So I think in Cambridge with the extraordinary yields from property sale, the kind of -- these would be cost-effective energy efficient upgrades that would have to happen at the time. And we haven't decided what



they are, but we know that we would, we would be looking because of the principles of implementation that it has to be something that is economic. So we would come up with a list of strategies that are reasonable. And we -- we have had the opportunity to look at other cities that do require this, for example, the City of Berkeley has had this kind of requirement since the 70s and since the early 80s on the commercial side. Since I think '78 or something Berkeley has required inefficiency upgrades at the time of sale for the whole residential sector.

LOUIS J. BACCI, JR.: But do we stick a level of energy efficiency on this?

SUSANNE RASMUSSEN: That's what it would be, energy efficiency.

LOUIS J. BACCI, JR.: And what would the likely energy efficiency be?

SUSANNE RASMUSSEN: I can't tell you that right now we haven't come up with the list. The things that are doable in a reasonable time frame without, like, colossal disruption and that are cost-effective, so they would have to meet cost-effectiveness criteria with a payback that's not super, super long. And we have to come up with a list of probably of these are the kinds -- these are the specific things you would have to do, just like we had, and you brought that up, Tom. We had a lot of discussion about it at length. When you sell your property now, you have to do CO2 monitors.

TOM SIENIEWICZ: Yes, fire alarms. The example -- even in the front hall of my house at time of sale they send a guy in, it's a plastic fire alarm and drywall screws into the panelling at 120-years-old. What

are you doing? It's mandated at the time of sale that these be installed.

H. THEODORE COHEN: Even more appropriate is Title V of the health code requires, you know, inspections of septic systems and repair or replacements at time of sale.

TOM SIENIEWICZ: Right.

H. THEODORE COHEN: But there are some provisions that say, you know, if it's envisioned that there's going to be a rehab of the house within a certain number of years, then the buyer can take on the commitment to do this within a certain period of time.

CATHERINE PRESTON CONNOLLY: But the mechanism could be very similar.

H. THEODORE COHEN: Right, the mechanism -- it does exist.

LOUIS J. BACCI, JR.: What I'm looking at is the level of efficiency we're looking at. This could be --

CATHERINE PRESTON CONNOLLY: To be determined.

H. THEODORE COHEN: To be determined.

LOUIS J. BACCI, JR.: I understand but this could be a substantial cost.

IRAM FAROOQ: There are two things worth mentioning.

One is this is a really an important thing that cannot be left out of the mix just because like Susanne was saying or even the high development that we have here, we have way more existing buildings than we have new buildings. If we don't address the existing side, we cannot meet the targets.

And then the second piece is a process

piece, which is when Susanne made out that grid, each -- before the implementation of any of the new provisions that involved a consultation period to actually figure out, you know, some study analysis to figure out what the appropriate standard that will be proposed and making sure that there is process where the people who are going to be impacted are part of that discussion to make sure that it's a workable standard and not something that's completely unreasonable. So that will happen, you know, it will start presumably in 2020?

LOUIS J. BACCI, JR.: So 2016 --

IRAM FAROOQ: 20 --

LOUIS J. BACCI, JR.: We have pilot residential?

SUSANNE RASMUSSEN: That's the multi-family program. We're hoping to do

with every source --

LOUIS J. BACCI, JR.: Okay. But not single, not one to threes?

SUSANNE RASMUSSEN: Well, we're debating with Eversource right now.

LOUIS J. BACCI, JR.: Well, this is --

SUSANNE RASMUSSEN: We would like -- this is, there will be only incentives offered. There will be no requirement. It's a voluntary pilot for people to participate in to just kind of a beefed-up version of the utility company's current offering, energy efficient offerings to the residential customers. We're just talking to make the incentives better and the support that you get to help implement different strategies beefed up compared to what it is now. Because a lot of people now drop out because

they can't figure out how to actually do the work so they can get the rebate. So they just don't do it. So there's no, there's no requirements on people that are part of that.

LOUIS J. BACCI, JR.: When do you see the requirements starting?

SUSANNE RASMUSSEN: I can't remember where they are. I don't have the chart in front of me.

IRAM FAROOQ: One to threes, 20 --

SUSANNE RASMUSSEN: No, we're talking about two different things I think. You're talking about the time.

LOUIS J. BACCI, JR.: I'm talking about the one to three units, time of sale.

SUSANNE RASMUSSEN: Time of sale is.... where is that? We would do a feasibility study starting in a year. So it would take a year to look into how it would

work. And then we would -- we're looking in 2019 is when we -- when it would kick in as a requirement.

LOUIS J. BACCI, JR.: It would be a requirement.

SUSANNE RASMUSSEN: Yes.

LOUIS J. BACCI, JR.: And it would have some, I take it, penalty for not --

SUSANNE RASMUSSEN: Yes.

LOUIS J. BACCI, JR.: That's right.

SUSANNE RASMUSSEN: You have to meet --

LOUIS J. BACCI, JR.: So this is going to be required very shortly?

SUSANNE RASMUSSEN: So in four years is when we expect this to be a requirement. So we'd start working on it two years ahead.

TOM SIENIEWICZ: You've got four years to sell your house.



LOUIS J. BACCI, JR.: Well, take some old person that has a house in North Cambridge and tell them they have to spend \$60,000 to --

TOM SIENIEWICZ: No, no, no, no. It may be on the buyer's side.

LOUIS J. BACCI, JR.: It may be.

TOM SIENIEWICZ: That's what I was advocating for giving my fire alarm experience. The seller's motivated to do it the cheaper way and the buyer's side is motivated to do it the proper way.

LOUIS J. BACCI, JR.: Oh, but it's in the infancy and now is when I have the question that's why.

TOM SIENIEWICZ: Very good questions.

STEVEN COHEN: But also adding, even if it's on the buyer's side it's going to

come out of the seller's side.

LOUIS J. BACCI, JR.: Right.

CATHERINE PRESTON CONNOLLY: It's not out of pocket, though. It's out of the price.

STEVEN COHEN: It would be out of the purchase price.

SUSANNE RASMUSSEN: I would just note we're not contemplating anything on the scale of \$60,000.

LOUIS J. BACCI, JR.: But this is going to be a considerable upheaval.

H. THEODORE COHEN: Yes, but it's --

SUSANNE RASMUSSEN: There will be a reaction, I'm sure.

H. THEODORE COHEN: But there was Title V, you know, and all of the Cape went ballistic.

LOUIS J. BACCI, JR.: This is a

health issue.

H. THEODORE COHEN: Well, it is --

TOM SIENIEWICZ: The health of the planet.

LOUIS J. BACCI, JR.: Show me somebody that would disagree with that.

SUSANNE RASMUSSEN: It went by really fast, but one of the things that we're committed to and before we propose this regulation is during the financial analysis, including net present value. So we would not -- we would look not only at what is it to cost to make the improvement, but what kind of savings should you be expecting? So that would reflect back on the sales price not as the full amount, the cost of the renovations.

LOUIS J. BACCI, JR.: But there won't be any savings to the seller.

SUSANNE RASMUSSEN: Excuse me?

LOUIS J. BACCI, JR.: There won't be any savings to the seller.

SUSANNE RASMUSSEN: No.

LOUIS J. BACCI, JR.: Right.

HUGH RUSSELL: Well, if you sell a very efficient house --

MARY FLYNN: That might help. It might help with the sales price.

LOUIS J. BACCI, JR.: I understand but getting it to there, complications.

HUGH RUSSELL: I mean, I know there are like four things I should address on my house. You know, it's like the 40-year-old furnace that has 80 percent efficiency and the 50-year-old storm windows that cover 140-year-old historic windows that are terrible windows. But if I had double glazed storms, they would be pretty good openings.

And the front door that I found in the basement that's 140-years-old and had never fitted very well and I've tried, you know -- and the basement walls, even though I don't put any heat in the basement, I know, you know, you could see the snow melting away.

LOUIS J. BACCI, JR.: Absolutely.

HUGH RUSSELL: So when I was putting on my addition, it was real easy to say lower the glass and the windows, that gets you an extra bit.

LOUIS J. BACCI, JR.: Agreed.

HUGH RUSSELL: Put some three inches of spray foam insulation in the roof so I have an, you know, an R of 16 in the roof. I mean, I know that it's like closer 40 to 60 has almost no benefit. It was like, you know, the guy's out there with the guns, I want them to put a little more stuff in, you

know, that's another, you know, it's a minor --

LOUIS J. BACCI, JR.: I don't disagree with doing it all. I just want to know how it's going to go.

HUGH RUSSELL: -- to address those issues in the context of a busy life, uncertainty about who's going to do it, and it's not the money, it's just the hassle of doing it. And if everybody did it, you could take that nine percent and you could reduce it to six percent. Well, that's what it's doing.

LOUIS J. BACCI, JR.: Well, I actually think we've come a long way from where we all started so I agree in the increasing, I just want to see how it's going to be implemented.

H. THEODORE COHEN: Well, we have --

LOUIS J. BACCI, JR.: And could I have one more question?

H. THEODORE COHEN: Yes.

LOUIS J. BACCI, JR.: What is the issue with the insulation in the setback?

SUSANNE RASMUSSEN: Oh. Do you want to --

IRAM FAROOQ: When we did the Net Zero task force many years ago, and Hugh was on that task force, one of the things that we heard in our very dense urban fabric that if you tried to add extra insulation --

LOUIS J. BACCI, JR.: We're talking about insulation under siding because you're going --

IRAM FAROOQ: Exactly. And you get into the setback. We put in a provision that said you can encroach into the setback by I think we said --

SUSANNE RASMUSSEN: Seven?

LIZA PADEN: Six.

IRAM FAROOQ: I think it was six inches. But what we are hearing back from people who actually are building the homes is that the six inches is not sufficient and it --

LOUIS J. BACCI, JR.: On the exterior of the wall?

IRAM FAROOQ: On the exterior of the wall. Because it's hard for people, because eventually it takes away from your living area. So the incentive there is that this is an incentive of doing it on the inside. You're cutting away a living space.

STEVEN COHEN: Between the studs?

LOUIS J. BACCI, JR.: It's inside the framing.

IRAM FAROOQ: No, no, no, no. This



is a rigid insulation.

LOUIS J. BACCI, JR.: On the exterior, I understand.

IRAM FAROOQ: Yes.

TOM SIENIEWICZ: But it's actually the way to insulate a building.

LOUIS J. BACCI, JR.: Yes, big large commercial projects.

IRAM FAROOQ: So it just needs to be a little bit more -- we don't actually know what that number is exactly, but we'll be back with more information once we've had a chance to talk to people.

HUGH RUSSELL: So we should put in this test, this effort. One of my pet peeves as a member of the Zoning Board which is that all of these incredible variances, none of which are legal for altering non-conforming buildings, and we need to make those

things -- if they have to be permitted at all, and I think many of them need a forum for discussion, but they have to become Special Permits.

CATHERINE PRESTON CONNOLLY: Not Variances, right.

HUGH RUSSELL: Not Variances. And they need to have standards that give guidance to the Zoning Board that says, you know, these are the red flags and these are the things we should be encouraging. And so, you know, maybe it's a more general look at rather than just renewable energy. People want to put in windows, half the cases we see from the Board of Zoning Appeals --

LOUIS J. BACCI, JR.: Windows.

HUGH RUSSELL: -- somebody wants to put in a window or change a window and they're sitting down there for four or six

months waiting for permission to change a window. That's crazy.

LOUIS J. BACCI, JR.: Yes.

IRAM FAROOQ: I just -- and along those lines I think where we were talking about the additional height and a density and the idea that so many different things are wanting that same benefit. But at some point you hit a point where it's, like, you really shouldn't be getting over here. And one of the ideas that I've been bouncing around, and we haven't had a chance to discuss thoroughly, it would be good for us to get more advice from the Board on this, could it be something where it's a suite of things for which you might be able to get this benefit. So, like, here's the amount that seems reasonable or the percentage increase in either height or density or both. And you

could get it for, you know, green building or you might be able to get it for affordable housing or you might be able to get it for whatever, but you couldn't just layer on height upon height upon density upon density. So just so that there's some way to bound the thinking around it. Just an idea for everybody to mull over.

TOM SIENIEWICZ: You can't double dip. You end up with a skyscraper.

IRAM FAROOQ: Something like that.

H. THEODORE COHEN: Well, Hugh, you gave me a great segue with your windows because we do have three ZBA matters that we have to attend to. So you were ready to go, I know.

But, Susanne, thank you so much. It was really a terrific presentation. And much as I commented with the affordable housing,

it's great to do this and really look forward to doing it again very shortly as things develop and, you know, so that we can get some input into what is going to happen. But I think this is -- the task force seems like it's done an incredible job and the guidelines of where we're going seem to be very reasonable and give us a great outline of where to go. So, thank you so much.

SUSANNE RASMUSSEN: Thank you.

H. THEODORE COHEN: And now we will move on to some ZBA matters.

LIZA PADEN: So, the first one I wanted to bring your attention to is the antenna installation that is at 10 Canal Park in East Cambridge, and this is the set of the new photo sims. I misspoken when I told you it was Thomas Graves Landing residence who were interested in having the box placed over

the -- it was actually the BZA. So....

LOUIS J. BACCI, JR.: It looks worse. It looks worse with the box.

LIZA PADEN: Well, what happened was at the public hearing the number of the Board of Zoning Appeal members liked the idea of what's being done at the Sancta Maria Hospital which is they're taking the entire penthouse, which is a smaller penthouse and they're screening it. So they wanted to see what it would look like at this installation.

So the applicant for the antenna is taking both the previous installation that you saw with just the antennas on the penthouse and this screened box. I would say that Suzannah and I agree that it's not an improvement.

LOUIS J. BACCI, JR.: Why don't we just get a couple more of antenna dummies and

put them in between and make them even?

LIZA PADEN: Next month --

LOUIS J. BACCI, JR.: You know what I mean? Make it an architectural feature.

LIZA PADEN: Next month.

So my advice is to leave it to the Board of Zoning Appeal to review.

LOUIS J. BACCI, JR.: Again?

STEVEN COHEN: Sounds good.

H. THEODORE COHEN: Sounds good.

LIZA PADEN: Okay.

The next case is one that one of the board members requested to look at is 318 Harvard Street. 318 Harvard Street is here at the corner of Hancock and Harvard.

HUGH RUSSELL: I was a member and you sent me the electronic version of the plans. This is a house on the corner of Hancock and Harvard Street. It's quite tiny

with a huge yard, and there's a modest -- some of the, it sort of those big houses, you know -- it's actually by his house.

LOUIS J. BACCI, JR.: It's stepped.

HUGH RUSSELL: Right, it's stepped back. It's going to take a little steps off the back and something that's very much in scale. It's not an excessive in-fill and most of the green space remains. The parking gets a little less ominent. It's a very good job.

LOUIS J. BACCI, JR.: Yes, there wasn't a lot of detail on the drawings. They changed it, put that patio off the conner and put it where the doorway is.

HUGH RUSSELL: Right.

The thing you can't tell when a case is written up on BZA agenda is the scale of what was changed.



LOUIS J. BACCI, JR.: Right.

H. THEODORE COHEN: It also doesn't show on the plans the fact that there are so much foliage.

LOUIS J. BACCI, JR.: You can't see.

H. THEODORE COHEN: You can't see anything until you get to the driveway.

LOUIS J. BACCI, JR.: Right.

STEVEN COHEN: You want to cut down the trees?

LOUIS J. BACCI, JR.: Don't say cut down the trees.

LIZA PADEN: No. I thought it could be left to the Board of Zoning Appeal.

TOM SIENIEWICZ: So moved.

LOUIS J. BACCI, JR.: Looks good.

LIZA PADEN: Thacher is still looking at it.

THACHER TIFFANY: This is a

neighbor?

LOUIS J. BACCI, JR.: You may have to recuse yourself.

THACHER TIFFANY: I had a friend that lived here in one of the apartments and when he moved out because it was being sold, I was very intrigued to see what would happen.

H. THEODORE COHEN: And this is going from a two-family to a single-family.

LIZA PADEN: A single, yes. So it's another one of those cases.

THACHER TIFFANY: It looks like they're going to redo the foliage.

LOUIS J. BACCI, JR.: Yes.

THACHER TIFFANY: It's gotten out of control.

LOUIS J. BACCI, JR.: They've upgraded to individual trees instead of

bushes. Sustainable.

THACHER TIFFANY: That's going to be a significant single-family.

LIZA PADEN: Yes.

Are we done? Do you have any comments?

THACHER TIFFANY: No.

LIZA PADEN: The last item on the agenda is that number Two Canal Park, which is the corner of First Street and Cambridge Street in East Cambridge. So this is one of the Planning Board Special Permits and microbreweries are the new use.

LOUIS J. BACCI, JR.: Lots of CO<sub>2</sub> from breweries.

STEVEN COHEN: But that kind is okay.

LIZA PADEN: So the proposal is to put -- to activate the ground floor with a restaurant. The letter -- Dave Downing did a

great job with the letter. You're talking about eleven a.m. to one a.m., seven days a week, active retail. They're already talking about opening out into the canal area with seats and doing various activities. I will say that working with David is great. He's been to the Tom's Graves Landing Residence Association. He's been to One First Street. He's been to East Cambridge I understand.

HEATHER HOFFMAN: No, he hasn't.

LIZA PADEN: He hasn't been to East Cambridge.

HEATHER HOFFMAN: The President of the East Cambridge Planning Team has specifically asked me to have stuff sent. He's -- no, we have not.

LIZA PADEN: He's not on the agenda?

HEATHER HOFFMAN: (Shaking head in the negative.)

LIZA PADEN: No. So that was my fault. I thought that he had been to all three of them, and that he was -- had gotten a favorable recommendation from all.

So I'll let David know that he needs to go to East Cambridge Planning Team as well before the license hearing if possible.

LOUIS J. BACCI, JR.: Did he say he had room for 100 seats outside?

MARY FLYNN: That seemed like a lot when I read that. It was just, you know --

LOUIS J. BACCI, JR.: I mean, it would be a great party.

COUNCILLOR DENNIS CARLONE: When we did the park, a part of the walkway in front of the building was designed to incorporate seats. And they -- the building designer incorporated the courtyard at the entrance. I assume there might be some there as well.

LIZA PADEN: Right.

COUNCILLOR DENNIS CARLONE: We encouraged them to have a restaurant and they didn't do it. So depending on how the neighborhood thinks about it, that's a very positive thing.

H. THEODORE COHEN: There are two -- there's a front and a back. Is this going to be in both areas or just in one area? I couldn't tell.

LIZA PADEN: This is on the First Street and the walkway side corner. It's not in the canal. It's in the park. It's on First Street. You'll have First Street elevation.

H. THEODORE COHEN: Right, so it's the front of the -- what I think as the front of the building.

LIZA PADEN: It's hard to tell what

the front of this building is. This is Cambridge Street, this is First Street, and this is the restaurant proposed and this is the public walkway between No. 2 and No. 1.

H. THEODORE COHEN: Right. And their outdoor seating is going to be over here and over here?

LIZA PADEN: Along here. Yes.

H. THEODORE COHEN: And there's some sign up there now about a Crossfit facility being built?

TOM SIENIEWICZ: You're going to need it after drinking all those beers.

LIZA PADEN: I don't know exactly which retail space that is.

CATHERINE PRESTON CONNOLLY: So you need a finding from us that it's an allowed use?

LIZA PADEN: Right. That the

determination is -- Mr. Hawkinson is going to do my job for me so I can go home.

TOM SIENIEWICZ: We recommend that they go to the East Cambridge Planning Team and we're going to recommend from our perspective as long as the neighbors don't have an objection.

CATHERINE PRESTON CONNOLLY: But this is not a BZA item, this is our Special Permit.

TOM SIENIEWICZ: I'm sorry.

LIZA PADEN: The reason that it's here is it's going to the License Commission and they want to have the determination that --

TOM SIENIEWICZ: I thought it was BZA.

LIZA PADEN: No. It comes to you if it's a fast order food, but this is a



sit-down restaurant and so it's going to the License Commission and they have to approve -- I'm sorry, Inspectional Services has to approve the use and they wanted them to come to the Planning Board to get the use approved.

H. THEODORE COHEN: Right. I mean it's much like what we did a week, two weeks ago.

LOUIS J. BACCI, JR.: And it's been a dark hole for a while.

H. THEODORE COHEN: It's similar to what we did a week or two weeks ago for the brewery on Broadway determining that while it was not listed in the Table of Uses as an appropriate use and it was an appropriate use there. You know, we've been trying to activate First Street for a long time and that space has been empty for a long time and

we allow other retail, and I don't see any reason why this is not an appropriate use. The License Commission is going to hear it, and if the East Cambridge people are opposed to it then --

STEVEN COHEN: I agree.

H. THEODORE COHEN: They'll have their opportunity to complain about it there.

STEVEN COHEN: I move to find that it is an appropriate use.

LOUIS J. BACCI, JR.: Second.

HUGH RUSSELL: I mean, I think you can distinguish between the use and the intensity, the operating hours, and the streetscape --

STEVEN COHEN: And that's for the License Commission.

HUGH RUSSELL: -- which is the Licensing Commission which presumably are the

issues that the East Cambridge Planning Team weigh in on.

STEVEN COHEN: Right.

LIZA PADEN: Okay.

H. THEODORE COHEN: So do we have a second?

LOUIS J. BACCI, JR.: Yes.

H. THEODORE COHEN: All those in favor?

(Show of hands).

H. THEODORE COHEN: It's unanimous.

And I think that's everything for this evening.

(Whereupon, at 10:35 p.m., the Planning Board Adjourned.)

\* \* \* \* \*

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I, Catherine Lawson Zelinski, a  
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Notary Public, certify:

That the hearing herein before set  
forth is a true and accurate record of the  
proceedings.

**IN WITNESS WHEREOF**, I have hereunto set  
my hand this 18th day of September, 2015.

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Catherine L. Zelinski  
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<p style="text-align: center;">.</p>				
<p><b>'22</b> [1] - 198:17  <b>'78</b> [1] - 201:11</p>				
<p style="text-align: center;"><b>0</b></p>				
<p><b>007457-2015</b> [1] - 2:9</p>				
<p style="text-align: center;"><b>1</b></p>				
<p><b>1</b> [1] - 231:4  <b>10</b> [4] - 2:8, 39:14, 39:15, 221:15  <b>100</b> [2] - 21:9, 30:6, 30:14, 40:14, 45:7, 47:6, 91:10, 98:19, 99:9, 100:5, 100:15, 106:13, 111:7, 126:15, 126:18, 127:5, 141:17, 169:9, 191:9, 229:9  <b>100,000</b> [3] - 128:3, 169:17  <b>10:35</b> [1] - 235:14  <b>10th</b> [1] - 5:1  <b>1100</b> [1] - 17:18  <b>11th</b> [1] - 4:7  <b>12</b> [2] - 135:12, 135:13  <b>120</b> [8] - 99:11, 100:5, 100:15, 102:6, 102:17, 111:11, 114:17, 126:18  <b>120-years-old</b> [1] - 202:19  <b>1250</b> [1] - 13:6  <b>13.52.6</b> [1] - 2:13  <b>140-year-old</b> [1] - 212:17  <b>140-years-old</b> [1] - 213:2  <b>147703</b> [1] - 237:12  <b>15</b> [18] - 28:16, 38:19, 39:2, 39:3, 39:12, 39:16, 40:10, 41:2, 41:9, 45:10, 46:6,</p>	<p><b>2</b> [1] - 231:4  <b>2,000</b> [3] - 28:6, 28:8, 162:2  <b>20</b> [9] - 7:6, 26:5, 26:6, 28:17, 30:12, 39:11, 132:14, 205:15, 207:10  <b>20,000</b> [1] - 169:19  <b>200</b> [1] - 158:6  <b>2013</b> [1] - 133:7  <b>2014</b> [2] - 14:2, 97:12  <b>2015</b> [2] - 1:4, 237:8  <b>2016</b> [1] - 205:14  <b>2019</b> [1] - 208:2  <b>2020</b> [4] - 18:1, 147:4, 148:6, 205:13  <b>2022</b> [4] - 147:8, 148:6, 148:8, 237:14  <b>2025</b> [1] - 147:9  <b>2030</b> [3] - 147:10, 147:11, 147:18  <b>2040</b> [1] - 142:13  <b>2055</b> [1] - 136:2  <b>2070</b> [1] - 136:3  <b>20th</b> [1] - 4:18  <b>22.2</b> [2] - 153:3, 154:10  <b>22nd</b> [1] - 135:14  <b>24</b> [1] - 141:8  <b>25</b> [3] - 7:6, 142:13, 159:15  <b>25,000</b> [1] - 181:11  <b>2700</b> [1] - 42:7  <b>28</b> [1] - 97:12  <b>28th</b> [1] - 46:4  <b>29</b> [1] - 237:14</p>	<p><b>4</b> [1] - 1:4  <b>40</b> [1] - 13:5, 14:13, 23:15, 24:10, 30:4, 30:8, 65:10, 66:3, 93:13, 213:16  <b>40,000</b> [1] - 189:2  <b>40-B</b> [5] - 33:10, 39:13, 62:6, 69:7, 80:1  <b>40-year-old</b> [1] - 212:14  <b>45</b> [5] - 24:11, 25:18, 26:2, 26:5, 28:15  <b>45-unit</b> [1] - 65:11  <b>4th</b> [1] - 3:4  <b>5</b>  <b>50</b> [12] - 21:9, 40:14, 45:7, 67:8, 84:10, 98:19, 99:9, 99:12, 99:19, 180:18, 181:5, 181:12  <b>50,000</b> [2] - 133:18, 181:4  <b>50-year-old</b> [1] - 212:16  <b>50/50</b> [1] - 93:18  <b>55</b> [1] - 29:18  <b>6</b>  <b>60</b> [6] - 46:19, 48:1, 65:13, 180:7, 180:18, 213:16  <b>60,000</b> [1] - 189:1  <b>617.786.7783/617.639.0396</b> [1] - 1:18  <b>7</b>  <b>70</b> [3] - 142:15, 159:4, 180:7  <b>70,000</b> [2] - 65:13,</p>	<p style="text-align: center;"><b>4</b></p> <p><b>4</b> [1] - 1:4  <b>40</b> [1] - 13:5, 14:13, 23:15, 24:10, 30:4, 30:8, 65:10, 66:3, 93:13, 213:16  <b>40,000</b> [1] - 189:2  <b>40-B</b> [5] - 33:10, 39:13, 62:6, 69:7, 80:1  <b>40-year-old</b> [1] - 212:14  <b>45</b> [5] - 24:11, 25:18, 26:2, 26:5, 28:15  <b>45-unit</b> [1] - 65:11  <b>4th</b> [1] - 3:4  <b>5</b>  <b>50</b> [12] - 21:9, 40:14, 45:7, 67:8, 84:10, 98:19, 99:9, 99:12, 99:19, 180:18, 181:5, 181:12  <b>50,000</b> [2] - 133:18, 181:4  <b>50-year-old</b> [1] - 212:16  <b>50/50</b> [1] - 93:18  <b>55</b> [1] - 29:18  <b>6</b>  <b>60</b> [6] - 46:19, 48:1, 65:13, 180:7, 180:18, 213:16  <b>60,000</b> [1] - 189:1  <b>617.786.7783/617.639.0396</b> [1] - 1:18  <b>7</b>  <b>70</b> [3] - 142:15, 159:4, 180:7  <b>70,000</b> [2] - 65:13,</p>	<p style="text-align: center;"><b>8</b></p> <p><b>8</b> [1] - 36:6  <b>8,000</b> [1] - 30:4  <b>80</b> [2] - 30:17, 31:15, 46:19, 47:18, 99:11, 99:12, 99:19, 100:5, 100:14, 102:3, 102:5, 106:13, 111:10, 114:2, 114:17, 126:14, 136:6, 139:6, 212:15  <b>800</b> [1] - 43:18  <b>80s</b> [1] - 201:10  <b>813</b> [1] - 36:2  <b>82</b> [1] - 113:5  <b>83</b> [1] - 113:5  <b>9</b>  <b>90</b> [3] - 180:3, 180:4, 181:8  <b>95</b> [1] - 164:19  <b>A</b>  <b>a.m</b> [2] - 228:2  <b>A4</b> [1] - 4:11  <b>ability</b> [6] - 9:2, 69:8, 83:15, 110:15, 145:15, 174:1  <b>able</b> [30] - 9:1, 13:14, 26:15, 29:13, 40:9, 44:10, 48:5, 53:11, 53:15, 63:8, 68:18, 74:18, 89:19, 112:19, 123:1, 128:10, 138:7, 140:5, 141:3, 142:2, 142:11, 145:4, 146:1, 149:13, 154:2, 167:13, 195:10, 219:16, 220:2, 220:3  <b>absolute</b> [1] - 141:17  <b>absolutely</b> [7] - 72:10, 79:6, 82:7, 119:8, 172:3, 186:17, 213:7  <b>abutter</b> [1] - 33:16  <b>accept</b> [1] - 52:2</p>

<p><b>actual</b> [2] - 5:8, 146:11</p> <p><b>adamant</b> [1] - 200:4</p> <p><b>add</b> [7] - 52:11, 75:16, 119:9, 129:10, 158:1, 182:2, 215:12</p> <p><b>added</b> [1] - 154:11</p> <p><b>adding</b> [1] - 209:18</p> <p><b>addition</b> [2] - 60:4, 213:9</p> <p><b>additional</b> [7] - 36:4, 64:14, 123:11, 153:10, 154:9, 184:12, 219:6</p> <p><b>additive</b> [1] - 102:8</p> <p><b>address</b> [4] - 140:10, 204:17, 212:13, 214:6</p> <p><b>addressed</b> [1] - 136:15</p> <p><b>addresses</b> [1] - 83:1</p> <p><b>adjoining</b> [1] - 90:13</p> <p><b>Adjourned</b> [1] - 235:15</p> <p><b>administering</b> [1] - 109:16</p> <p><b>admissions</b> [1] - 134:1</p> <p><b>adopt</b> [1] - 134:19</p> <p><b>adopted</b> [2] - 135:15, 149:10</p> <p><b>Adoption</b> [1] - 2:4</p> <p><b>advance</b> [6] - 15:15, 19:17, 20:2, 115:19, 155:13, 156:4</p> <p><b>advanced</b> [3] - 148:5, 194:11, 194:16</p> <p><b>advancing</b> [2] - 21:13, 172:4</p> <p><b>advantage</b> [7] - 63:18, 64:19, 85:7, 122:11, 129:9, 166:6, 193:11</p> <p><b>advice</b> [2] - 219:14, 223:6</p> <p><b>advisory</b> [4] - 83:17, 88:1, 88:2, 89:3</p> <p><b>advocate</b> [1] - 44:3</p> <p><b>advocated</b> [1] - 55:10</p> <p><b>advocating</b> [3] - 43:4, 54:16, 209:9</p> <p><b>aesthetics</b> [1] - 196:18</p> <p><b>affects</b> [1] - 186:3</p> <p><b>afford</b> [5] - 55:15, 103:19, 108:19, 194:3, 194:6</p> <p><b>affordability</b> [15] - 8:17, 13:13, 14:15, 18:1, 30:5, 38:8,</p>	<p>48:3, 48:17, 56:3, 69:11, 69:13, 86:13, 92:17, 94:12, 94:16</p> <p><b>affordable</b> [81] - 3:19, 6:11, 6:14, 6:19, 7:7, 8:15, 8:16, 9:3, 9:19, 11:18, 14:14, 17:13, 18:7, 19:1, 19:9, 19:17, 22:2, 25:4, 25:10, 31:6, 32:15, 34:2, 34:11, 34:12, 37:12, 37:15, 37:18, 38:7, 38:17, 40:4, 40:7, 40:12, 40:19, 41:4, 43:6, 44:8, 45:3, 45:10, 52:10, 52:14, 53:14, 54:17, 55:16, 58:1, 58:14, 63:17, 64:12, 67:5, 67:9, 67:10, 69:4, 70:13, 80:6, 81:16, 85:2, 85:4, 85:12, 85:13, 85:18, 86:6, 86:7, 89:8, 89:19, 90:5, 90:11, 90:15, 91:4, 92:1, 95:11, 101:4, 104:18, 107:7, 107:9, 121:4, 122:7, 123:4, 123:7, 158:13, 190:11, 220:2, 220:19</p> <p><b>Affordable</b> [9] - 2:5, 6:3, 11:2, 11:8, 16:9, 37:9, 68:4, 73:2, 88:11</p> <p><b>age</b> [1] - 48:15</p> <p><b>agencies</b> [1] - 18:19</p> <p><b>agency</b> [1] - 68:13</p> <p><b>agenda</b> [6] - 5:5, 6:13, 163:17, 224:18, 227:8, 228:17</p> <p><b>agendas</b> [1] - 7:1</p> <p><b>aggressive</b> [2] - 75:13, 175:11</p> <p><b>ago</b> [21] - 11:13, 15:2, 17:2, 17:18, 19:4, 20:7, 21:16, 28:17, 29:18, 30:13, 62:17, 65:8, 100:10, 109:19, 110:4, 160:4, 170:11, 170:12, 215:9, 233:9, 233:13</p> <p><b>agree</b> [9] - 37:11, 130:7, 152:7, 152:8, 152:9, 164:2, 214:16, 222:16, 234:6</p> <p><b>agreed</b> [4] - 147:4, 149:2, 151:10, 213:12</p>	<p><b>agreement</b> [1] - 152:14</p> <p><b>agrees</b> [2] - 87:13, 131:7</p> <p><b>ahead</b> [2] - 149:5, 208:17</p> <p><b>air</b> [1] - 171:11</p> <p><b>alarm</b> [2] - 202:18, 209:9</p> <p><b>alarms</b> [1] - 202:15</p> <p><b>albeit</b> [1] - 69:12</p> <p><b>Alexandria</b> [4] - 100:11, 102:11, 107:13, 120:16</p> <p><b>alleviation</b> [1] - 124:7</p> <p><b>Alliance</b> [1] - 14:3</p> <p><b>allocate</b> [1] - 59:9</p> <p><b>allow</b> [7] - 52:5, 62:14, 63:11, 81:15, 110:10, 114:7, 234:1</p> <p><b>allowed</b> [1] - 231:17</p> <p><b>allowing</b> [1] - 154:11</p> <p><b>allows</b> [1] - 130:4</p> <p><b>almost</b> [7] - 28:11, 66:18, 96:1, 127:13, 166:12, 167:18, 213:17</p> <p><b>alone</b> [1] - 180:17</p> <p><b>alterations</b> [1] - 54:6</p> <p><b>altering</b> [1] - 217:18</p> <p><b>alternative</b> [4] - 104:7, 168:17, 169:2, 171:7</p> <p><b>amazing</b> [2] - 159:16, 160:5</p> <p><b>ambitious</b> [1] - 197:16</p> <p><b>American</b> [1] - 26:9</p> <p><b>amount</b> [15] - 29:1, 33:2, 40:4, 88:4, 107:5, 108:6, 122:5, 141:11, 160:8, 164:1, 179:19, 181:13, 191:3, 211:16, 219:17</p> <p><b>amounts</b> [1] - 10:2</p> <p><b>amplification</b> [1] - 12:6</p> <p><b>analysis</b> [12] - 98:12, 131:2, 139:18, 140:4, 145:9, 148:17, 150:2, 168:2, 185:13, 205:5, 211:10</p> <p><b>AND</b> [1] - 236:1</p> <p><b>AND/OR</b> [1] - 237:16</p> <p><b>anecdotally</b> [1] - 21:8</p> <p><b>animal</b> [1] - 106:9</p> <p><b>ANN</b> [7] - 13:19, 46:9, 108:11, 114:14,</p>	<p>114:19, 115:6, 115:12</p> <p><b>Ann</b> [3] - 14:1, 48:4, 124:4</p> <p><b>annual</b> [1] - 151:11</p> <p><b>annually</b> [3] - 111:1, 111:2, 138:1</p> <p><b>answer</b> [4] - 133:1, 157:18, 194:5, 196:1</p> <p><b>antenna</b> [3] - 221:15, 222:12, 222:19</p> <p><b>antennas</b> [1] - 222:14</p> <p><b>anticipates</b> [1] - 159:7</p> <p><b>anticipation</b> [1] - 170:15</p> <p><b>anxious</b> [1] - 121:5</p> <p><b>ANY</b> [2] - 237:15, 237:16</p> <p><b>anyplace</b> [1] - 192:7</p> <p><b>anyway</b> [1] - 188:4</p> <p><b>apartment</b> [9] - 30:11, 49:1, 56:14, 91:7, 186:12, 187:5, 187:8, 189:3</p> <p><b>apartments</b> [4] - 56:15, 186:13, 187:3, 226:5</p> <p><b>apologize</b> [1] - 11:9</p> <p><b>Appeal</b> [4] - 2:7, 222:6, 223:7, 225:14</p> <p><b>appeal</b> [1] - 80:3</p> <p><b>appealed</b> [1] - 63:4</p> <p><b>Appeals</b> [1] - 218:15</p> <p><b>appeals</b> [1] - 63:13</p> <p><b>appear</b> [1] - 11:13</p> <p><b>apples</b> [4] - 98:4, 99:6, 99:7</p> <p><b>applicant</b> [1] - 222:12</p> <p><b>applied</b> [1] - 84:10</p> <p><b>APPLY</b> [1] - 237:15</p> <p><b>apply</b> [5] - 10:3, 78:5, 78:8, 90:3, 112:14</p> <p><b>applying</b> [1] - 43:15</p> <p><b>appreciation</b> [3] - 116:8, 116:11, 117:1</p> <p><b>approach</b> [1] - 191:19</p> <p><b>approaching</b> [1] - 26:2</p> <p><b>appropriate</b> [12] - 6:16, 8:6, 84:5, 87:11, 119:14, 192:14, 203:4, 205:6, 233:16, 234:2, 234:10</p> <p><b>approval</b> [3] - 62:13, 88:3, 195:7</p> <p><b>approvals</b> [3] - 63:12, 77:13, 78:7</p>	<p><b>approve</b> [2] - 233:3, 233:4</p> <p><b>approved</b> [2] - 65:6, 233:6</p> <p><b>approving</b> [1] - 59:13</p> <p><b>april</b> [1] - 237:14</p> <p><b>arbitrary</b> [1] - 79:18</p> <p><b>architect</b> [3] - 27:3, 27:8, 30:2</p> <p><b>architects</b> [2] - 183:18, 188:2</p> <p><b>architectural</b> [2] - 184:19, 223:4</p> <p><b>area</b> [8] - 4:13, 46:19, 59:2, 98:2, 144:7, 216:13, 228:4, 230:9</p> <p><b>areas</b> [8] - 30:16, 62:11, 68:8, 70:7, 85:8, 131:5, 149:17, 230:9</p> <p><b>arenas</b> [1] - 3:19</p> <p><b>arguing</b> [2] - 42:17, 96:4</p> <p><b>argument</b> [2] - 96:11, 96:12</p> <p><b>Arizona</b> [3] - 171:14, 171:18, 172:2</p> <p><b>Arlington</b> [2] - 116:19, 118:12</p> <p><b>Arms</b> [1] - 9:3</p> <p><b>Arnaud</b> [1] - 15:12</p> <p><b>array</b> [1] - 172:8</p> <p><b>arrived</b> [1] - 30:1</p> <p><b>Article</b> [2] - 153:3, 154:10</p> <p><b>as-of-right</b> [3] - 81:7, 83:17, 87:3</p> <p><b>aspect</b> [1] - 63:14</p> <p><b>assistance</b> [1] - 106:16</p> <p><b>Assistance</b> [1] - 46:14</p> <p><b>Assistant</b> [3] - 1:13, 2:2, 3:10</p> <p><b>Associate</b> [1] - 1:11</p> <p><b>Association</b> [2] - 28:2, 228:8</p> <p><b>assume</b> [3] - 70:12, 162:5, 229:19</p> <p><b>assumption</b> [1] - 125:19</p> <p><b>assurance</b> [1] - 186:1</p> <p><b>atmosphere</b> [1] - 160:18</p> <p><b>atmospheric</b> [1] - 153:6</p> <p><b>attaches</b> [1] - 88:10</p> <p><b>attend</b> [1] - 220:15</p> <p><b>attention</b> [3] - 18:11, 109:13, 221:14</p> <p><b>attorney</b> [4] - 23:14,</p>
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<p>24:13, 26:8, 26:11  <b>attract</b> [1] - 35:6  <b>attraction</b> [1] - 5:14  <b>attractive</b> [1] - 122:2  <b>attributed</b> [2] - 25:15, 25:16  <b>attrition</b> [1] - 32:15  <b>audit</b> [1] - 182:5  <b>August</b> [7] - 1:4, 3:4, 4:7, 4:17, 4:18, 5:1, 97:12  <b>Authority</b> [8] - 20:12, 20:13, 33:14, 41:16, 45:12, 46:8, 46:11, 85:16  <b>authority</b> [2] - 91:17, 115:9  <b>automatic</b> [1] - 112:13  <b>automatically</b> [1] - 194:13  <b>available</b> [9] - 46:18, 99:6, 99:18, 100:8, 101:11, 106:17, 145:11, 162:9, 181:19  <b>Ave</b> [1] - 65:8  <b>Avenue</b> [2] - 4:13, 27:12  <b>average</b> [1] - 186:14  <b>avoid</b> [1] - 136:4  <b>aware</b> [4] - 60:7, 60:11, 114:15, 118:18  <b>awful</b> [2] - 7:11, 9:13  <b>axis</b> [1] - 149:16</p>	<p>175:6, 175:19, 176:7, 182:16, 193:1, 198:13, 199:1, 199:5, 199:9, 200:8, 201:14, 201:18, 204:1, 204:8, 205:14, 205:16, 206:2, 206:6, 207:5, 207:14, 208:4, 208:7, 208:10, 208:13, 209:1, 209:7, 209:13, 210:2, 210:11, 210:19, 211:5, 211:18, 212:2, 212:5, 212:10, 213:7, 213:12, 214:3, 214:14, 215:1, 215:4, 215:13, 216:8, 216:17, 217:2, 217:7, 218:16, 219:3, 222:2, 222:18, 223:3, 223:8, 224:4, 224:12, 225:1, 225:5, 225:8, 225:11, 225:16, 226:2, 226:15, 226:18, 227:13, 229:8, 229:12, 233:10, 234:11, 235:7  <b>Bacci</b> [2] - 1:10, 24:3  <b>backfires</b> [1] - 78:18  <b>background</b> [3] - 7:18, 16:3, 17:8  <b>backwards</b> [1] - 189:16  <b>bad</b> [2] - 117:8, 200:5  <b>Baker</b> [1] - 175:13  <b>balance</b> [5] - 20:15, 44:15, 53:5, 83:16, 107:19  <b>balanced</b> [1] - 197:13  <b>ballistic</b> [1] - 210:18  <b>balloon</b> [1] - 57:13  <b>bang</b> [1] - 139:9  <b>Bank</b> [1] - 27:9  <b>bank</b> [1] - 162:11  <b>banking</b> [1] - 162:10  <b>bar</b> [2] - 68:6, 164:14  <b>barrier</b> [1] - 34:4  <b>base</b> [5] - 56:8, 129:19, 130:2, 130:3, 130:7  <b>based</b> [8] - 46:12, 88:12, 138:19, 140:5, 145:8, 155:12, 173:4,</p>	<p>178:19  <b>baseline</b> [2] - 60:3, 61:1  <b>basement</b> [3] - 213:2, 213:4, 213:5  <b>basing</b> [1] - 18:14  <b>basis</b> [4] - 11:19, 17:6, 22:19, 79:18  <b>batteries</b> [1] - 169:1  <b>battery</b> [4] - 168:15, 170:17, 172:3, 172:8  <b>Beacon</b> [1] - 31:5  <b>beat</b> [1] - 28:11  <b>beautifully</b> [1] - 163:5  <b>became</b> [2] - 24:15, 137:9  <b>become</b> [13] - 32:14, 35:15, 36:10, 60:7, 63:13, 133:8, 134:7, 140:4, 141:1, 141:2, 161:19, 168:16, 218:3  <b>becomes</b> [5] - 34:3, 53:6, 93:17, 110:7, 168:13  <b>becoming</b> [3] - 26:11, 35:7, 135:3  <b>bedroom</b> [12] - 42:16, 43:10, 43:14, 43:16, 44:18, 48:9, 48:19, 49:2, 49:5, 49:12, 49:18, 103:4  <b>bedrooms</b> [5] - 42:18, 45:2, 47:9, 59:18, 60:6  <b>beefed</b> [2] - 206:12, 206:18  <b>beefed-up</b> [1] - 206:12  <b>beers</b> [1] - 231:13  <b>began</b> [2] - 33:1, 37:19  <b>begin</b> [1] - 132:7  <b>beginning</b> [3] - 49:4, 81:4, 158:6  <b>behind</b> [8] - 15:14, 51:8, 119:19, 129:8, 131:1, 135:5, 135:16, 146:4  <b>belief</b> [1] - 147:17  <b>bells</b> [1] - 179:7  <b>below</b> [3] - 48:1, 65:11, 102:3  <b>beneficial</b> [1] - 10:12  <b>benefit</b> [8] - 56:5, 67:5, 83:4, 86:19, 141:9, 213:17, 219:8, 219:16  <b>benefits</b> [4] - 52:16, 53:7, 54:8, 164:8</p>	<p><b>Benz</b> [1] - 193:4  <b>Berkeley</b> [2] - 201:8, 201:11  <b>best</b> [13] - 17:10, 22:14, 35:5, 58:16, 81:5, 83:11, 98:12, 99:18, 129:19, 137:11, 137:13, 145:11, 200:2  <b>bet</b> [1] - 91:18  <b>better</b> [24] - 30:15, 39:9, 43:13, 44:18, 45:6, 57:5, 63:11, 64:18, 66:6, 78:14, 94:3, 94:15, 99:4, 108:19, 120:18, 127:7, 130:17, 144:13, 145:3, 156:16, 156:19, 195:11, 206:16  <b>between</b> [14] - 26:10, 30:8, 36:18, 47:10, 47:18, 74:11, 95:2, 129:1, 136:2, 147:14, 216:16, 223:1, 231:4, 234:13  <b>beyond</b> [4] - 14:12, 35:18, 87:6, 163:8  <b>big</b> [13] - 47:13, 109:1, 116:11, 117:7, 136:13, 136:14, 156:12, 175:14, 187:3, 190:9, 190:12, 217:7, 224:2  <b>bigger</b> [7] - 57:13, 70:10, 117:17, 123:10, 124:2, 129:11  <b>biggest</b> [3] - 70:16, 74:10, 163:10  <b>Bigolin</b> [1] - 1:16  <b>Bill</b> [2] - 14:16, 14:19  <b>bill</b> [1] - 163:5  <b>bills</b> [1] - 180:8  <b>biotech</b> [1] - 151:18  <b>bit</b> [14] - 20:3, 20:5, 57:14, 105:2, 108:18, 116:5, 121:1, 146:18, 152:19, 158:8, 163:6, 164:12, 213:11, 217:10  <b>block</b> [1] - 166:12  <b>board</b> [2] - 80:8, 223:13  <b>BOARD</b> [1] - 1:1  <b>Board</b> [45] - 2:5, 2:7, 2:12, 3:5, 4:2, 5:4, 6:9, 8:1, 8:5, 9:16,</p>	<p>12:14, 13:1, 13:9, 19:8, 19:13, 24:1, 26:16, 28:10, 32:4, 55:17, 77:3, 78:7, 79:14, 83:11, 87:19, 89:3, 105:11, 129:1, 146:15, 166:2, 166:9, 167:1, 197:3, 217:16, 218:9, 218:15, 219:14, 222:5, 223:7, 225:14, 227:11, 233:5, 235:15, 236:6, 236:15  <b>boat</b> [1] - 112:18  <b>boiler</b> [1] - 189:2  <b>bold</b> [2] - 137:10, 152:15  <b>bonus</b> [3] - 40:19, 84:14, 176:10  <b>bonuses</b> [2] - 57:10, 68:1  <b>born</b> [1] - 103:15  <b>borrows</b> [1] - 121:17  <b>borston</b> [1] - 39:11  <b>Boston</b> [6] - 25:5, 27:8, 27:9, 31:16, 39:10, 196:19  <b>bottom</b> [2] - 142:9, 192:12  <b>bought</b> [2] - 191:1, 192:2  <b>bouncing</b> [1] - 219:11  <b>bound</b> [1] - 220:6  <b>box</b> [4] - 186:9, 221:19, 222:3, 222:15  <b>bracketed</b> [1] - 165:17  <b>break</b> [5] - 46:2, 76:13, 109:1, 131:17, 140:9  <b>Brenda</b> [1] - 15:12  <b>breweries</b> [1] - 227:14  <b>brewery</b> [1] - 233:14  <b>brief</b> [1] - 8:11  <b>briefly</b> [2] - 11:6, 95:16  <b>brighter</b> [1] - 35:17  <b>brilliant</b> [1] - 25:14  <b>bring</b> [5] - 16:19, 128:19, 197:1, 221:14  <b>bringing</b> [3] - 30:13, 41:5, 54:7  <b>brings</b> [2] - 122:6, 123:6  <b>BRISTOL</b> [1] - 237:3  <b>Briston</b> [1] - 9:3  <b>broad</b> [1] - 149:14  <b>broader</b> [2] - 151:14,</p>
<b>B</b>				
<p><b>BACCI</b> [119] - 24:3, 45:9, 46:5, 51:16, 60:18, 70:11, 70:18, 71:3, 71:7, 71:11, 72:10, 73:13, 73:15, 74:8, 74:13, 74:19, 75:5, 75:14, 76:1, 76:7, 76:15, 77:8, 77:15, 77:18, 94:7, 108:13, 109:12, 111:13, 111:19, 112:3, 112:12, 112:16, 113:8, 114:11, 114:18, 116:12, 117:2, 117:5, 117:10, 120:11, 162:6, 162:13, 162:17, 164:11, 165:3, 173:3, 173:8, 173:13, 174:4, 174:8, 174:17,</p>				



<p>166:3  <b>Broadway</b> [2] - 1:6, 233:14  <b>brokers</b> [2] - 172:15, 175:3  <b>brought</b> [4] - 21:18, 139:2, 196:8, 202:11  <b>BTU</b> [2] - 189:1, 189:2  <b>bubbling</b> [1] - 71:15  <b>buck</b> [2] - 104:5, 139:10  <b>bucks</b> [2] - 190:6, 190:8  <b>budget</b> [1] - 168:3  <b>build</b> [13] - 66:3, 75:10, 100:1, 105:14, 105:15, 121:14, 134:9, 147:13, 169:9, 187:16, 187:19, 190:10  <b>buildable</b> [2] - 34:16, 64:1  <b>builders</b> [1] - 137:13  <b>building</b> [72] - 14:12, 26:9, 27:16, 45:4, 49:14, 50:17, 52:14, 58:17, 58:18, 59:1, 60:17, 65:5, 65:7, 65:10, 65:11, 73:5, 89:18, 90:18, 91:3, 91:7, 91:10, 92:14, 92:16, 93:3, 93:4, 93:5, 100:11, 130:18, 134:13, 136:7, 138:5, 140:11, 140:12, 141:5, 141:6, 144:9, 147:5, 153:4, 156:11, 158:10, 161:2, 161:7, 163:3, 164:14, 164:17, 169:13, 183:19, 184:1, 187:6, 187:8, 187:15, 188:15, 190:4, 192:13, 193:15, 194:15, 195:3, 195:6, 196:17, 198:10, 216:5, 217:6, 220:1, 229:16, 229:17, 230:18, 231:1  <b>buildings</b> [52] - 13:10, 13:12, 32:16, 36:14, 50:6, 50:13, 66:1, 72:5, 72:6, 73:12, 94:19, 133:18, 133:19, 136:12, 136:13, 137:17, 137:18, 138:10, 138:12, 140:9,</p>	<p>140:18, 141:3, 143:3, 143:6, 143:9, 144:11, 144:13, 147:2, 147:12, 147:15, 147:16, 148:3, 148:9, 148:13, 150:10, 153:11, 156:13, 165:11, 167:10, 181:4, 181:5, 182:7, 183:1, 185:2, 191:5, 191:13, 192:15, 197:7, 198:12, 204:16, 204:17, 217:19  <b>built</b> [14] - 45:7, 66:2, 72:3, 91:19, 137:19, 143:4, 148:14, 148:18, 151:6, 171:2, 176:7, 190:14, 191:9, 231:11  <b>bullets</b> [1] - 148:11  <b>bunch</b> [3] - 50:2, 70:9, 142:1  <b>burden</b> [1] - 78:16  <b>Bureau</b> [1] - 99:2  <b>bureau</b> [1] - 98:1  <b>burner</b> [1] - 161:7  <b>Burnie</b> [1] - 30:18  <b>bushes</b> [1] - 227:1  <b>BUSINESS</b> [1] - 2:2  <b>business</b> [5] - 13:5, 24:5, 24:16, 32:18, 155:10  <b>Business</b> [1] - 4:11  <b>businesses</b> [1] - 137:1  <b>busy</b> [1] - 214:7  <b>buy</b> [9] - 74:18, 95:10, 102:19, 103:9, 116:9, 119:4, 134:2, 134:5, 170:2  <b>buyer</b> [3] - 122:8, 200:1, 203:13  <b>buyer's</b> [3] - 209:6, 209:11, 209:19  <b>buyers</b> [4] - 106:17, 118:1, 122:8, 122:12  <b>buys</b> [1] - 102:18  <b>BZA</b> [10] - 2:9, 19:13, 33:11, 35:13, 62:6, 129:5, 222:1, 224:18, 232:9, 232:17  <b>BZA#006158</b> [1] - 2:8</p> <hr/> <p style="text-align: center;"><b>C</b></p> <hr/> <p><b>calculation</b> [1] -</p>	<p>134:12  <b>calculator</b> [1] - 24:12  <b>calendar</b> [1] - 27:1  <b>CAMBRIDGE</b> [1] - 1:2  <b>Cambridge</b> [65] - 1:7, 7:16, 14:4, 14:12, 18:16, 20:11, 20:13, 23:14, 23:18, 25:11, 29:18, 38:17, 41:15, 46:7, 46:10, 47:13, 48:15, 50:8, 64:8, 74:11, 74:15, 75:7, 75:18, 96:6, 96:15, 100:11, 103:8, 103:14, 116:9, 118:11, 119:5, 119:16, 130:1, 133:8, 134:10, 135:2, 136:5, 137:18, 139:17, 140:10, 144:2, 145:12, 147:13, 148:19, 169:7, 170:4, 171:9, 179:16, 187:17, 190:5, 190:15, 192:8, 200:15, 209:3, 221:16, 227:9, 227:10, 228:9, 228:12, 228:14, 229:6, 231:2, 232:4, 234:4, 235:1  <b>Cambridge's</b> [1] - 188:16  <b>Cambridgeport</b> [1] - 11:12  <b>Canada</b> [1] - 174:12  <b>canal</b> [2] - 228:4, 230:13  <b>Canal</b> [4] - 2:8, 2:12, 221:15, 227:8  <b>cannot</b> [3] - 197:18, 204:13, 204:18  <b>capacity</b> [4] - 18:11, 144:8, 169:1, 170:9  <b>Cape</b> [1] - 210:17  <b>capricious</b> [1] - 79:19  <b>CAPTURING</b> [1] - 1:18  <b>car</b> [1] - 130:12  <b>carbon</b> [13] - 133:16, 134:6, 136:3, 138:3, 138:8, 143:11, 144:6, 155:4, 156:7, 160:9, 160:10, 171:1, 179:17  <b>care</b> [1] - 187:4  <b>careful</b> [1] - 198:4  <b>Carlone</b> [1] - 129:14  <b>CARLONE</b> [6] -</p>	<p>129:16, 194:2, 194:8, 196:4, 229:14, 230:2  <b>carrying</b> [1] - 63:7  <b>Carter</b> [3] - 163:18, 165:13, 191:8  <b>CASCAP</b> [1] - 12:18  <b>case</b> [10] - 48:13, 62:18, 69:11, 98:9, 112:9, 119:17, 153:8, 165:1, 223:12, 224:17  <b>cases</b> [6] - 34:1, 52:13, 89:4, 93:14, 218:14, 226:12  <b>Cases</b> [1] - 2:7  <b>Cassie</b> [1] - 15:12  <b>cast</b> [1] - 4:1  <b>catastrophic</b> [1] - 136:4  <b>categories</b> [2] - 41:13, 146:9  <b>CATHERINE</b> [23] - 26:3, 82:8, 82:15, 82:18, 83:5, 113:10, 113:16, 114:5, 115:5, 115:11, 174:14, 185:8, 185:15, 188:8, 189:12, 195:14, 199:3, 203:16, 204:4, 210:3, 218:5, 231:16, 232:8  <b>Catherine</b> [4] - 1:8, 26:4, 237:4, 237:11  <b>caught</b> [2] - 5:17, 176:2  <b>CDD</b> [4] - 4:1, 9:7, 72:13, 88:14  <b>celebrate</b> [1] - 9:2  <b>cell</b> [1] - 26:9  <b>census</b> [3] - 40:2, 98:1, 98:2  <b>Census</b> [1] - 99:2  <b>centennial</b> [1] - 98:2  <b>center</b> [1] - 172:10  <b>certain</b> [11] - 61:17, 67:17, 67:18, 69:10, 85:8, 134:4, 184:7, 199:13, 199:15, 203:12, 203:14  <b>certainly</b> [12] - 9:5, 22:15, 53:1, 54:2, 59:16, 65:12, 73:10, 88:3, 99:9, 105:10, 108:10, 110:2  <b>certainty</b> [1] - 83:1  <b>CERTIFICATION</b> [1] - 237:15  <b>certification</b> [1] - 112:11</p>	<p><b>Certified</b> [2] - 237:4, 237:12  <b>certify</b> [1] - 237:5  <b>CERTIFYING</b> [1] - 237:17  <b>CHA</b> [8] - 14:6, 41:19, 42:6, 42:8, 113:18, 114:12, 114:16, 124:5  <b>Chair</b> [3] - 1:8, 1:8, 23:4  <b>chair</b> [3] - 3:11, 6:8, 14:3  <b>challenge</b> [3] - 52:15, 79:16, 116:3  <b>challenged</b> [5] - 63:19, 64:5, 79:3, 79:18, 80:9  <b>challenges</b> [12] - 7:5, 8:14, 9:1, 16:17, 17:12, 18:13, 18:14, 19:3, 32:1, 32:8, 35:16  <b>challenging</b> [5] - 63:13, 66:3, 75:9, 97:19, 184:19  <b>Chamber</b> [1] - 152:2  <b>chance</b> [2] - 217:13, 219:12  <b>change</b> [14] - 7:14, 21:6, 107:3, 110:5, 135:18, 136:4, 148:2, 149:1, 160:15, 170:14, 194:13, 218:18, 219:1, 236:6  <b>CHANGE</b> [6] - 236:8, 236:9, 236:10, 236:11, 236:12, 236:13  <b>changed</b> [6] - 74:16, 74:17, 98:1, 112:18, 224:14, 224:19  <b>changes</b> [12] - 17:2, 19:16, 20:1, 20:15, 21:12, 21:16, 60:12, 108:18, 115:1, 153:2, 170:10, 236:16  <b>changing</b> [6] - 21:4, 50:5, 113:9, 137:3, 167:12  <b>characteristics</b> [1] - 145:3  <b>Charles</b> [1] - 28:2  <b>chart</b> [11] - 45:18, 48:18, 97:6, 97:9, 99:1, 102:14, 102:15, 179:18, 189:9, 207:8  <b>charts</b> [1] - 97:5</p>
---	---	--	---	---

<p><b>cheap</b> [2] - 170:13  <b>cheaper</b> [1] - 209:11  <b>check</b> [1] - 27:2  <b>CHERYL</b> [7] - 13:19, 46:9, 108:11, 114:14, 114:19, 115:6, 115:12  <b>Cheryl</b> [3] - 14:1, 48:4, 124:4  <b>CHERYL-ANN</b> [7] - 13:19, 46:9, 108:11, 114:14, 114:19, 115:6, 115:12  <b>Cheryl-Ann</b> [2] - 14:1, 124:4  <b>chief</b> [1] - 65:16  <b>choice</b> [4] - 96:13, 96:14, 96:15, 96:17  <b>choices</b> [8] - 101:5, 101:7, 108:9, 118:9, 118:18, 124:8, 126:18  <b>CHRIS</b> [54] - 10:17, 14:19, 38:19, 39:3, 39:10, 40:16, 41:14, 42:6, 43:1, 43:7, 44:4, 45:15, 46:7, 52:11, 54:10, 58:10, 59:11, 61:5, 62:9, 65:18, 68:2, 68:19, 70:16, 80:18, 84:12, 84:16, 85:1, 85:18, 86:5, 87:14, 93:14, 94:10, 97:11, 97:15, 101:17, 106:11, 109:14, 111:1, 111:4, 111:17, 112:2, 112:7, 112:15, 112:17, 113:4, 113:15, 114:4, 114:9, 118:7, 118:16, 120:7, 120:14, 122:5, 126:8  <b>Chris</b> [11] - 8:10, 9:9, 10:16, 15:17, 32:18, 36:1, 41:9, 49:7, 56:16, 84:9, 113:11  <b>chuckle</b> [1] - 24:17  <b>chunk</b> [2] - 142:6, 178:2  <b>cite</b> [1] - 165:12  <b>cities</b> [2] - 52:5, 201:7  <b>citizen</b> [1] - 133:5  <b>citizens</b> [3] - 103:14, 133:7, 133:16  <b>city</b> [35] - 8:8, 13:7, 27:3, 27:16, 37:14, 45:11, 48:11, 48:12, 57:12, 71:13, 73:4, 78:3, 81:9, 84:7,</p>	<p>90:6, 106:4, 117:9, 119:11, 121:16, 124:9, 127:14, 128:10, 130:18, 133:10, 136:18, 145:5, 156:12, 158:18, 159:1, 172:13, 172:17, 174:1, 180:8, 197:10  <b>CITY</b> [1] - 1:2  <b>City</b> [30] - 1:13, 2:2, 3:10, 5:2, 5:4, 6:4, 6:12, 9:14, 16:13, 19:19, 25:11, 27:7, 54:14, 56:5, 56:6, 61:8, 66:14, 70:8, 77:3, 80:10, 91:15, 134:18, 147:3, 149:10, 152:4, 155:5, 155:11, 156:10, 196:19, 201:8  <b>City's</b> [3] - 115:3, 133:14, 147:5  <b>citywide</b> [6] - 14:5, 84:3, 91:2, 131:9, 131:11, 168:4  <b>clasps</b> [1] - 194:9  <b>class</b> [2] - 103:14, 122:8  <b>cleaner</b> [2] - 161:19  <b>clear</b> [8] - 73:2, 82:9, 85:4, 85:10, 137:10, 144:19, 151:7, 177:18  <b>clearer</b> [3] - 34:10, 69:3, 152:17  <b>clearly</b> [4] - 63:10, 127:5, 134:4, 136:5  <b>client</b> [1] - 30:10  <b>Cliff</b> [1] - 98:11  <b>climate</b> [8] - 133:14, 135:17, 135:18, 136:4, 149:1, 152:15, 160:15, 168:13  <b>Climate</b> [1] - 152:1  <b>close</b> [4] - 39:11, 159:11, 181:8, 198:11  <b>closed</b> [1] - 20:14  <b>closer</b> [8] - 61:13, 64:16, 64:18, 69:6, 129:2, 136:1, 213:16  <b>closest</b> [1] - 198:10  <b>co</b> [3] - 14:3, 133:2, 167:8  <b>co-chair</b> [1] - 14:3  <b>co-conspirator</b> [1] -</p>	<p>133:2  <b>co-genesis</b> [1] - 167:8  <b>CO2</b> [2] - 202:14, 227:13  <b>coach</b> [1] - 28:5  <b>coached</b> [1] - 28:6  <b>code</b> [2] - 13:11, 203:4  <b>codes</b> [1] - 188:1  <b>COHEN</b> [110] - 3:3, 5:15, 6:1, 23:7, 24:7, 24:11, 25:12, 25:19, 31:17, 38:11, 41:9, 42:3, 50:1, 51:6, 54:12, 58:3, 59:7, 60:14, 60:19, 62:1, 66:9, 67:11, 67:15, 68:1, 68:7, 78:19, 79:10, 82:2, 84:9, 84:13, 84:19, 85:14, 86:3, 87:1, 91:11, 95:15, 103:10, 104:10, 104:13, 105:17, 110:18, 111:2, 121:9, 122:1, 124:11, 127:8, 128:8, 128:11, 129:12, 131:10, 132:1, 132:7, 159:18, 163:1, 164:9, 168:11, 170:5, 171:6, 171:11, 176:14, 176:18, 177:1, 178:4, 178:15, 180:14, 180:17, 180:19, 183:13, 189:15, 190:13, 191:15, 192:10, 193:7, 193:17, 194:18, 203:3, 203:9, 203:18, 204:6, 209:18, 210:6, 210:13, 210:16, 211:2, 214:19, 215:3, 216:16, 220:12, 221:11, 223:9, 223:10, 225:2, 225:6, 225:9, 226:9, 227:15, 230:7, 230:16, 231:5, 231:9, 233:7, 233:12, 234:6, 234:7, 234:9, 234:16, 235:3, 235:5, 235:8, 235:11  <b>Cohen</b> [4] - 1:8, 1:10, 23:13, 24:7  <b>Coles</b> [1] - 161:1</p>	<p><b>collaborate</b> [1] - 156:16  <b>collecting</b> [2] - 140:1, 193:14  <b>collective</b> [1] - 97:1  <b>collectively</b> [1] - 72:2  <b>Colony</b> [1] - 27:5  <b>color</b> [1] - 174:2  <b>colors</b> [1] - 150:18  <b>colossal</b> [1] - 202:4  <b>combination</b> [4] - 138:1, 138:10, 161:6, 161:11  <b>come-lately</b> [1] - 26:19  <b>coming</b> [24] - 4:3, 4:6, 5:2, 26:6, 44:11, 62:5, 68:4, 98:14, 108:2, 108:3, 123:3, 131:12, 136:1, 146:16, 148:1, 148:6, 152:19, 163:11, 163:12, 167:6, 173:17, 174:2, 182:9, 194:14  <b>commend</b> [1] - 9:6  <b>commented</b> [1] - 220:19  <b>comments</b> [6] - 51:2, 87:17, 97:2, 129:14, 160:2, 227:5  <b>Commerce</b> [1] - 152:2  <b>commercial</b> [9] - 24:19, 73:19, 130:4, 140:7, 147:9, 181:4, 181:12, 201:10, 217:8  <b>Commission</b> [6] - 232:13, 233:2, 234:3, 234:17, 234:19, 237:13  <b>commissioned</b> [1] - 167:17  <b>commissioning</b> [1] - 153:10  <b>commit</b> [1] - 64:11  <b>commitment</b> [2] - 49:10, 203:14  <b>commitments</b> [3] - 63:8, 64:4, 85:13  <b>committed</b> [2] - 149:18, 211:9  <b>Committee</b> [3] - 4:16, 16:14, 152:1  <b>committee</b> [3] - 6:13, 151:10, 183:12  <b>common</b> [1] - 125:13  <b>COMMONWEALTH</b> [1] - 237:2  <b>Commonwealth</b> [1] -</p>	<p>39:7  <b>communication</b> [2] - 157:7, 172:9  <b>Communities</b> [1] - 31:5  <b>communities</b> [7] - 39:7, 39:15, 53:13, 69:17, 70:13, 75:19, 185:3  <b>Community</b> [9] - 1:14, 2:3, 11:18, 15:11, 15:18, 26:12, 28:16, 132:12, 236:3  <b>community</b> [28] - 9:5, 21:5, 27:17, 27:19, 39:8, 52:18, 54:8, 58:2, 64:13, 71:16, 71:18, 72:3, 87:10, 88:12, 96:17, 98:3, 98:9, 103:9, 105:3, 129:9, 135:4, 135:11, 137:17, 152:14, 154:14, 158:12, 173:1, 173:2  <b>community-based</b> [1] - 88:12  <b>commuting</b> [1] - 109:6  <b>Compact</b> [1] - 151:19  <b>company</b> [3] - 14:11, 24:6, 195:3  <b>company's</b> [1] - 206:13  <b>comparability</b> [1] - 58:11  <b>comparable</b> [1] - 60:16  <b>compare</b> [2] - 151:12, 172:2  <b>compared</b> [2] - 39:6, 206:18  <b>comparison</b> [2] - 98:5, 99:7  <b>compelling</b> [1] - 99:8  <b>compete</b> [2] - 35:8, 63:19  <b>competing</b> [2] - 19:1, 79:8  <b>compiles</b> [1] - 99:2  <b>complain</b> [1] - 234:8  <b>complained</b> [1] - 175:17  <b>completed</b> [1] - 163:4  <b>completely</b> [3] - 96:6, 137:6, 205:11  <b>compliance</b> [2] - 60:13, 181:7  <b>complications</b> [1] - 212:11  <b>comply</b> [1] - 59:16</p>
--	--	--	---	---

<p><b>component</b> [7] - 45:3, 52:19, 53:14, 58:14, 126:7, 127:14, 127:17</p> <p><b>components</b> [1] - 127:9</p> <p><b>compromise</b> [1] - 105:1</p> <p><b>concept</b> [2] - 66:10, 68:11</p> <p><b>conceptually</b> [1] - 81:7</p> <p><b>concern</b> [4] - 40:17, 68:9, 105:11, 163:11</p> <p><b>concerned</b> [1] - 133:8</p> <p><b>concerns</b> [1] - 164:17</p> <p><b>concertize</b> [1] - 81:18</p> <p><b>concluded</b> [1] - 159:16</p> <p><b>condominium</b> [1] - 23:17</p> <p><b>condos</b> [1] - 106:9</p> <p><b>confidence</b> [2] - 87:9, 87:10</p> <p><b>confident</b> [2] - 159:12, 159:13</p> <p><b>confirms</b> [1] - 21:7</p> <p><b>conflict</b> [1] - 73:8</p> <p><b>conforming</b> [4] - 2:10, 2:11, 33:8, 217:18</p> <p><b>confusing</b> [1] - 102:3</p> <p><b>connection</b> [1] - 16:9</p> <p><b>connections</b> [1] - 25:8</p> <p><b>conner</b> [1] - 224:14</p> <p><b>Connolly</b> [2] - 1:8, 26:4</p> <p><b>CONNOLLY</b> [23] - 26:3, 82:8, 82:15, 82:18, 83:5, 113:10, 113:16, 114:5, 115:5, 115:11, 174:14, 185:8, 185:15, 188:8, 189:12, 195:14, 199:3, 203:16, 204:4, 210:3, 218:5, 231:16, 232:8</p> <p><b>conscience</b> [1] - 175:4</p> <p><b>consciousness</b> [1] - 165:11</p> <p><b>consecutive</b> [1] - 78:11</p> <p><b>consensus</b> [3] - 136:18, 158:9, 160:7</p> <p><b>consequences</b> [1] - 145:10</p> <p><b>conservation</b> [1] -</p>	<p>178:5</p> <p><b>consider</b> [3] - 43:5, 49:17, 99:15</p> <p><b>considerable</b> [1] - 210:12</p> <p><b>consideration</b> [2] - 166:18, 171:19</p> <p><b>consistency</b> [4] - 33:3, 36:18, 61:6, 92:10</p> <p><b>consistent</b> [1] - 68:10</p> <p><b>consistently</b> [1] - 64:5</p> <p><b>conspirator</b> [1] - 133:2</p> <p><b>constant</b> [1] - 162:15</p> <p><b>constantly</b> [1] - 176:3</p> <p><b>constrained</b> [1] - 80:2</p> <p><b>construct</b> [1] - 2:11</p> <p><b>constructed</b> [2] - 53:8, 72:7</p> <p><b>construction</b> [19] - 13:8, 19:10, 24:4, 32:13, 62:19, 70:14, 70:19, 76:2, 93:5, 100:12, 103:13, 133:9, 143:8, 146:14, 146:19, 198:19, 199:2, 199:4, 199:7</p> <p><b>consultant</b> [5] - 22:7, 139:18, 141:13, 168:1, 168:2</p> <p><b>consultation</b> [3] - 83:18, 151:18, 205:4</p> <p><b>consumed</b> [2] - 138:16, 138:17</p> <p><b>consumption</b> [2] - 140:9, 161:8</p> <p><b>contain</b> [1] - 88:2</p> <p><b>contemplating</b> [1] - 210:9</p> <p><b>contested</b> [1] - 33:16</p> <p><b>context</b> [10] - 33:12, 38:15, 49:7, 53:3, 93:2, 99:16, 137:16, 177:12, 190:7, 214:7</p> <p><b>continue</b> [5] - 44:3, 49:6, 128:16, 128:19, 152:11</p> <p><b>continued</b> [1] - 110:9</p> <p><b>Continued</b> [1] - 2:8</p> <p><b>contract</b> [1] - 172:13</p> <p><b>contractor</b> [1] - 169:14</p> <p><b>contractors</b> [1] - 75:10</p> <p><b>contribute</b> [2] - 136:9, 149:1</p>	<p><b>contributed</b> [1] - 14:13</p> <p><b>control</b> [10] - 11:16, 12:10, 23:16, 23:17, 39:5, 40:3, 40:8, 80:13, 101:14, 226:17</p> <p><b>CONTROL</b> [1] - 237:16</p> <p><b>controlled</b> [1] - 119:12</p> <p><b>controls</b> [2] - 165:6, 165:8</p> <p><b>controversial</b> [1] - 155:14</p> <p><b>convenient</b> [1] - 109:10</p> <p><b>conventional</b> [1] - 193:9</p> <p><b>conversation</b> [5] - 15:7, 16:5, 137:4, 137:7, 155:15</p> <p><b>conversion</b> [3] - 20:15, 33:13, 47:1</p> <p><b>converted</b> [2] - 161:7, 191:1</p> <p><b>converting</b> [1] - 46:11</p> <p><b>Cook</b> [1] - 98:11</p> <p><b>cooling</b> [5] - 136:8, 161:10, 163:7, 164:8, 165:3</p> <p><b>copies</b> [1] - 146:8</p> <p><b>cops</b> [1] - 103:12</p> <p><b>corner</b> [5] - 27:14, 223:15, 223:18, 227:9, 230:12</p> <p><b>corners</b> [1] - 186:16</p> <p><b>Corporation</b> [1] - 26:9</p> <p><b>correct</b> [6] - 26:1, 74:5, 101:15, 101:16, 101:17, 199:10</p> <p><b>correction</b> [3] - 146:1, 150:7, 236:7</p> <p><b>corrections</b> [1] - 236:16</p> <p><b>correlation</b> [1] - 183:10</p> <p><b>cost</b> [24] - 34:4, 64:6, 64:12, 64:16, 65:2, 65:12, 65:14, 70:14, 73:18, 74:3, 74:4, 162:6, 163:7, 171:15, 174:19, 175:4, 194:19, 196:1, 200:17, 202:5, 202:6, 204:9, 211:13, 211:16</p> <p><b>cost-effective</b> [3] - 194:19, 200:17, 202:5</p>	<p><b>cost-effectiveness</b> [2] - 196:1, 202:6</p> <p><b>costs</b> [11] - 64:10, 71:1, 74:1, 74:6, 75:8, 75:17, 76:2, 78:18, 89:9, 123:3, 123:7</p> <p><b>Cotter</b> [1] - 15:18</p> <p><b>COTTER</b> [54] - 10:17, 14:19, 38:19, 39:3, 39:10, 40:16, 41:14, 42:6, 43:1, 43:7, 44:4, 45:15, 46:7, 52:11, 54:10, 58:10, 59:11, 61:5, 62:9, 65:18, 68:2, 68:19, 70:16, 80:18, 84:12, 84:16, 85:1, 85:18, 86:5, 87:14, 93:14, 94:10, 97:11, 97:15, 101:17, 106:11, 109:14, 111:1, 111:4, 111:17, 112:2, 112:7, 112:15, 112:17, 113:4, 113:15, 114:4, 114:9, 118:7, 118:16, 120:7, 120:14, 122:5, 126:8</p> <p><b>Council</b> [16] - 5:2, 5:5, 6:12, 8:3, 9:14, 16:13, 19:19, 54:14, 62:17, 134:18, 135:4, 135:8, 135:14, 149:10, 151:18, 152:5</p> <p><b>Councillor</b> [1] - 129:14</p> <p><b>COUNCILLOR</b> [6] - 129:16, 194:2, 194:8, 196:4, 229:14, 230:2</p> <p><b>country</b> [1] - 26:10</p> <p><b>couple</b> [18] - 10:18, 11:13, 15:2, 17:2, 18:8, 20:6, 21:16, 40:1, 52:12, 62:10, 62:17, 86:12, 96:2, 100:9, 170:15, 173:14, 190:8, 222:19</p> <p><b>course</b> [12] - 76:7, 82:5, 135:16, 141:16, 144:9, 146:1, 146:14, 150:6, 152:16, 161:13, 177:5, 187:16</p> <p><b>court</b> [3] - 63:5, 79:4, 79:5</p> <p><b>courtyard</b> [1] - 229:18</p>	<p><b>cover</b> [1] - 212:16</p> <p><b>crazy</b> [1] - 219:2</p> <p><b>create</b> [12] - 20:2, 36:12, 49:18, 69:3, 92:11, 92:12, 94:16, 95:11, 106:6, 107:15, 124:1, 143:15</p> <p><b>created</b> [1] - 36:2</p> <p><b>creates</b> [1] - 78:16</p> <p><b>creating</b> [4] - 8:7, 34:5, 63:12, 87:17</p> <p><b>creation</b> [2] - 27:18, 36:1</p> <p><b>credit</b> [7] - 34:19, 47:8, 47:19, 94:14, 186:18, 187:7, 187:13</p> <p><b>credits</b> [3] - 47:2, 47:7, 187:14</p> <p><b>crisis</b> [1] - 163:11</p> <p><b>criteria</b> [7] - 61:10, 147:6, 149:4, 196:13, 196:14, 198:3, 202:7</p> <p><b>criticisms</b> [1] - 37:10</p> <p><b>cross</b> [2] - 85:8, 114:2</p> <p><b>crossed</b> [2] - 111:3, 111:4</p> <p><b>Crossfit</b> [1] - 231:10</p> <p><b>cumulative</b> [1] - 187:5</p> <p><b>curious</b> [11] - 51:2, 62:1, 66:13, 68:15, 70:18, 71:7, 91:5, 117:15, 168:11, 198:13, 200:11</p> <p><b>current</b> [6] - 41:8, 56:10, 133:12, 137:11, 157:1, 206:13</p> <p><b>curtains</b> [1] - 194:11</p> <p><b>customers</b> [1] - 206:15</p> <p><b>customized</b> [1] - 196:10</p> <p><b>cut</b> [5] - 170:5, 170:7, 198:7, 225:9, 225:11</p> <p><b>cutting</b> [4] - 48:4, 55:1, 197:4, 216:15</p>
<b>D</b>				
<p><b>DALY</b> [20] - 13:2, 40:2, 47:15, 74:6, 74:10, 74:15, 75:2, 75:7, 76:18, 77:9, 77:16, 78:1, 79:6, 83:3, 83:7, 93:7, 93:10, 116:2, 116:15, 117:4</p>				

<p><b>Daly</b> [1] - 13:2</p> <p><b>damage</b> [1] - 160:18</p> <p><b>dark</b> [1] - 233:11</p> <p><b>DARWIN</b> [2] - 12:8, 46:3</p> <p><b>Darwin</b> [1] - 12:8</p> <p><b>Dash</b> [1] - 1:15</p> <p><b>DASH</b> [3] - 12:4, 84:2, 131:8</p> <p><b>data</b> [13] - 40:3, 43:13, 98:13, 98:15, 125:12, 125:15, 126:13, 140:1, 140:3, 140:5, 145:8, 181:2, 181:14</p> <p><b>date</b> [2] - 153:8, 236:7</p> <p><b>dated</b> [1] - 97:12</p> <p><b>Dave</b> [1] - 227:19</p> <p><b>David</b> [2] - 228:6, 229:5</p> <p><b>days</b> [4] - 40:3, 95:5, 165:1, 228:2</p> <p><b>deadlines</b> [1] - 135:18</p> <p><b>deal</b> [5] - 18:9, 30:19, 123:15, 190:9, 190:12</p> <p><b>dealership</b> [1] - 130:12</p> <p><b>dealing</b> [1] - 16:16</p> <p><b>deals</b> [2] - 94:19, 122:18</p> <p><b>debate</b> [1] - 184:9</p> <p><b>debating</b> [1] - 206:5</p> <p><b>decades</b> [1] - 40:1</p> <p><b>December</b> [1] - 172:14</p> <p><b>decide</b> [2] - 89:14, 143:18</p> <p><b>decided</b> [2] - 143:11, 200:19</p> <p><b>decision</b> [3] - 134:19, 150:5, 196:11</p> <p><b>deckers</b> [1] - 179:15</p> <p><b>decline</b> [4] - 97:7, 98:17, 99:8, 99:13</p> <p><b>declines</b> [2] - 21:8, 106:12</p> <p><b>declining</b> [1] - 41:7</p> <p><b>deed</b> [3] - 116:7, 116:13, 119:5</p> <p><b>deemed</b> [1] - 40:11</p> <p><b>deep</b> [1] - 179:8</p> <p><b>deeper</b> [1] - 115:14</p> <p><b>deer</b> [2] - 158:8, 160:3</p> <p><b>define</b> [1] - 86:7</p> <p><b>defined</b> [1] - 134:3</p> <p><b>definitely</b> [1] - 167:3</p> <p><b>definition</b> [1] - 9:19</p> <p><b>degree</b> [1] - 164:19</p> <p><b>delay</b> [1] - 78:14</p> <p><b>delighted</b> [1] - 128:14</p>	<p><b>deliver</b> [1] - 195:13</p> <p><b>delivered</b> [1] - 236:3</p> <p><b>demand</b> [8] - 20:15, 100:17, 101:3, 107:12, 120:16, 125:17, 177:18, 185:6</p> <p><b>demanding</b> [1] - 145:3</p> <p><b>demographics</b> [2] - 21:4, 107:3</p> <p><b>demonstrated</b> [1] - 164:19</p> <p><b>Demonstration</b> [1] - 46:14</p> <p><b>DENNIS</b> [6] - 129:16, 194:2, 194:8, 196:4, 229:14, 230:2</p> <p><b>dense</b> [3] - 33:17, 75:9, 215:11</p> <p><b>density</b> [18] - 33:17, 34:17, 36:8, 50:4, 50:5, 50:9, 62:13, 63:16, 64:14, 84:5, 87:4, 87:6, 187:15, 187:18, 219:6, 219:19, 220:5</p> <p><b>department</b> [3] - 11:14, 28:19, 120:8</p> <p><b>Department</b> [4] - 15:11, 26:12, 88:14, 236:4</p> <p><b>dependent</b> [1] - 47:2</p> <p><b>described</b> [2] - 83:2, 171:3</p> <p><b>design</b> [26] - 2:8, 77:1, 77:2, 77:5, 77:7, 83:17, 87:9, 87:16, 88:12, 89:12, 90:10, 90:11, 92:6, 131:2, 141:10, 167:4, 184:11, 185:1, 185:11, 186:4, 186:7, 191:19, 194:4, 196:13, 196:14, 198:3</p> <p><b>designed</b> [5] - 107:8, 110:14, 140:19, 141:5, 229:16</p> <p><b>designer</b> [1] - 229:17</p> <p><b>designing</b> [1] - 178:19</p> <p><b>desire</b> [2] - 16:19, 134:9</p> <p><b>detail</b> [5] - 16:4, 150:15, 152:19, 157:16, 224:13</p> <p><b>detailed</b> [1] - 146:7</p> <p><b>details</b> [3] - 10:18, 122:16, 199:18</p>	<p><b>determination</b> [4] - 2:13, 79:13, 232:1, 232:14</p> <p><b>determined</b> [3] - 110:19, 204:5, 204:7</p> <p><b>determining</b> [1] - 233:14</p> <p><b>develop</b> [5] - 7:3, 7:7, 18:19, 138:13, 221:3</p> <p><b>developed</b> [5] - 13:6, 66:11, 73:12, 139:7, 141:13</p> <p><b>developer</b> [21] - 13:17, 14:10, 17:13, 24:16, 31:7, 49:11, 50:16, 53:7, 59:15, 61:7, 63:6, 63:14, 66:17, 68:12, 78:8, 78:13, 113:13, 114:13, 125:4, 125:8, 126:2</p> <p><b>developers</b> [16] - 7:4, 18:18, 55:9, 56:4, 56:8, 61:1, 61:11, 63:17, 64:1, 64:19, 72:16, 73:17, 74:2, 95:2, 137:1, 183:17</p> <p><b>developing</b> [1] - 76:2</p> <p><b>Development</b> [10] - 1:14, 2:3, 11:18, 14:9, 15:11, 15:19, 26:12, 28:16, 132:12, 236:4</p> <p><b>development</b> [29] - 8:14, 16:19, 17:12, 18:12, 19:9, 19:11, 19:18, 21:13, 21:15, 24:18, 25:1, 25:3, 34:9, 43:8, 44:7, 58:1, 58:2, 62:18, 63:2, 64:15, 65:3, 66:19, 73:3, 86:17, 95:8, 120:13, 130:11, 133:11, 204:15</p> <p><b>developments</b> [10] - 8:18, 22:10, 27:7, 41:1, 47:7, 71:19, 74:1, 86:12, 108:14, 114:10</p> <p><b>DHCD</b> [1] - 77:4</p> <p><b>dialogue</b> [1] - 8:13</p> <p><b>difference</b> [3] - 70:17, 71:8, 74:11</p> <p><b>differences</b> [1] - 70:12</p> <p><b>different</b> [35] - 19:4, 52:1, 60:8, 62:11, 66:12, 69:13, 70:9, 71:12, 76:3, 77:2,</p>	<p>77:11, 77:17, 86:13, 90:12, 97:9, 97:17, 97:18, 98:4, 98:10, 98:13, 101:10, 106:9, 107:17, 127:19, 137:7, 139:6, 141:14, 147:2, 150:17, 189:7, 196:10, 206:17, 207:12, 219:7</p> <p><b>differently</b> [1] - 69:12</p> <p><b>difficult</b> [7] - 7:3, 9:8, 19:2, 64:10, 70:1, 89:2, 98:6</p> <p><b>difficulties</b> [2] - 7:2, 29:5</p> <p><b>difficulty</b> [2] - 35:9, 41:5</p> <p><b>dilemma</b> [1] - 113:3</p> <p><b>dimensional</b> [2] - 62:14, 63:16</p> <p><b>dip</b> [1] - 220:10</p> <p><b>dire</b> [1] - 97:14</p> <p><b>direct</b> [2] - 60:8, 106:15</p> <p><b>DIRECT</b> [1] - 237:16</p> <p><b>direction</b> [4] - 8:5, 8:6, 88:8, 135:8</p> <p><b>DIRECTION</b> [1] - 237:16</p> <p><b>directly</b> [2] - 121:3, 155:3</p> <p><b>director</b> [3] - 12:18, 15:18, 132:10</p> <p><b>disagree</b> [2] - 211:6, 214:4</p> <p><b>disappearing</b> [1] - 96:5</p> <p><b>discernibly</b> [1] - 90:12</p> <p><b>disclosed</b> [2] - 181:17, 181:18</p> <p><b>disclosure</b> [1] - 140:2</p> <p><b>Disclosure</b> [1] - 182:3</p> <p><b>disconnect</b> [2] - 91:6, 91:14</p> <p><b>discretion</b> [1] - 59:9</p> <p><b>discretionary</b> [4] - 79:13, 80:4, 80:8, 82:11</p> <p><b>discuss</b> [2] - 54:5, 219:12</p> <p><b>discussed</b> [5] - 6:11, 9:16, 17:11, 66:14, 149:6</p> <p><b>discussing</b> [2] - 83:19, 96:4</p> <p><b>discussion</b> [25] - 2:5, 5:6, 5:8, 5:9, 6:2, 6:10, 7:9, 10:6,</p>	<p>10:8, 16:8, 23:3, 23:6, 54:9, 55:3, 60:9, 69:2, 128:14, 128:16, 131:14, 132:3, 176:13, 177:17, 202:12, 205:9, 218:3</p> <p><b>Discussion</b> [1] - 2:6</p> <p><b>discussions</b> [9] - 3:8, 16:11, 22:9, 22:18, 23:1, 50:18, 54:13, 59:14, 129:5</p> <p><b>disproportion</b> [1] - 42:9</p> <p><b>disruption</b> [1] - 202:5</p> <p><b>disruptive</b> [1] - 133:6</p> <p><b>distinction</b> [1] - 113:11</p> <p><b>distinguish</b> [1] - 234:13</p> <p><b>distinguished</b> [1] - 59:5</p> <p><b>dip</b> [3] - 196:14, 196:17, 197:3</p> <p><b>distorted</b> [1] - 198:2</p> <p><b>distorting</b> [1] - 134:8</p> <p><b>distributed</b> [2] - 58:6, 60:16</p> <p><b>distributing</b> [1] - 193:14</p> <p><b>distribution</b> [1] - 61:19</p> <p><b>District</b> [12] - 4:11, 38:2, 81:8, 82:10, 86:18, 89:11, 90:3, 90:6, 124:1, 167:18, 168:1, 168:9</p> <p><b>district</b> [8] - 68:11, 90:4, 90:14, 91:2, 166:12, 167:7, 168:10</p> <p><b>Districts</b> [2] - 129:18</p> <p><b>districts</b> [1] - 83:13</p> <p><b>divide</b> [1] - 150:11</p> <p><b>Division</b> [1] - 132:11</p> <p><b>doable</b> [1] - 202:3</p> <p><b>DOES</b> [1] - 237:15</p> <p><b>dollars</b> [3] - 36:9, 57:18, 134:14</p> <p><b>Dolmarch</b> [1] - 15:13</p> <p><b>done</b> [29] - 13:7, 13:11, 21:3, 30:3, 30:9, 32:9, 52:12, 60:5, 68:8, 68:15, 69:1, 69:5, 80:5, 93:5, 98:11, 100:6, 139:18, 150:3, 150:4, 151:12, 155:2, 160:18, 170:1, 170:4, 188:14, 198:11,</p>
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<p>221:6, 222:7, 227:5  <b>door</b> [5] - 51:5, 51:7,  95:5, 109:4, 213:1  <b>doorway</b> [1] - 224:15  <b>double</b> [6] - 192:5,  194:5, 194:8,  194:15, 212:18,  220:9  <b>doubt</b> [1] - 92:19  <b>down</b> [27] - 10:10,  24:17, 46:2, 122:6,  123:6, 139:8, 140:9,  142:7, 149:17,  163:12, 170:5,  170:7, 174:18,  175:15, 175:16,  176:1, 181:11,  194:11, 194:13,  197:5, 197:19,  198:7, 218:19,  225:9, 225:12,  233:1  <b>Downing</b> [1] - 227:19  <b>DPW</b> [1] - 103:12  <b>drafted</b> [2] - 59:7,  149:6  <b>dramatically</b> [3] -  130:2, 161:17,  164:15  <b>drastically</b> [1] - 161:9  <b>drawings</b> [1] - 224:13  <b>Dreams</b> [1] - 28:1  <b>dreams</b> [1] - 35:19  <b>drill</b> [2] - 10:10, 162:4  <b>drinking</b> [1] - 231:13  <b>drive</b> [3] - 57:19,  117:7, 184:14  <b>driven</b> [1] - 145:9  <b>driveway</b> [1] - 225:7  <b>driving</b> [2] - 60:9,  136:13  <b>drop</b> [1] - 206:19  <b>dropping</b> [2] - 48:12,  181:11  <b>drugs</b> [1] - 195:7  <b>drywall</b> [1] - 202:18  <b>dummies</b> [1] - 222:19  <b>duration</b> [1] - 76:8  <b>during</b> [2] - 166:17,  211:10  <b>dynamic</b> [1] - 60:12</p>	<p>130:1, 221:16,  227:10, 228:9,  228:11, 228:14,  229:6, 232:4, 234:4,  235:1  <b>easy</b> [1] - 213:9  <b>Eco</b> [1] - 167:18  <b>economic</b> [5] - 54:19,  125:3, 148:16,  195:17, 201:4  <b>economically</b> [2] -  35:4, 126:3  <b>economy</b> [2] - 145:1,  145:2  <b>edge</b> [2] - 130:19,  131:5  <b>education</b> [1] -  185:18  <b>Eerie</b> [1] - 27:14  <b>effect</b> [3] - 46:17,  134:9, 187:5  <b>effective</b> [8] - 7:13,  163:13, 168:17,  171:15, 194:19,  199:16, 200:17,  202:5  <b>effectively</b> [1] - 164:4  <b>effectiveness</b> [2] -  196:1, 202:6  <b>efficiency</b> [20] -  142:5, 142:8, 143:2,  144:3, 155:13,  156:14, 156:18,  157:3, 169:12,  183:9, 184:3, 185:5,  186:7, 187:7,  199:13, 201:15,  201:17, 201:19,  204:2, 212:15  <b>efficient</b> [11] - 64:3,  133:12, 141:10,  165:18, 180:9,  183:2, 193:19,  194:1, 200:18,  206:14, 212:7  <b>efficiently</b> [1] - 140:19  <b>effort</b> [2] - 102:7,  217:15  <b>efforts</b> [2] - 15:13,  20:2  <b>eight</b> [4] - 18:5, 19:4,  109:19, 164:2  <b>either</b> [7] - 32:4,  32:12, 33:17,  143:12, 146:10,  163:15, 219:19  <b>elderly</b> [2] - 42:6, 47:6  <b>electrical</b> [1] - 180:6  <b>electricity</b> [7] - 161:8,  161:10, 161:15,  161:17, 163:5,</p>	<p>170:3, 172:13  <b>electronic</b> [1] -  223:17  <b>electronically</b> [1] -  236:4  <b>elements</b> [2] - 166:17,  167:5  <b>elevation</b> [1] - 230:15  <b>eleven</b> [2] - 41:1,  228:2  <b>eligibility</b> [4] - 86:8,  110:9, 110:19,  111:7  <b>eligible</b> [1] - 94:13  <b>Ellen</b> [1] - 132:13  <b>elsewhere</b> [3] - 68:15,  70:3, 75:19  <b>emergency</b> [2] -  172:9, 172:10  <b>emerging</b> [2] - 159:7,  159:8  <b>emission</b> [1] - 138:8  <b>emissions</b> [17] -  133:14, 133:16,  134:3, 135:3, 136:7,  136:11, 138:2,  140:17, 142:7,  142:14, 143:10,  143:13, 144:4,  145:3, 160:9,  160:11, 160:16  <b>empty</b> [1] - 233:19  <b>enacted</b> [1] - 5:6  <b>encapsulate</b> [1] -  182:19  <b>encased</b> [1] - 192:15  <b>encounter</b> [1] - 72:17  <b>encourage</b> [2] - 95:7,  166:4  <b>encouraged</b> [1] -  230:3  <b>encouraging</b> [3] -  72:16, 110:16,  218:11  <b>encroaching</b> [1] - 215:18  <b>encroaching</b> [1] -  154:12  <b>End</b> [2] - 25:5, 33:5  <b>end</b> [12] - 11:16,  29:19, 39:5, 67:12,  77:12, 79:4, 128:13,  133:7, 167:2, 172:1,  196:19, 220:10  <b>ended</b> [3] - 31:8, 63:3,  158:4  <b>ends</b> [1] - 162:19  <b>energy</b> [63] - 133:11,  138:3, 138:8,  138:16, 138:18,  139:4, 139:17,  140:2, 140:8,</p>	<p>141:12, 142:5,  142:8, 142:10,  143:2, 144:3, 144:5,  144:7, 148:16,  153:6, 153:7,  153:19, 155:4,  155:13, 156:13,  156:14, 156:18,  157:3, 161:1, 161:6,  161:12, 163:11,  166:5, 167:7,  167:16, 168:4,  168:6, 169:12,  172:17, 173:4,  175:11, 179:2,  179:17, 180:4,  180:7, 180:8,  181:15, 181:16,  182:2, 182:13,  182:17, 184:2,  184:10, 187:12,  189:4, 197:17,  199:13, 200:17,  201:15, 201:17,  201:19, 206:13,  218:13  <b>enforcement</b> [1] -  75:13  <b>engage</b> [1] - 178:18  <b>engagement</b> [2] -  139:4, 144:8  <b>engaging</b> [2] -  144:10, 144:11  <b>enhance</b> [1] - 183:9  <b>enjoy</b> [1] - 26:15  <b>enlarge</b> [1] - 2:10  <b>ensure</b> [1] - 87:16  <b>entire</b> [4] - 45:4, 45:5,  90:6, 222:8  <b>entirely</b> [2] - 33:7,  127:18  <b>entrance</b> [1] - 229:18  <b>envelope</b> [2] - 134:12,  169:16  <b>environment</b> [13] -  9:9, 36:13, 78:17,  157:5, 158:16,  169:2, 171:7,  195:10, 196:17,  197:4, 197:6,  197:13, 197:18  <b>environmental</b> [4] -  26:8, 26:13, 184:11,  184:17  <b>Environmental</b> [1] -  132:11  <b>environmentalist</b> [1] -  27:15  <b>environmentalists</b> [1]  - 57:9  <b>envisioned</b> [1] -</p>	<p>203:11  <b>episodically</b> [1] -  56:11  <b>equal</b> [1] - 104:16  <b>equally</b> [1] - 171:15  <b>equation</b> [1] - 161:4  <b>equipment</b> [1] - 75:12  <b>equipped</b> [1] - 83:12  <b>equity</b> [5] - 94:15,  118:14, 121:4,  121:10, 122:4  <b>ERRATA</b> [1] - 236:1  <b>Errata</b> [2] - 236:2,  236:7  <b>especially</b> [4] - 76:13,  87:5, 103:14, 104:7  <b>essentially</b> [1] - 59:12  <b>establish</b> [1] - 17:5  <b>established</b> [1] -  80:19  <b>estate</b> [2] - 24:16,  26:7  <b>estimate</b> [1] - 136:6  <b>etcetera</b> [5] - 79:19,  138:19, 139:4,  139:5  <b>evaluated</b> [1] - 148:13  <b>evaluation</b> [1] -  192:12  <b>evening</b> [2] - 14:18,  235:13  <b>evenings</b> [1] - 6:12  <b>evenly</b> [2] - 37:13,  60:16  <b>event</b> [1] - 87:17  <b>eventually</b> [1] -  216:12  <b>Eversource</b> [5] -  156:15, 173:15,  178:13, 178:19,  206:5  <b>ex</b> [2] - 4:1  <b>ex-CDD</b> [1] - 4:1  <b>ex-Planning</b> [1] - 4:1  <b>exact</b> [4] - 42:2, 98:4,  166:8, 175:9  <b>exactly</b> [9] - 58:5,  91:12, 109:9,  120:14, 156:6,  188:9, 215:16,  217:11, 231:14  <b>example</b> [8] - 65:6,  134:11, 136:2,  143:17, 196:16,  201:8, 202:16  <b>examples</b> [4] -  147:12, 147:15,  191:8, 191:11  <b>exceed</b> [1] - 39:8  <b>excellent</b> [1] - 155:18  <b>except</b> [2] - 28:12,</p>
<b>E</b>				
<p><b>early</b> [2] - 176:4,  201:10  <b>easier</b> [2] - 93:15,  189:17  <b>east</b> [1] - 187:4  <b>East</b> [11] - 100:11,</p>	<p>161:17, 163:5,</p>	<p>140:2, 140:8,</p>	<p><b>envisioned</b> [1] -</p>	<p><b>except</b> [2] - 28:12,</p>

<p>236:15  <b>excess</b> [1] - 54:3  <b>excessive</b> [1] - 224:8  <b>exchange</b> [2] - 60:4, 60:6  <b>excited</b> [2] - 120:15, 181:6  <b>excuse</b> [3] - 57:3, 194:9, 212:1  <b>exempt</b> [1] - 68:18  <b>exercise</b> [2] - 119:1, 139:8  <b>exist</b> [5] - 27:17, 35:3, 137:19, 147:18, 203:19  <b>existence</b> [1] - 19:12  <b>existing</b> [9] - 2:10, 13:10, 59:8, 112:15, 141:2, 143:3, 143:5, 204:16, 204:17  <b>expand</b> [1] - 100:9  <b>expanding</b> [1] - 29:15  <b>expect</b> [4] - 84:3, 146:6, 149:4, 208:16  <b>expecting</b> [1] - 211:14  <b>expedite</b> [1] - 38:6  <b>expensive</b> [6] - 63:7, 64:7, 64:11, 134:5, 192:4, 192:19  <b>experience</b> [8] - 102:12, 106:7, 107:5, 107:13, 117:14, 160:4, 196:13, 209:10  <b>expertise</b> [1] - 139:3  <b>experts</b> [3] - 88:15, 137:3, 159:13  <b>expire</b> [1] - 16:18  <b>Expires</b> [1] - 237:13  <b>expires</b> [1] - 172:14  <b>expiring</b> [3] - 13:11, 17:17, 18:8  <b>exposed</b> [2] - 186:11, 186:14  <b>exposure</b> [1] - 197:6  <b>expressed</b> [1] - 55:17  <b>extent</b> [3] - 125:16, 146:17, 166:1  <b>exterior</b> [3] - 216:9, 216:10, 217:3  <b>extra</b> [5] - 36:7, 118:12, 163:8, 213:11, 215:12  <b>extraordinarily</b> [1] - 192:18  <b>extraordinary</b> [9] - 152:12, 158:3, 158:10, 158:15, 185:7, 193:2, 195:10, 197:15,</p>	<p>200:15  <b>extreme</b> [1] - 51:17  <b>extremely</b> [3] - 121:17, 181:6, 183:2</p> <hr/> <p style="text-align: center;"><b>F</b></p> <hr/> <p><b>fabric</b> [1] - 215:11  <b>face</b> [3] - 29:5, 68:14, 113:3  <b>facilities</b> [2] - 172:19, 173:1  <b>facility</b> [1] - 231:10  <b>facing</b> [9] - 7:1, 7:4, 8:19, 16:18, 17:12, 19:2, 20:9, 32:2, 88:18  <b>fact</b> [9] - 94:18, 96:4, 118:8, 133:10, 154:13, 167:6, 186:18, 190:17, 225:3  <b>factor</b> [2] - 40:19, 87:13  <b>fading</b> [1] - 147:7  <b>fair</b> [7] - 33:2, 56:3, 56:4, 59:17, 88:4, 107:4, 191:2  <b>fairly</b> [3] - 87:8, 127:16, 174:19  <b>fall</b> [3] - 5:9, 100:16, 156:19  <b>fallen</b> [1] - 163:17  <b>falling</b> [1] - 103:16  <b>Falmouth</b> [1] - 176:5  <b>familiar</b> [2] - 29:11, 29:12  <b>families</b> [9] - 35:3, 41:11, 42:19, 48:10, 48:11, 59:19, 108:5, 179:15, 198:15  <b>family</b> [26] - 7:11, 7:12, 27:11, 30:3, 47:7, 48:8, 106:2, 147:8, 156:18, 157:2, 178:14, 179:11, 186:8, 189:7, 189:8, 189:10, 189:17, 189:18, 190:5, 190:14, 190:19, 191:2, 205:19, 226:10, 227:3  <b>fantastic</b> [1] - 192:18  <b>far</b> [10] - 22:18, 39:7, 39:15, 52:19, 82:19, 110:9, 137:5, 142:5, 155:14, 156:19  <b>FAR</b> [4] - 50:6, 57:6, 57:8, 176:10</p>	<p><b>Farooq</b> [2] - 1:13, 132:13  <b>FAROOQ</b> [26] - 3:11, 25:17, 66:15, 69:14, 75:15, 76:4, 76:8, 76:16, 83:10, 166:7, 182:11, 182:18, 190:16, 196:6, 204:10, 205:15, 207:10, 215:8, 215:16, 216:3, 216:10, 216:19, 217:4, 217:9, 219:4, 220:11  <b>fascinating</b> [1] - 128:13  <b>fast</b> [2] - 211:8, 232:19  <b>fault</b> [1] - 229:2  <b>favor</b> [2] - 34:2, 235:9  <b>favorable</b> [3] - 122:12, 123:5, 229:4  <b>favorably</b> [1] - 39:17  <b>favorite</b> [1] - 143:17  <b>feasibility</b> [5] - 125:4, 148:15, 150:19, 191:12, 207:18  <b>feasible</b> [4] - 49:12, 68:5, 162:3, 168:19  <b>feature</b> [1] - 223:4  <b>features</b> [2] - 185:11, 185:13  <b>federal</b> [1] - 34:18  <b>Federal</b> [1] - 68:16  <b>fee</b> [2] - 155:16, 156:2  <b>feedback</b> [2] - 54:18, 55:3  <b>feet</b> [3] - 133:18, 181:5, 181:12  <b>felt</b> [2] - 177:8, 182:12  <b>few</b> [9] - 4:7, 13:10, 15:9, 18:10, 91:19, 94:19, 163:3, 176:7, 192:3  <b>fewer</b> [4] - 46:18, 47:5, 49:13, 191:12  <b>Field</b> [1] - 28:1  <b>figure</b> [15] - 30:7, 42:2, 49:6, 56:18, 57:15, 105:14, 105:19, 168:15, 172:16, 175:3, 180:12, 200:2, 205:4, 205:5, 207:1  <b>figuring</b> [1] - 139:11  <b>filed</b> [1] - 133:16  <b>fill</b> [3] - 86:11, 195:8, 224:8  <b>final</b> [2] - 151:9, 159:11</p>	<p><b>finally</b> [4] - 144:8, 147:10, 164:16, 168:15  <b>finance</b> [1] - 139:3  <b>financeable</b> [1] - 10:4  <b>financed</b> [1] - 19:12  <b>financial</b> [4] - 106:16, 156:8, 183:3, 211:10  <b>financing</b> [5] - 47:16, 47:17, 72:17, 78:9, 94:2  <b>fine</b> [2] - 165:2, 177:10  <b>finished</b> [1] - 139:12  <b>finishes</b> [1] - 59:4  <b>finite</b> [1] - 139:13  <b>fire</b> [5] - 120:8, 176:2, 202:15, 202:18, 209:9  <b>firm</b> [1] - 196:9  <b>First</b> [7] - 227:9, 228:8, 230:11, 230:14, 231:2, 233:18  <b>first</b> [26] - 10:19, 12:11, 23:15, 25:4, 76:5, 122:8, 122:12, 125:16, 138:14, 140:3, 140:17, 143:1, 152:13, 152:18, 153:2, 153:15, 154:6, 160:3, 170:6, 170:8, 178:12, 181:2, 191:5, 191:7, 198:15, 221:13  <b>firsthand</b> [1] - 107:12  <b>fit</b> [1] - 185:2  <b>fitted</b> [1] - 213:3  <b>five</b> [19] - 17:16, 17:17, 32:19, 63:1, 65:7, 110:4, 131:17, 138:6, 142:19, 146:9, 148:7, 148:11, 149:16, 149:19, 150:1, 150:9, 151:14, 186:11  <b>five-minute</b> [1] - 131:17  <b>fixed</b> [1] - 74:3  <b>flags</b> [1] - 218:10  <b>flesh</b> [1] - 84:5  <b>flexibility</b> [4] - 53:4, 55:13, 111:14, 112:4  <b>floor</b> [5] - 2:13, 55:6, 56:15, 186:15, 227:18  <b>Floor</b> [1] - 1:6</p>	<p><b>floors</b> [3] - 52:9, 52:10, 55:11  <b>FLORRIE</b> [2] - 12:8, 46:3  <b>Florrie</b> [1] - 12:8  <b>FLYNN</b> [5] - 28:8, 117:13, 118:15, 212:8, 229:10  <b>Flynn</b> [2] - 1:11, 28:9  <b>foam</b> [1] - 213:14  <b>focus</b> [5] - 22:3, 105:7, 127:5, 140:13, 146:18  <b>focusing</b> [2] - 17:14, 19:6  <b>focused</b> [6] - 17:16, 136:12, 140:17, 143:2, 143:7, 144:15  <b>foliage</b> [2] - 225:4, 226:14  <b>folks</b> [10] - 29:9, 40:5, 43:15, 48:4, 67:1, 104:18, 104:19, 116:8, 118:6, 125:16  <b>follow</b> [3] - 41:7, 42:14, 78:19  <b>following</b> [2] - 76:18, 103:10  <b>Food</b> [1] - 27:9  <b>food</b> [1] - 232:19  <b>foot</b> [1] - 162:2  <b>footage</b> [1] - 49:10  <b>footprint</b> [2] - 147:14, 179:17  <b>FOR</b> [1] - 1:2  <b>for-profit</b> [2] - 76:5, 76:17  <b>force</b> [13] - 133:2, 135:1, 135:9, 135:10, 136:16, 138:13, 139:7, 144:14, 149:2, 177:8, 215:9, 215:10, 221:5  <b>forced</b> [1] - 131:3  <b>foregoing</b> [1] - 236:15  <b>FOREGOING</b> [1] - 237:15  <b>forget</b> [2] - 49:1, 58:6  <b>form</b> [2] - 135:9, 169:13  <b>format</b> [3] - 80:3, 83:19, 170:18  <b>formed</b> [2] - 135:1, 139:1  <b>former</b> [1] - 12:13  <b>forth</b> [3] - 53:10, 61:9, 237:6  <b>fortunate</b> [1] - 103:18</p>
--	---	--	--	--

<p><b>fortunately</b> [2] - 18:10, 25:9</p> <p><b>forum</b> [1] - 218:2</p> <p><b>forums</b> [1] - 151:16</p> <p><b>forward</b> [13] - 7:1, 8:4, 12:5, 12:7, 29:14, 34:3, 34:6, 35:14, 81:12, 154:17, 185:10, 197:2, 221:1</p> <p><b>fossil</b> [3] - 138:9, 144:5, 163:6</p> <p><b>four</b> [12] - 32:19, 37:4, 65:7, 110:4, 138:19, 150:13, 151:3, 186:19, 208:15, 208:18, 212:13, 218:19</p> <p><b>frame</b> [2] - 16:5, 202:4</p> <p><b>framing</b> [1] - 216:18</p> <p><b>free</b> [7] - 12:4, 36:5, 36:7, 36:8, 113:12, 138:3, 138:8</p> <p><b>frees</b> [1] - 115:13</p> <p><b>frequently</b> [2] - 164:4, 192:15</p> <p><b>Fresh</b> [1] - 130:10</p> <p><b>friend</b> [1] - 226:4</p> <p><b>friendly</b> [1] - 33:10</p> <p><b>front</b> [10] - 12:6, 28:3, 202:16, 207:9, 213:1, 229:15, 230:8, 230:17, 231:1</p> <p><b>fuel</b> [1] - 138:9</p> <p><b>fuels</b> [2] - 144:6, 163:6</p> <p><b>full</b> [2] - 166:12, 211:16</p> <p><b>full-block</b> [1] - 166:12</p> <p><b>fully</b> [1] - 121:11</p> <p><b>fume</b> [1] - 141:7</p> <p><b>function</b> [1] - 182:19</p> <p><b>fund</b> [4] - 143:11, 143:14</p> <p><b>funded</b> [3] - 17:1, 63:2, 65:5</p> <p><b>funder</b> [2] - 66:16, 88:5</p> <p><b>fundes</b> [2] - 63:8, 64:6</p> <p><b>funding</b> [11] - 66:11, 67:4, 68:13, 78:17, 89:8, 113:13, 113:17, 114:1, 114:7, 119:11, 172:7</p> <p><b>funds</b> [2] - 106:15, 106:16</p> <p><b>funny</b> [1] - 4:5</p> <p><b>furnace</b> [2] - 189:1,</p>	<p>212:15</p> <p><b>future</b> [4] - 8:2, 72:12, 95:14, 170:10</p> <hr/> <p style="text-align: center;"><b>G</b></p> <hr/> <p><b>gain</b> [1] - 198:8</p> <p><b>game</b> [2] - 57:5, 137:3</p> <p><b>games</b> [1] - 28:6</p> <p><b>gap</b> [2] - 101:1, 103:17</p> <p><b>gardens</b> [2] - 27:17, 27:19</p> <p><b>gas</b> [9] - 133:13, 134:3, 136:7, 136:10, 138:2, 161:13, 161:14, 163:12, 170:13</p> <p><b>gather</b> [1] - 140:5</p> <p><b>gees</b> [1] - 64:7</p> <p><b>GENERAL</b> [2] - 1:3, 2:2</p> <p><b>general</b> [2] - 101:19, 218:12</p> <p><b>generally</b> [6] - 23:9, 33:6, 37:18, 50:11, 99:11, 119:17</p> <p><b>generated</b> [1] - 173:5</p> <p><b>generation</b> [2] - 153:19, 154:5</p> <p><b>genesis</b> [1] - 167:8</p> <p><b>Genzyme</b> [2] - 193:15, 195:19</p> <p><b>geothermal</b> [8] - 160:19, 161:8, 161:12, 161:18, 162:1, 162:9, 163:4, 190:7</p> <p><b>German</b> [1] - 192:4</p> <p><b>ghetto</b> [1] - 55:11</p> <p><b>gift</b> [1] - 116:11</p> <p><b>given</b> [12] - 25:1, 43:17, 54:1, 94:18, 97:19, 123:4, 123:5, 127:1, 135:19, 160:3, 168:13, 190:15</p> <p><b>glass</b> [7] - 183:18, 191:16, 191:18, 192:5, 192:15, 194:15, 213:10</p> <p><b>glazed</b> [1] - 212:18</p> <p><b>Glen</b> [1] - 30:18</p> <p><b>goal</b> [6] - 90:10, 92:5, 135:5, 135:6, 152:8, 163:10</p> <p><b>goals</b> [9] - 25:4, 57:11, 133:15, 143:19, 149:2, 158:13, 163:14, 175:11, 197:16</p>	<p><b>God</b> [1] - 77:13</p> <p><b>Gold</b> [3] - 153:6, 184:12, 185:18</p> <p><b>gonna</b> [2] - 41:3, 52:7</p> <p><b>gotcha</b> [2] - 75:5, 75:14</p> <p><b>Gotcha</b> [1] - 77:8</p> <p><b>Government</b> [1] - 68:17</p> <p><b>government</b> [1] - 68:17</p> <p><b>Governor</b> [2] - 175:10, 175:13</p> <p><b>grade</b> [1] - 65:11</p> <p><b>graduate</b> [1] - 169:6</p> <p><b>grant</b> [1] - 79:17</p> <p><b>granted</b> [1] - 63:4</p> <p><b>grapple</b> [1] - 38:4</p> <p><b>Graves</b> [2] - 221:18, 228:7</p> <p><b>great</b> [28] - 7:8, 7:19, 9:8, 10:8, 10:13, 23:7, 30:19, 31:13, 48:3, 81:19, 129:8, 129:13, 158:4, 159:17, 164:3, 166:6, 166:9, 169:16, 183:4, 185:14, 187:15, 220:13, 221:1, 221:8, 228:1, 228:6, 229:13</p> <p><b>greater</b> [6] - 7:5, 27:8, 50:4, 54:8, 55:12, 127:11</p> <p><b>greatest</b> [3] - 43:10, 146:15, 182:7</p> <p><b>greatly</b> [1] - 29:4</p> <p><b>green</b> [5] - 142:6, 153:3, 174:11, 220:1, 224:9</p> <p><b>greenhouse</b> [5] - 133:13, 134:2, 136:6, 136:10, 138:2</p> <p><b>greening</b> [2] - 173:18, 173:19</p> <p><b>grew</b> [2] - 31:15, 105:3</p> <p><b>grid</b> [5] - 161:18, 172:10, 174:5, 197:7, 205:2</p> <p><b>grill</b> [2] - 120:3, 120:6</p> <p><b>gritty</b> [1] - 185:17</p> <p><b>ground</b> [3] - 2:13, 186:11, 227:18</p> <p><b>group</b> [6] - 47:11, 133:7, 155:6, 159:12, 169:5, 183:6</p> <p><b>groups</b> [1] - 139:1</p>	<p><b>growing</b> [2] - 135:17, 142:10</p> <p><b>growth</b> [1] - 142:15</p> <p><b>guard</b> [1] - 197:19</p> <p><b>guess</b> [13] - 10:19, 23:3, 24:8, 24:14, 25:1, 27:19, 41:10, 41:11, 42:4, 75:15, 104:14, 125:2, 188:9</p> <p><b>guidance</b> [1] - 218:9</p> <p><b>guidelines</b> [1] - 221:7</p> <p><b>guns</b> [1] - 213:18</p> <p><b>gut</b> [1] - 75:3</p> <p><b>guy</b> [1] - 202:17</p> <p><b>guys</b> [7] - 31:11, 37:1, 81:18, 103:16, 105:6, 180:9, 192:1</p> <p><b>Gwen</b> [1] - 14:8</p> <p><b>GWENDOLEN</b> [1] - 14:8</p> <hr/> <p style="text-align: center;"><b>H</b></p> <hr/> <p><b>half</b> [5] - 10:11, 41:2, 130:19, 189:3, 218:14</p> <p><b>Hall</b> [1] - 196:19</p> <p><b>hall</b> [1] - 202:16</p> <p><b>Hampshire</b> [1] - 174:12</p> <p><b>Hancock</b> [2] - 223:15, 223:19</p> <p><b>hand</b> [2] - 79:2, 237:8</p> <p><b>hands</b> [2] - 80:7, 85:9</p> <p><b>hands)</b> [1] - 235:10</p> <p><b>handy</b> [1] - 190:18</p> <p><b>happy</b> [7] - 12:12, 15:15, 16:8, 71:18, 119:4, 119:18, 157:18</p> <p><b>HARAN</b> [1] - 12:16</p> <p><b>Haran</b> [1] - 12:16</p> <p><b>hard</b> [12] - 53:5, 73:9, 73:10, 90:2, 97:18, 99:6, 108:5, 153:14, 195:7, 216:11, 230:19</p> <p><b>harder</b> [4] - 29:9, 133:13, 190:1</p> <p><b>hardest</b> [1] - 161:13</p> <p><b>harmony</b> [1] - 72:12</p> <p><b>Harvard</b> [13] - 2:9, 32:16, 142:1, 143:17, 152:2, 155:9, 158:14, 180:14, 180:16, 223:14, 223:15, 223:19</p> <p><b>hassle</b> [1] - 214:9</p>	<p><b>hat</b> [1] - 82:3</p> <p><b>hate</b> [1] - 128:11</p> <p><b>hawkinson</b> [1] - 232:1</p> <p><b>head</b> [3] - 30:7, 146:8, 228:18</p> <p><b>heading</b> [1] - 88:8</p> <p><b>headlights</b> [2] - 158:8, 160:4</p> <p><b>health</b> [3] - 203:4, 211:1, 211:3</p> <p><b>healthy</b> [2] - 144:18, 144:19</p> <p><b>hear</b> [14] - 7:10, 12:2, 18:16, 18:17, 20:18, 20:19, 22:11, 22:12, 24:17, 53:12, 57:12, 72:1, 117:18, 234:3</p> <p><b>heard</b> [10] - 16:6, 16:16, 18:12, 120:1, 134:16, 154:12, 192:6, 192:7, 195:2, 215:11</p> <p><b>HEARING</b> [1] - 1:3</p> <p><b>hearing</b> [9] - 4:8, 4:12, 4:17, 15:3, 20:6, 216:4, 222:5, 229:7, 237:6</p> <p><b>hearings</b> [1] - 4:17</p> <p><b>heartening</b> [1] - 168:8</p> <p><b>heat</b> [8] - 162:10, 162:11, 164:9, 186:19, 189:1, 193:14, 213:5</p> <p><b>HEATHER</b> [3] - 228:10, 228:13, 228:18</p> <p><b>heating</b> [5] - 136:8, 161:10, 163:7, 164:7, 190:7</p> <p><b>height</b> [8] - 57:8, 57:17, 60:4, 176:10, 219:6, 219:19, 220:5</p> <p><b>held</b> [1] - 151:16</p> <p><b>help</b> [24] - 6:19, 9:17, 13:14, 19:17, 20:1, 23:5, 32:4, 55:14, 62:8, 77:19, 81:19, 82:4, 84:4, 84:7, 94:8, 124:7, 126:17, 144:3, 161:10, 171:13, 172:15, 206:17, 212:8, 212:9</p> <p><b>helpful</b> [7] - 16:2, 16:4, 36:17, 37:3, 95:14, 185:9, 188:10</p> <p><b>Henry</b> [1] - 196:8</p> <p><b>hereby</b> [1] - 236:16</p> <p><b>herein</b> [1] - 237:6</p>
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<p><b>heresy</b> [1] - 130:8  <b>hereunto</b> [1] - 237:8  <b>hesitate</b> [1] - 75:16  <b>hi</b> [1] - 31:1  <b>high</b> [16] - 10:9,  16:15, 18:9, 52:13,  65:2, 68:2, 68:6,  78:18, 86:19,  130:18, 163:6,  171:16, 171:17,  171:18, 187:15,  204:15  <b>higher</b> [17] - 39:11,  50:9, 50:13, 50:15,  50:19, 55:15, 56:9,  69:19, 75:8, 75:18,  76:11, 85:3, 110:8,  124:16, 124:18,  127:6, 188:7  <b>highest</b> [3] - 139:9,  182:13, 182:15  <b>highlight</b> [1] - 17:9  <b>hire</b> [1] - 167:19  <b>hired</b> [1] - 175:3  <b>hiring</b> [2] - 168:2,  172:15  <b>historic</b> [2] - 39:4,  212:17  <b>historically</b> [2] - 32:8,  48:8  <b>history</b> [2] - 61:11,  129:18  <b>hit</b> [1] - 219:9  <b>hockey</b> [1] - 28:5  <b>HOFFMAN</b> [3] -  228:10, 228:13,  228:18  <b>hold</b> [1] - 142:8  <b>hole</b> [2] - 162:4,  233:11  <b>Holmes</b> [1] - 180:11  <b>home</b> [15] - 101:12,  106:7, 106:17,  107:5, 107:8, 115:7,  116:4, 116:6,  117:14, 118:4,  119:2, 122:8,  122:12, 199:17,  232:2  <b>homelessness</b> [1] -  108:3  <b>homeowner</b> [1] -  23:18  <b>homeowner's</b> [3] -  13:3, 13:4, 113:19  <b>homes</b> [3] - 190:19,  191:10, 216:5  <b>honest</b> [1] - 24:15  <b>hoods</b> [1] - 141:7  <b>hope</b> [8] - 17:5, 56:7,  100:15, 128:16,</p>	<p>131:12, 168:14,  169:4, 178:12  <b>hopeful</b> [1] - 121:6  <b>hopefully</b> [2] - 8:12,  166:13  <b>hopes</b> [1] - 25:4  <b>hoping</b> [9] - 15:6,  73:11, 100:8,  156:17, 172:10,  172:12, 178:18,  179:10, 205:19  <b>Hospital</b> [1] - 222:8  <b>hot</b> [2] - 70:7, 171:11  <b>hour</b> [1] - 10:12  <b>hours</b> [2] - 141:8,  234:14  <b>house</b> [19] - 103:18,  105:2, 114:15,  162:2, 162:4, 186:8,  186:12, 188:19,  189:10, 190:5,  190:9, 202:17,  203:12, 208:19,  209:2, 212:7,  212:14, 223:18,  224:3  <b>household</b> [1] - 99:3  <b>households</b> [8] -  42:10, 46:18, 47:3,  94:13, 101:2, 107:9,  114:16, 115:3  <b>houses</b> [5] - 131:1,  163:3, 189:7,  190:14, 224:2  <b>Housing</b> [19] - 2:5,  6:3, 11:2, 11:8,  16:9, 16:14, 20:11,  20:13, 33:14, 37:9,  41:16, 45:11, 46:8,  46:10, 68:5, 73:3,  77:6, 85:16, 88:11  <b>housing</b> [110] - 3:19,  6:11, 6:14, 7:1, 7:7,  7:11, 7:12, 7:16,  8:7, 8:15, 8:17, 9:3,  11:18, 13:7, 14:7,  14:11, 14:12, 15:9,  15:10, 15:18, 16:7,  16:15, 17:13, 19:1,  19:9, 19:17, 20:2,  20:5, 20:8, 20:9,  20:10, 25:11, 27:7,  27:13, 28:19, 30:3,  30:9, 31:6, 34:3,  34:11, 34:12, 34:18,  36:16, 37:11, 37:12,  37:15, 37:18, 38:7,  38:16, 40:4, 40:7,  40:12, 41:16, 44:9,  46:12, 46:13, 46:16,  48:5, 48:8, 51:10,  54:17, 58:1, 64:12,</p>	<p>69:2, 73:3, 80:6,  81:16, 84:6, 85:13,  89:9, 90:5, 90:12,  91:16, 92:1, 94:2,  95:8, 95:17, 95:19,  96:2, 97:8, 101:3,  101:9, 102:10,  104:1, 104:2, 104:5,  108:2, 115:3, 115:9,  115:16, 115:17,  122:14, 123:2,  124:6, 124:8, 129:2,  130:13, 140:14,  154:14, 158:13,  177:7, 177:14,  178:14, 190:10,  190:11, 220:3,  220:19  <b>HRI</b> [4] - 42:10, 66:19,  198:9, 198:10  <b>HUD</b> [2] - 47:15, 99:3  <b>huge</b> [8] - 74:7, 107:6,  121:18, 122:5,  173:19, 181:13,  186:5, 224:1  <b>HUGH</b> [43] - 29:17,  70:19, 71:6, 88:7,  91:5, 91:13, 92:3,  92:5, 97:4, 97:13,  101:13, 126:10,  128:2, 128:9, 160:2,  160:19, 162:1,  162:7, 162:14,  162:18, 176:9,  186:5, 188:18,  189:13, 189:19,  190:4, 193:5, 193:8,  195:2, 198:18,  212:6, 212:12,  213:8, 213:13,  214:6, 217:14,  218:7, 218:17,  223:16, 224:5,  224:16, 234:12,  234:18  <b>Hugh</b> [5] - 1:9, 29:17,  188:9, 215:9,  220:12</p> <hr/> <p style="text-align: center;"><b>I</b></p> <hr/> <p><b>idea</b> [10] - 50:4, 51:8,  63:11, 96:9, 155:16,  156:5, 185:14,  219:7, 220:7, 222:6  <b>ideal</b> [1] - 82:14  <b>ideas</b> [12] - 22:5, 32:3,  34:13, 51:3, 62:12,  64:13, 66:7, 69:3,  77:12, 141:14,  143:1, 219:11</p>	<p><b>identification</b> [1] -  91:9  <b>identified</b> [3] - 17:18,  18:6, 91:3  <b>identify</b> [1] - 84:7  <b>illustrates</b> [1] - 142:3  <b>imagine</b> [2] - 104:6,  159:10  <b>immediate</b> [1] - 157:9  <b>immediately</b> [2] -  130:16, 177:5  <b>impact</b> [4] - 141:15,  143:9, 145:16,  145:17  <b>impacted</b> [1] - 205:9  <b>impacting</b> [1] - 20:12  <b>impediments</b> [1] -  10:1  <b>imperative</b> [4] -  135:17, 136:5,  183:2, 183:3  <b>imperfectly</b> [1] -  92:19  <b>impetus</b> [1] - 133:4  <b>implement</b> [2] -  189:4, 206:17  <b>implementation</b> [3] -  144:16, 201:3,  205:2  <b>implemented</b> [3] -  145:7, 145:8,  214:18  <b>implementing</b> [2] -  151:2, 168:7  <b>implication</b> [1] -  167:12  <b>implications</b> [2] -  20:17, 167:3  <b>implicit</b> [1] - 189:9  <b>important</b> [27] - 6:10,  6:15, 9:12, 19:8,  19:14, 36:10, 47:11,  49:16, 52:3, 61:6,  72:9, 73:7, 73:14,  87:13, 99:14, 100:3,  123:17, 126:15,  141:11, 142:6,  144:7, 145:19,  158:19, 196:15,  198:4, 204:12  <b>importantly</b> [2] - 28:4,  144:10  <b>impossible</b> [1] - 25:7  <b>impressed</b> [1] - 29:13  <b>improve</b> [3] - 7:15,  60:3, 61:15  <b>improved</b> [4] -  109:17, 141:4,  143:6, 164:15  <b>improvement</b> [2] -  211:13, 222:17</p>	<p><b>improvements</b> [1] -  178:6  <b>IN</b> [2] - 237:8, 237:16  <b>in-fill</b> [2] - 86:11,  224:8  <b>in-housing</b> [1] - 16:7  <b>inaudible</b> [1] - 68:3  <b>Inaudible</b> [1] - 192:9  <b>INC</b> [1] - 1:17  <b>Inc</b> [1] - 12:19  <b>incent</b> [1] - 45:2  <b>incentive</b> [8] - 5:3,  20:6, 21:16, 156:8,  156:18, 179:8,  216:13, 216:14  <b>Incentive</b> [4] - 11:14,  15:2, 17:3, 123:16  <b>incentives</b> [5] -  155:12, 156:8,  179:1, 206:9,  206:16  <b>incentivize</b> [2] -  57:11, 178:8  <b>incentivizes</b> [1] -  95:13  <b>incentivizing</b> [2] -  174:7, 174:11  <b>inception</b> [1] - 12:18  <b>inches</b> [3] - 213:13,  216:4, 216:6  <b>include</b> [5] - 86:1,  86:7, 89:8, 129:5,  156:13  <b>included</b> [4] - 21:2,  51:19, 62:15, 167:5  <b>including</b> [6] - 27:19,  33:13, 55:9, 86:13,  157:11, 211:11  <b>inclusionary</b> [28] -  7:13, 21:12, 21:17,  21:19, 36:15, 37:3,  40:18, 43:9, 43:12,  43:19, 44:13, 44:17,  44:19, 49:8, 52:16,  60:12, 95:19, 99:16,  99:17, 109:16,  110:6, 111:16,  112:6, 112:9,  113:11, 114:6,  115:7, 127:4  <b>Inclusionary</b> [11] -  11:15, 12:11, 17:6,  35:17, 36:3, 52:2,  56:6, 56:10, 92:18,  123:17, 124:17  <b>income</b> [83] - 9:18,  20:8, 20:9, 20:10,  21:2, 21:5, 29:7,  30:17, 36:13, 36:15,  40:5, 45:6, 46:16,  46:19, 47:11, 47:16,</p>
---	--	--	---	---



<p>48:2, 51:9, 52:18, 59:3, 85:15, 86:2, 86:4, 86:7, 86:14, 92:11, 92:12, 93:16, 94:14, 95:16, 96:2, 96:5, 96:10, 96:14, 97:8, 98:8, 98:18, 99:4, 99:10, 99:13, 100:13, 100:17, 100:18, 101:2, 102:2, 102:8, 102:9, 102:17, 104:2, 106:2, 106:13, 106:14, 107:9, 107:18, 108:17, 110:7, 110:8, 110:9, 110:11, 110:17, 111:5, 112:5, 112:10, 112:11, 116:3, 116:17, 119:3, 119:7, 119:13, 120:19, 123:13, 124:14, 124:19, 125:6, 125:9, 126:1, 126:7, 126:11, 128:5, 128:6, 154:14, 154:17</p> <p><b>incomes</b> [2] - 93:17, 109:17</p> <p><b>inconsistent</b> [1] - 127:19</p> <p><b>incorporate</b> [1] - 229:16</p> <p><b>incorporated</b> [2] - 192:3, 229:18</p> <p><b>increase</b> [8] - 54:16, 115:17, 124:15, 125:10, 153:5, 178:7, 179:1, 219:18</p> <p><b>increases</b> [1] - 110:16</p> <p><b>increasing</b> [5] - 55:2, 87:6, 126:5, 141:11, 214:17</p> <p><b>incredible</b> [3] - 172:4, 217:17, 221:6</p> <p><b>independent</b> [1] - 88:15</p> <p><b>Index</b> [1] - 2:15</p> <p><b>indicated</b> [1] - 155:10</p> <p><b>individual</b> [3] - 89:18, 90:9, 226:19</p> <p><b>industry</b> [1] - 155:7</p> <p><b>inefficiency</b> [1] - 201:12</p> <p><b>inefficient</b> [1] - 182:14</p> <p><b>infancy</b> [1] - 209:14</p> <p><b>influence</b> [2] - 88:5, 167:14</p>	<p><b>informal</b> [1] - 58:8</p> <p><b>informally</b> [1] - 127:2</p> <p><b>information</b> [18] - 7:17, 8:3, 16:1, 16:10, 21:3, 29:11, 62:16, 97:17, 98:7, 98:10, 99:2, 99:5, 100:17, 126:9, 157:14, 181:19, 190:18, 217:12</p> <p><b>informative</b> [1] - 188:13</p> <p><b>inherited</b> [1] - 103:18</p> <p><b>input</b> [3] - 83:15, 88:3, 221:4</p> <p><b>inserted</b> [1] - 92:15</p> <p><b>inside</b> [4] - 173:2, 194:17, 216:14, 216:17</p> <p><b>insistence</b> [1] - 197:19</p> <p><b>Inspectional</b> [1] - 233:3</p> <p><b>inspections</b> [1] - 203:5</p> <p><b>installation</b> [3] - 221:15, 222:11, 222:13</p> <p><b>installed</b> [1] - 203:2</p> <p><b>instance</b> [3] - 119:9, 130:10, 197:8</p> <p><b>instead</b> [3] - 78:3, 130:10, 226:19</p> <p><b>institutional</b> [2] - 147:9, 180:13</p> <p><b>institutions</b> [2] - 158:14, 158:18</p> <p><b>INSTRUCTIONS</b> [2] - 236:1, 236:5</p> <p><b>instrument</b> [1] - 135:7</p> <p><b>instrumentality</b> [1] - 135:6</p> <p><b>insulate</b> [1] - 217:6</p> <p><b>insulated</b> [1] - 186:10</p> <p><b>insulation</b> [6] - 154:11, 213:14, 215:5, 215:12, 215:14, 217:1</p> <p><b>intended</b> [1] - 85:10</p> <p><b>intensity</b> [1] - 234:14</p> <p><b>interactive</b> [1] - 10:7</p> <p><b>interest</b> [7] - 16:7, 19:19, 29:7, 105:11, 121:16, 146:15, 168:9</p> <p><b>interested</b> [9] - 9:15, 27:9, 29:2, 101:8, 102:10, 105:9, 105:13, 124:13, 221:19</p> <p><b>interesting</b> [8] - 3:6,</p>	<p>3:8, 3:16, 102:16, 128:8, 167:11, 182:12, 183:11</p> <p><b>internal</b> [2] - 125:8, 126:1</p> <p><b>internally</b> [1] - 124:5</p> <p><b>interrupt</b> [1] - 163:2</p> <p><b>intrigued</b> [1] - 226:7</p> <p><b>introduce</b> [4] - 11:2, 11:5, 15:8, 23:10</p> <p><b>introduced</b> [1] - 23:9</p> <p><b>introducing</b> [1] - 153:12</p> <p><b>invent</b> [1] - 70:2</p> <p><b>invented</b> [1] - 31:12</p> <p><b>invest</b> [2] - 95:10, 95:11</p> <p><b>investing</b> [2] - 144:2, 172:19</p> <p><b>involve</b> [1] - 127:3</p> <p><b>involved</b> [14] - 11:17, 12:9, 27:16, 33:14, 36:8, 41:18, 95:9, 136:19, 137:1, 137:2, 150:4, 152:11, 159:13, 205:3</p> <p><b>Iram</b> [3] - 1:13, 16:6, 132:12</p> <p><b>IRAM</b> [26] - 3:11, 25:17, 66:15, 69:14, 75:15, 76:4, 76:8, 76:16, 83:10, 166:7, 182:11, 182:18, 190:16, 196:6, 204:10, 205:15, 207:10, 215:8, 215:16, 216:3, 216:10, 216:19, 217:4, 217:9, 219:4, 220:11</p> <p><b>irrelevant</b> [1] - 92:8</p> <p><b>is...</b> [2] - 73:19, 207:17</p> <p><b>issue</b> [10] - 9:13, 9:18, 72:9, 80:4, 95:16, 97:3, 120:7, 154:18, 211:1, 215:5</p> <p><b>issues</b> [19] - 10:9, 16:15, 50:2, 50:12, 62:2, 65:15, 69:17, 73:9, 79:11, 84:1, 153:7, 159:2, 168:5, 175:17, 176:2, 183:14, 185:4, 214:7, 235:1</p> <p><b>item</b> [2] - 227:7, 232:9</p> <p><b>items</b> [3] - 6:13, 65:2, 182:1</p> <p><b>itself</b> [4] - 90:14, 93:3, 94:9, 142:19</p>	<p style="text-align: center;"><b>J</b></p> <p><b>jackets</b> [2] - 165:5, 165:14</p> <p><b>JAMES</b> [1] - 12:1</p> <p><b>Jim</b> [1] - 15:3</p> <p><b>Jimmy</b> [1] - 165:12</p> <p><b>job</b> [8] - 9:8, 128:5, 195:4, 195:8, 221:6, 224:11, 228:1, 232:2</p> <p><b>jobs</b> [3] - 106:3, 128:3, 128:5</p> <p><b>John</b> [1] - 3:14</p> <p><b>Johnny</b> [1] - 26:19</p> <p><b>join</b> [4] - 14:17, 15:5, 15:16, 131:15</p> <p><b>joined</b> [1] - 14:1</p> <p><b>Journalist</b> [1] - 3:13</p> <p><b>Jr</b> [1] - 1:10</p> <p><b>JR</b> [119] - 24:3, 45:9, 46:5, 51:16, 60:18, 70:11, 70:18, 71:3, 71:7, 71:11, 72:10, 73:13, 73:15, 74:8, 74:13, 74:19, 75:5, 75:14, 76:1, 76:7, 76:15, 77:8, 77:15, 77:18, 94:7, 108:13, 109:12, 111:13, 111:19, 112:3, 112:12, 112:16, 113:8, 114:11, 114:18, 116:12, 117:2, 117:5, 117:10, 120:11, 162:6, 162:13, 162:17, 164:11, 165:3, 173:3, 173:8, 173:13, 174:4, 174:8, 174:17, 175:6, 175:19, 176:7, 182:16, 193:1, 198:13, 199:1, 199:5, 199:9, 200:8, 201:14, 201:18, 204:1, 204:8, 205:14, 205:16, 206:2, 206:6, 207:5, 207:14, 208:4, 208:7, 208:10, 208:13, 209:1, 209:7, 209:13, 210:2, 210:11, 210:19, 211:5, 211:18, 212:2, 212:5, 212:10, 213:7, 213:12, 214:3, 214:14, 215:1, 215:4,</p>	<p>215:13, 216:8, 216:17, 217:2, 217:7, 218:16, 219:3, 222:2, 222:18, 223:3, 223:8, 224:4, 224:12, 225:1, 225:5, 225:8, 225:11, 225:16, 226:2, 226:15, 226:18, 227:13, 229:8, 229:12, 233:10, 234:11, 235:7</p> <p><b>jump</b> [4] - 38:12, 113:6, 121:2, 139:15</p> <p><b>June</b> [1] - 135:14</p> <p><b>Just-a-Start</b> [1] - 67:1</p> <hr/> <p style="text-align: center;"><b>K</b></p> <p><b>keen</b> [1] - 29:7</p> <p><b>keep</b> [3] - 10:9, 29:15, 182:5</p> <p><b>Kendall</b> [5] - 167:18, 168:1, 168:9, 192:16, 200:4</p> <p><b>KeyWord</b> [1] - 2:15</p> <p><b>kick</b> [1] - 208:2</p> <p><b>kicking</b> [1] - 22:5</p> <p><b>kids</b> [2] - 28:9, 48:14</p> <p><b>kilowatt</b> [1] - 172:8</p> <p><b>kind</b> [34] - 20:18, 21:6, 21:10, 22:11, 33:4, 35:6, 35:12, 36:17, 38:1, 38:3, 41:7, 51:11, 51:12, 52:14, 53:4, 67:4, 74:3, 81:7, 81:18, 90:16, 92:16, 98:18, 131:8, 157:5, 167:1, 170:18, 182:11, 186:6, 186:13, 200:16, 201:9, 206:12, 211:14, 227:15</p> <p><b>kinds</b> [5] - 35:2, 35:14, 106:2, 162:8, 202:9</p> <p><b>knocking</b> [1] - 95:4</p> <p><b>knowing</b> [1] - 44:12</p> <p><b>Kokinda</b> [1] - 132:13</p> <hr/> <p style="text-align: center;"><b>L</b></p> <p><b>lab</b> [3] - 134:12, 147:16, 191:14</p> <p><b>laboratory</b> [2] - 138:7, 147:12</p>
--	---	---	---	---

<p><b>labs</b> [6] - 140:13, 147:10, 155:7, 180:17, 183:7</p> <p><b>ladder</b> [1] - 124:8</p> <p><b>laid</b> [1] - 32:7</p> <p><b>land</b> [7] - 37:17, 70:14, 74:4, 74:6, 94:18, 95:10, 170:2</p> <p><b>Landing</b> [2] - 221:18, 228:7</p> <p><b>language</b> [3] - 154:9, 154:10, 154:14</p> <p><b>large</b> [13] - 73:19, 86:10, 92:14, 94:3, 108:14, 166:11, 173:7, 173:8, 173:9, 173:10, 178:2, 200:3, 217:7</p> <p><b>larger</b> [9] - 41:19, 42:11, 42:18, 46:18, 51:1, 93:2, 93:15, 108:4</p> <p><b>largest</b> [2] - 93:4, 146:17</p> <p><b>last</b> [21] - 4:14, 7:6, 9:1, 13:10, 16:1, 16:12, 17:15, 18:5, 32:19, 40:1, 48:18, 63:1, 102:14, 117:19, 121:9, 132:16, 164:19, 176:12, 183:5, 227:7</p> <p><b>lastly</b> [2] - 21:14, 159:3</p> <p><b>lasts</b> [1] - 80:17</p> <p><b>lately</b> [1] - 26:19</p> <p><b>latitude</b> [1] - 60:6</p> <p><b>latter</b> [1] - 124:3</p> <p><b>launch</b> [1] - 156:17</p> <p><b>law</b> [2] - 26:8, 134:7</p> <p><b>lawn</b> [1] - 28:4</p> <p><b>Lawson</b> [1] - 237:4</p> <p><b>layer</b> [2] - 34:7, 220:4</p> <p><b>layers</b> [1] - 152:2</p> <p><b>lead</b> [1] - 23:4</p> <p><b>leader</b> [1] - 166:18</p> <p><b>leading</b> [1] - 173:11</p> <p><b>leads</b> [1] - 147:3</p> <p><b>learned</b> [4] - 31:2, 126:11, 179:14, 182:12</p> <p><b>least</b> [5] - 29:1, 32:9, 56:7, 56:11, 104:19</p> <p><b>leave</b> [2] - 141:8, 223:6</p> <p><b>leaving</b> [3] - 26:11, 48:11</p> <p><b>led</b> [2] - 155:8, 191:19</p> <p><b>LEED</b> [11] - 153:5, 183:16, 184:10,</p>	<p>184:12, 185:5, 185:13, 185:17, 186:6, 187:13, 188:3</p> <p><b>left</b> [3] - 30:2, 204:13, 225:14</p> <p><b>legal</b> [1] - 217:18</p> <p><b>legally</b> [1] - 67:7</p> <p><b>legislation</b> [6] - 80:11, 80:12, 80:15, 80:17, 80:19, 81:1</p> <p><b>lend</b> [1] - 63:9</p> <p><b>length</b> [2] - 50:8, 202:13</p> <p><b>less</b> [11] - 30:17, 92:17, 103:6, 107:11, 125:9, 126:2, 148:4, 186:17, 190:1, 190:2, 224:10</p> <p><b>letter</b> [2] - 227:19, 228:1</p> <p><b>letters</b> [1] - 152:6</p> <p><b>level</b> [16] - 10:10, 16:4, 38:8, 54:16, 55:16, 59:12, 83:8, 87:16, 94:11, 108:7, 112:5, 112:10, 127:6, 158:19, 201:15, 204:2</p> <p><b>levels</b> [1] - 185:5</p> <p><b>lever</b> [1] - 188:5</p> <p><b>leverage</b> [2] - 35:5, 64:4</p> <p><b>libations</b> [1] - 171:5</p> <p><b>library</b> [2] - 192:2, 192:3</p> <p><b>license</b> [1] - 229:7</p> <p><b>License</b> [5] - 232:13, 233:2, 234:3, 234:17, 237:12</p> <p><b>Licensing</b> [1] - 234:19</p> <p><b>lie</b> [1] - 83:16</p> <p><b>life</b> [3] - 11:17, 113:8, 214:7</p> <p><b>lifelong</b> [1] - 29:3</p> <p><b>lifetime</b> [1] - 24:4</p> <p><b>lifetimes</b> [1] - 160:12</p> <p><b>light</b> [1] - 59:17</p> <p><b>lighting</b> [1] - 136:8</p> <p><b>lights</b> [1] - 141:8</p> <p><b>likely</b> [3] - 141:15, 177:16, 201:19</p> <p><b>limit</b> [3] - 109:18, 110:9, 121:12</p> <p><b>limitations</b> [1] - 98:16</p> <p><b>limited</b> [3] - 121:4, 121:10, 122:4</p> <p><b>limits</b> [5] - 47:16, 56:9, 64:6, 64:16, 64:17</p>	<p><b>Linda</b> [1] - 15:12</p> <p><b>LINE</b> [1] - 236:8</p> <p><b>line</b> [4] - 21:19, 111:3, 111:5, 192:12</p> <p><b>lines</b> [3] - 94:2, 185:9, 219:5</p> <p><b>links</b> [1] - 157:15</p> <p><b>list</b> [6] - 73:10, 75:16, 139:5, 201:5, 202:3, 202:9</p> <p><b>listed</b> [1] - 233:15</p> <p><b>lists</b> [1] - 20:13</p> <p><b>literally</b> [1] - 133:15</p> <p><b>litigated</b> [2] - 63:3, 76:11</p> <p><b>live</b> [15] - 9:5, 11:11, 30:18, 40:13, 48:15, 109:1, 109:5, 116:19, 117:9, 117:11, 117:18, 121:1, 122:3, 128:10, 198:1</p> <p><b>lived</b> [7] - 23:14, 25:17, 25:19, 26:4, 26:5, 28:13, 226:5</p> <p><b>lives</b> [1] - 115:19</p> <p><b>living</b> [4] - 91:6, 92:7, 216:12, 216:15</p> <p><b>Liza</b> [2] - 1:15, 5:16</p> <p><b>LIZA</b> [25] - 5:17, 216:2, 221:13, 222:4, 223:2, 223:5, 223:11, 225:13, 225:17, 226:11, 227:4, 227:7, 227:17, 228:11, 228:17, 229:1, 230:1, 230:11, 230:19, 231:8, 231:14, 231:19, 232:12, 232:18, 235:4</p> <p><b>loads</b> [1] - 190:6</p> <p><b>loan</b> [1] - 14:10</p> <p><b>loans</b> [1] - 121:16</p> <p><b>local</b> [1] - 143:11</p> <p><b>location</b> [1] - 130:13</p> <p><b>locations</b> [2] - 60:1, 60:5</p> <p><b>look</b> [55] - 20:1, 22:7, 23:1, 29:14, 38:1, 44:6, 45:13, 48:17, 53:2, 53:3, 54:11, 56:16, 58:11, 58:12, 58:16, 59:13, 60:1, 61:15, 64:14, 65:1, 72:7, 84:4, 86:6, 86:12, 97:6, 97:8, 98:7, 98:13, 98:19, 100:4, 101:1, 102:14, 106:11,</p>	<p>107:15, 118:19, 121:6, 127:14, 128:4, 130:6, 130:7, 131:9, 140:14, 150:1, 166:10, 167:10, 171:13, 188:14, 201:6, 207:19, 211:12, 218:12, 221:1, 222:11, 223:13</p> <p><b>looked</b> [7] - 4:14, 39:17, 53:2, 75:2, 96:1, 141:3, 186:1</p> <p><b>looking</b> [56] - 7:2, 9:11, 18:2, 21:11, 21:12, 21:17, 22:4, 36:19, 37:1, 37:7, 40:17, 41:7, 43:16, 44:7, 44:17, 45:19, 49:8, 49:9, 61:14, 61:17, 61:18, 63:15, 64:2, 65:14, 65:19, 66:7, 82:9, 86:17, 88:18, 92:13, 94:1, 94:5, 94:12, 97:17, 102:5, 102:9, 102:15, 107:4, 115:10, 116:9, 118:3, 123:17, 127:6, 139:10, 154:8, 156:9, 168:18, 172:18, 184:5, 195:4, 201:2, 204:2, 204:3, 208:1, 225:18</p> <p><b>looks</b> [10] - 73:5, 90:15, 97:9, 97:14, 142:14, 167:9, 222:2, 222:3, 225:16, 226:13</p> <p><b>losing</b> [3] - 13:12, 17:19, 109:2</p> <p><b>loss</b> [3] - 40:14, 47:13, 186:19</p> <p><b>lost</b> [4] - 40:6, 93:17, 93:19, 94:4</p> <p><b>Lou</b> [3] - 24:2, 28:12, 175:1</p> <p><b>Louis</b> [2] - 1:10, 24:3</p> <p><b>LOUIS</b> [119] - 24:3, 45:9, 46:5, 51:16, 60:18, 70:11, 70:18, 71:3, 71:7, 71:11, 72:10, 73:13, 73:15, 74:8, 74:13, 74:19, 75:5, 75:14, 76:1, 76:7, 76:15, 77:8, 77:15, 77:18, 94:7, 108:13, 109:12, 111:13, 111:19, 112:3, 112:12, 112:16, 113:8,</p>	<p>114:11, 114:18, 116:12, 117:2, 117:5, 117:10, 120:11, 162:6, 162:13, 162:17, 164:11, 165:3, 173:3, 173:8, 173:13, 174:4, 174:8, 174:17, 175:6, 175:19, 176:7, 182:16, 193:1, 198:13, 199:1, 199:5, 199:9, 200:8, 201:14, 201:18, 204:1, 204:8, 205:14, 205:16, 206:2, 206:6, 207:5, 207:14, 208:4, 208:7, 208:10, 208:13, 209:1, 209:7, 209:13, 210:2, 210:11, 210:19, 211:5, 211:18, 212:2, 212:5, 212:10, 213:7, 213:12, 214:3, 214:14, 215:1, 215:4, 215:13, 216:8, 216:17, 217:2, 217:7, 218:16, 219:3, 222:2, 222:18, 223:3, 223:8, 224:4, 224:12, 225:1, 225:5, 225:8, 225:11, 225:16, 226:2, 226:15, 226:18, 227:13, 229:8, 229:12, 233:10, 234:11, 235:7</p> <p><b>love</b> [1] - 185:18</p> <p><b>low</b> [25] - 20:10, 40:5, 46:16, 52:19, 85:1, 85:19, 94:13, 96:1, 96:8, 96:11, 96:12, 102:1, 102:7, 104:1, 107:9, 108:16, 116:15, 121:16, 122:15, 125:7, 127:12, 144:6, 154:13, 154:16, 155:4</p> <p><b>lower</b> [6] - 40:6, 52:15, 55:11, 71:1, 126:18, 213:9</p> <p><b>lowest</b> [2] - 84:18, 84:19</p> <p><b>lucky</b> [2] - 39:19, 108:15</p>
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<b>M</b>			
<p><b>machines</b> [1] - 138:6  <b>Magazine</b> [1] - 27:13  <b>magnitude</b> [1] - 42:4  <b>main</b> [2] - 5:14, 191:6  <b>Maine</b> [1] - 174:12  <b>maintain</b> [3] - 9:2, 41:2, 100:1  <b>maintained</b> [1] - 197:11  <b>maintenance</b> [3] - 102:7, 153:12, 176:2  <b>major</b> [7] - 70:12, 88:5, 130:11, 130:18, 143:1, 158:14, 199:14  <b>majority</b> [2] - 120:12, 136:10  <b>management</b> [2] - 24:6, 92:6  <b>Manager</b> [4] - 1:13, 2:3, 3:10, 6:4  <b>manager</b> [1] - 71:14  <b>mandate</b> [1] - 184:6  <b>mandated</b> [2] - 197:8, 203:1  <b>mandating</b> [1] - 62:7  <b>manner</b> [1] - 144:13  <b>map</b> [3] - 159:4, 169:6, 169:8  <b>mapped</b> [1] - 169:7  <b>margins</b> [1] - 76:14  <b>Maria</b> [1] - 222:7  <b>market</b> [35] - 14:10, 18:15, 19:2, 31:6, 35:9, 35:10, 36:12, 36:13, 44:13, 59:5, 63:18, 64:1, 69:19, 70:7, 85:7, 94:8, 101:1, 103:2, 103:19, 106:10, 107:14, 110:2, 110:13, 111:9, 111:12, 113:7, 118:13, 121:3, 123:4, 123:13, 134:6, 145:8, 155:12, 163:15  <b>market's</b> [1] - 49:17  <b>market-based</b> [1] - 155:12  <b>marketed</b> [1] - 118:4  <b>marketing</b> [2] - 100:13, 107:13  <b>married</b> [1] - 113:9  <b>Mary</b> [2] - 1:11, 28:9  <b>MARY</b> [5] - 28:8, 117:13, 118:15,</p>	<p>212:8, 229:10  <b>Maryland</b> [1] - 30:19  <b>Mass</b> [3] - 77:6, 122:14, 151:18  <b>MASSACHUSETTS</b> [1] - 237:2  <b>Massachusetts</b> [9] - 1:7, 171:14, 172:2, 173:4, 173:10, 173:11, 175:12, 191:10, 192:8  <b>Massachusetts-based</b> [1] - 173:4  <b>Masse</b> [1] - 4:9  <b>Masse's</b> [1] - 4:18  <b>master</b> [1] - 27:5  <b>match</b> [1] - 92:16  <b>material</b> [5] - 15:14, 74:9, 184:2, 184:14  <b>materials</b> [3] - 73:4, 75:12, 184:7  <b>math</b> [2] - 26:1, 27:2  <b>matter</b> [4] - 104:15, 105:10, 133:11, 137:2  <b>matters</b> [3] - 32:5, 220:14, 221:12  <b>maximize</b> [1] - 44:9  <b>maximized</b> [1] - 172:18  <b>mean</b> [53] - 9:18, 10:1, 33:11, 36:1, 47:5, 50:1, 54:8, 62:4, 68:8, 72:19, 73:18, 79:3, 79:11, 83:13, 85:15, 94:18, 95:1, 102:15, 103:11, 104:13, 104:14, 115:15, 117:18, 121:16, 126:4, 126:5, 128:2, 137:16, 144:9, 148:6, 150:18, 158:2, 159:19, 162:9, 166:17, 174:9, 177:16, 179:6, 184:5, 184:15, 187:15, 188:18, 189:9, 191:10, 192:17, 192:19, 212:12, 213:16, 223:4, 229:12, 233:7, 234:12  <b>meaning</b> [2] - 147:13, 147:19  <b>means</b> [1] - 46:15  <b>meant</b> [2] - 176:11, 177:3  <b>measure</b> [5] - 57:11, 98:3, 145:16, 179:4,</p>	<p>179:5  <b>measures</b> [3] - 140:10, 146:11, 152:9  <b>meaty</b> [1] - 5:9  <b>mechanical</b> [1] - 194:16  <b>mechanically</b> [1] - 110:18  <b>mechanism</b> [2] - 203:17, 203:19  <b>mechanisms</b> [1] - 143:16  <b>median</b> [11] - 21:9, 30:17, 32:10, 47:19, 48:2, 99:12, 102:4, 106:14, 106:18, 111:8, 113:6  <b>medium</b> [3] - 150:12, 151:3, 154:4  <b>meet</b> [9] - 29:16, 131:6, 133:14, 134:15, 143:19, 147:5, 202:6, 204:18, 208:12  <b>meeting</b> [8] - 3:4, 3:7, 3:16, 5:2, 15:15, 18:17, 54:2, 144:17  <b>Meeting</b> [2] - 1:6, 2:4  <b>meetings</b> [3] - 4:7, 6:14, 151:17  <b>meets</b> [3] - 61:10, 188:16, 188:17  <b>melting</b> [1] - 213:6  <b>Member</b> [6] - 1:9, 1:9, 1:10, 1:10, 1:11, 1:11  <b>member</b> [6] - 11:8, 12:13, 13:3, 15:4, 217:16, 223:16  <b>members</b> [10] - 4:2, 6:4, 6:8, 6:17, 11:1, 11:5, 15:10, 28:10, 222:6, 223:13  <b>memo</b> [4] - 45:17, 46:3, 97:11, 188:10  <b>memorandum</b> [1] - 178:16  <b>mentally</b> [1] - 30:7  <b>mention</b> [1] - 25:2  <b>mentioned</b> [4] - 3:15, 61:6, 117:19, 183:5  <b>mentioning</b> [2] - 5:1, 204:11  <b>Mercedes</b> [1] - 193:4  <b>Mercedes-Benz</b> [1] - 193:4  <b>met</b> [4] - 23:11, 132:10, 149:4, 175:12  <b>metrics</b> [1] - 145:18</p>	<p>142:2, 152:3, 155:10, 158:14, 169:5, 180:15, 180:16  <b>mix</b> [12] - 41:15, 41:17, 42:18, 58:19, 59:2, 59:3, 85:19, 90:2, 94:8, 128:5, 128:6, 204:13  <b>mixed</b> [10] - 36:13, 51:9, 52:17, 85:15, 92:11, 92:12, 93:16, 93:17, 96:7, 96:17  <b>mixes</b> [1] - 21:4  <b>mobility</b> [1] - 115:18  <b>mod</b> [1] - 52:19  <b>model</b> [2] - 121:8, 141:14  <b>moderate</b> [18] - 20:9, 23:5, 40:5, 47:14, 86:1, 96:2, 96:8, 96:12, 99:13, 102:2, 102:7, 102:9, 108:16, 116:16, 119:3, 125:7, 127:12  <b>modest</b> [1] - 224:1  <b>moment</b> [4] - 139:14, 146:13, 150:15, 191:14  <b>Monday</b> [1] - 5:2  <b>money</b> [17] - 35:5, 35:6, 35:8, 36:4, 48:19, 88:9, 88:16, 95:10, 103:7, 155:18, 156:1, 179:4, 179:6, 190:2, 190:6, 214:9  <b>monitors</b> [1] - 202:14  <b>month</b> [7] - 29:18, 29:19, 100:12, 121:1, 122:9, 223:2, 223:5  <b>monthly</b> [1] - 22:19  <b>months</b> [10] - 17:15, 53:14, 62:17, 110:4, 132:16, 135:12, 135:13, 135:14, 155:16, 219:1  <b>mortgage</b> [2] - 122:10, 122:14  <b>most</b> [27] - 11:3, 19:9, 22:17, 27:4, 28:4, 46:11, 47:5, 50:10, 64:2, 68:3, 116:8, 122:11, 139:9, 142:4, 142:6, 155:14, 163:13, 165:18, 168:6, 182:14, 191:18, 193:16, 196:15, 198:4, 199:16,</p>

<p>224:9  <b>motivated</b> [2] - 209:10, 209:12  <b>MOU</b> [2] - 178:13, 178:15  <b>mouth</b> [1] - 91:12  <b>move</b> [20] - 5:7, 8:2, 8:4, 12:5, 12:7, 35:10, 53:11, 61:3, 96:15, 103:8, 104:3, 110:10, 115:3, 115:7, 119:12, 124:8, 129:9, 154:4, 221:12, 234:9  <b>moved</b> [3] - 52:14, 225:15, 226:6  <b>moving</b> [9] - 6:19, 34:3, 150:16, 168:10, 175:13, 184:11, 193:18, 196:5  <b>MRI</b> [1] - 138:6  <b>mull</b> [1] - 220:8  <b>multi</b> [10] - 30:3, 147:8, 156:18, 157:2, 166:11, 178:14, 179:11, 189:8, 189:17, 205:19  <b>multi-family</b> [9] - 30:3, 147:8, 156:18, 157:2, 178:14, 179:11, 189:8, 189:17, 205:19  <b>multi-year</b> [1] - 166:11  <b>multiple</b> [1] - 173:7  <b>municipal</b> [4] - 23:14, 147:3, 156:11, 172:13  <b>municipalities</b> [1] - 80:14  <b>must</b> [2] - 58:5, 148:9</p>	<p>119:8, 126:17, 127:7, 127:10, 127:11, 129:10, 131:6, 136:14, 138:7, 140:10, 140:14, 150:6, 157:6, 165:11, 167:5, 182:7, 217:19, 218:2, 218:8, 231:13, 231:17  <b>needed</b> [3] - 115:13, 137:10, 137:11  <b>needs</b> [17] - 20:5, 20:9, 21:1, 29:16, 59:10, 107:19, 108:4, 109:13, 123:12, 166:5, 177:14, 185:1, 188:16, 217:9, 229:5  <b>negative</b> [1] - 228:19  <b>negotiate</b> [2] - 61:2, 174:1  <b>negotiating</b> [2] - 42:15, 53:13  <b>negotiation</b> [5] - 33:18, 53:6, 57:1, 58:7, 60:8  <b>neighbor</b> [1] - 226:1  <b>neighborhood</b> [12] - 72:8, 73:8, 77:10, 83:14, 90:8, 92:15, 94:6, 96:7, 130:15, 162:7, 165:19, 230:5  <b>neighborhoods</b> [4] - 50:11, 70:9, 70:10, 92:13  <b>neighbors</b> [2] - 27:15, 232:6  <b>nervous</b> [1] - 35:14  <b>net</b> [4] - 40:19, 41:1, 115:8, 211:11  <b>Net</b> [46] - 2:6, 131:14, 131:18, 132:3, 132:17, 133:1, 133:4, 133:15, 133:19, 134:1, 135:3, 135:15, 137:8, 137:15, 137:16, 138:5, 142:16, 143:7, 146:19, 147:6, 147:16, 148:2, 148:9, 150:10, 152:7, 154:16, 154:17, 155:6, 158:7, 159:4, 169:15, 170:1, 177:7, 177:13, 178:7, 180:10,</p>	<p>182:1, 185:12, 189:10, 189:17, 191:9, 197:1, 198:3, 198:11, 199:6, 215:8  <b>neutral</b> [1] - 136:3  <b>never</b> [5] - 52:6, 89:18, 90:15, 185:16, 213:2  <b>new</b> [39] - 5:19, 8:19, 13:7, 16:19, 18:12, 19:10, 19:11, 20:2, 21:13, 21:18, 22:2, 32:12, 37:3, 61:7, 62:18, 62:19, 63:1, 92:14, 93:5, 133:11, 133:15, 133:17, 143:8, 145:14, 146:14, 146:19, 153:7, 168:18, 184:13, 198:18, 199:1, 199:4, 199:7, 204:16, 205:3, 221:17, 227:12  <b>New</b> [2] - 70:7, 174:12  <b>newest</b> [2] - 14:2, 28:10  <b>next</b> [17] - 4:7, 29:18, 45:7, 116:1, 139:19, 149:7, 153:17, 158:19, 159:15, 175:14, 181:11, 181:17, 182:9, 191:13, 223:2, 223:5, 223:12  <b>nine</b> [3] - 17:15, 179:16, 214:11  <b>nineties</b> [1] - 74:17  <b>nitty</b> [1] - 185:17  <b>nitty-gritty</b> [1] - 185:17  <b>noise</b> [2] - 175:17, 176:6  <b>nominal</b> [1] - 184:18  <b>non</b> [20] - 2:10, 2:11, 13:4, 13:17, 32:11, 42:11, 66:19, 72:18, 73:17, 74:2, 76:1, 76:5, 76:13, 80:4, 80:5, 91:19, 95:2, 107:11, 124:5, 217:18  <b>non-conforming</b> [3] - 2:10, 2:11, 217:18  <b>non-discretionary</b> [1] - 80:4  <b>non-profit</b> [13] - 13:4, 13:17, 32:11, 42:11, 66:19, 73:17, 74:2, 76:1, 76:5, 76:13, 80:5, 91:19, 95:2  <b>non-profits</b> [3] -</p>	<p>72:18, 107:11, 124:5  <b>none</b> [3] - 51:6, 191:13, 217:17  <b>normally</b> [1] - 187:19  <b>North</b> [2] - 23:18, 209:2  <b>north</b> [1] - 187:4  <b>nose</b> [1] - 55:2  <b>NOT</b> [1] - 237:15  <b>Notary</b> [2] - 237:5, 237:11  <b>note</b> [5] - 35:17, 46:10, 128:12, 210:9, 236:6  <b>noted</b> [3] - 32:18, 101:5, 236:16  <b>notice</b> [1] - 148:5  <b>notification</b> [1] - 112:13  <b>notify</b> [1] - 112:17  <b>notion</b> [4] - 87:3, 89:17, 90:9, 91:2  <b>notwithstanding</b> [1] - 25:7  <b>NOYES</b> [1] - 14:8  <b>Noyes</b> [1] - 14:9  <b>number</b> [30] - 6:15, 12:19, 16:14, 28:13, 28:14, 33:12, 34:6, 39:12, 42:16, 43:17, 44:1, 44:9, 56:7, 67:12, 69:5, 77:1, 98:13, 107:1, 107:6, 107:7, 118:8, 121:7, 126:16, 151:16, 180:6, 184:15, 203:12, 217:11, 222:5, 227:8  <b>numbers</b> [7] - 37:6, 42:9, 44:14, 58:13, 71:12, 106:12, 127:1</p>	<p><b>ocean</b> [1] - 162:19  <b>OF</b> [5] - 1:2, 237:2, 237:15, 237:16, 237:16  <b>offer</b> [2] - 57:7, 122:2  <b>offered</b> [2] - 122:9, 206:10  <b>offering</b> [1] - 206:13  <b>offerings</b> [1] - 206:14  <b>offers</b> [1] - 73:6  <b>OFFICIAL</b> [1] - 1:18  <b>offset</b> [5] - 138:3, 138:8, 143:13, 144:3, 161:15  <b>offsets</b> [4] - 134:2, 134:4, 134:14, 143:15  <b>often</b> [4] - 42:14, 42:17, 61:12, 110:19  <b>oftentimes</b> [3] - 61:7, 66:1, 101:6  <b>oil</b> [3] - 161:7, 163:12, 170:13  <b>old</b> [1] - 209:2  <b>Old</b> [1] - 27:5  <b>older</b> [1] - 31:9  <b>ominent</b> [1] - 224:10  <b>on-line</b> [1] - 21:19  <b>once</b> [2] - 166:13, 217:12  <b>One</b> [1] - 228:8  <b>one</b> [117] - 3:12, 3:14, 6:15, 8:6, 9:12, 25:10, 27:4, 27:6, 28:9, 29:1, 30:10, 31:7, 34:7, 35:16, 43:14, 44:4, 44:16, 45:10, 47:2, 49:2, 50:12, 52:3, 52:9, 52:16, 53:7, 55:7, 59:1, 63:14, 64:4, 64:13, 67:16, 72:2, 75:2, 78:4, 79:11, 84:2, 86:8, 87:18, 90:3, 90:7, 93:12, 97:6, 97:13, 99:18, 104:16, 106:14, 107:18, 108:13, 108:16, 110:3, 112:7, 118:14, 118:15, 121:9, 121:12, 122:13, 124:12, 126:10, 126:12, 127:10, 128:18, 130:19, 131:3, 140:6, 140:7, 140:12, 143:1, 147:8, 148:8, 150:13, 152:17, 159:5, 166:8,</p>
<b>N</b>				
<p><b>Name</b> [1] - 65:7  <b>name</b> [2] - 15:17, 132:9  <b>narrowing</b> [1] - 139:8  <b>necessarily</b> [2] - 70:3, 182:14  <b>need</b> [44] - 7:10, 16:3, 20:7, 25:8, 33:3, 33:5, 35:2, 35:5, 35:6, 43:10, 50:9, 80:1, 80:10, 81:17, 87:8, 104:12, 107:15, 108:1, 108:3, 108:4, 115:1, 115:14, 115:16,</p>	<p>119:8, 126:17, 127:7, 127:10, 127:11, 129:10, 131:6, 136:14, 138:7, 140:10, 140:14, 150:6, 157:6, 165:11, 167:5, 182:7, 217:19, 218:2, 218:8, 231:13, 231:17  <b>needed</b> [3] - 115:13, 137:10, 137:11  <b>needs</b> [17] - 20:5, 20:9, 21:1, 29:16, 59:10, 107:19, 108:4, 109:13, 123:12, 166:5, 177:14, 185:1, 188:16, 217:9, 229:5  <b>negative</b> [1] - 228:19  <b>negotiate</b> [2] - 61:2, 174:1  <b>negotiating</b> [2] - 42:15, 53:13  <b>negotiation</b> [5] - 33:18, 53:6, 57:1, 58:7, 60:8  <b>neighbor</b> [1] - 226:1  <b>neighborhood</b> [12] - 72:8, 73:8, 77:10, 83:14, 90:8, 92:15, 94:6, 96:7, 130:15, 162:7, 165:19, 230:5  <b>neighborhoods</b> [4] - 50:11, 70:9, 70:10, 92:13  <b>neighbors</b> [2] - 27:15, 232:6  <b>nervous</b> [1] - 35:14  <b>net</b> [4] - 40:19, 41:1, 115:8, 211:11  <b>Net</b> [46] - 2:6, 131:14, 131:18, 132:3, 132:17, 133:1, 133:4, 133:15, 133:19, 134:1, 135:3, 135:15, 137:8, 137:15, 137:16, 138:5, 142:16, 143:7, 146:19, 147:6, 147:16, 148:2, 148:9, 150:10, 152:7, 154:16, 154:17, 155:6, 158:7, 159:4, 169:15, 170:1, 177:7, 177:13, 178:7, 180:10,</p>	<p>182:1, 185:12, 189:10, 189:17, 191:9, 197:1, 198:3, 198:11, 199:6, 215:8  <b>neutral</b> [1] - 136:3  <b>never</b> [5] - 52:6, 89:18, 90:15, 185:16, 213:2  <b>new</b> [39] - 5:19, 8:19, 13:7, 16:19, 18:12, 19:10, 19:11, 20:2, 21:13, 21:18, 22:2, 32:12, 37:3, 61:7, 62:18, 62:19, 63:1, 92:14, 93:5, 133:11, 133:15, 133:17, 143:8, 145:14, 146:14, 146:19, 153:7, 168:18, 184:13, 198:18, 199:1, 199:4, 199:7, 204:16, 205:3, 221:17, 227:12  <b>New</b> [2] - 70:7, 174:12  <b>newest</b> [2] - 14:2, 28:10  <b>next</b> [17] - 4:7, 29:18, 45:7, 116:1, 139:19, 149:7, 153:17, 158:19, 159:15, 175:14, 181:11, 181:17, 182:9, 191:13, 223:2, 223:5, 223:12  <b>nine</b> [3] - 17:15, 179:16, 214:11  <b>nineties</b> [1] - 74:17  <b>nitty</b> [1] - 185:17  <b>nitty-gritty</b> [1] - 185:17  <b>noise</b> [2] - 175:17, 176:6  <b>nominal</b> [1] - 184:18  <b>non</b> [20] - 2:10, 2:11, 13:4, 13:17, 32:11, 42:11, 66:19, 72:18, 73:17, 74:2, 76:1, 76:5, 76:13, 80:4, 80:5, 91:19, 95:2, 107:11, 124:5, 217:18  <b>non-conforming</b> [3] - 2:10, 2:11, 217:18  <b>non-discretionary</b> [1] - 80:4  <b>non-profit</b> [13] - 13:4, 13:17, 32:11, 42:11, 66:19, 73:17, 74:2, 76:1, 76:5, 76:13, 80:5, 91:19, 95:2  <b>non-profits</b> [3] -</p>	<p><b>O</b>  <b>Oak</b> [1] - 14:9  <b>objection</b> [1] - 232:7  <b>obligated</b> [1] - 188:2  <b>obstacle</b> [1] - 83:2  <b>obvious</b> [1] - 130:13  <b>obviously</b> [10] - 50:4, 50:14, 51:9, 64:2, 80:12, 95:18, 134:17, 138:11, 168:12, 178:4  <b>occasion</b> [1] - 25:1  <b>occupancy</b> [1] - 41:12  <b>occupied</b> [1] - 41:11  <b>occupy</b> [1] - 91:2</p>	<p><b>ocean</b> [1] - 162:19  <b>OF</b> [5] - 1:2, 237:2, 237:15, 237:16, 237:16  <b>offer</b> [2] - 57:7, 122:2  <b>offered</b> [2] - 122:9, 206:10  <b>offering</b> [1] - 206:13  <b>offerings</b> [1] - 206:14  <b>offers</b> [1] - 73:6  <b>OFFICIAL</b> [1] - 1:18  <b>offset</b> [5] - 138:3, 138:8, 143:13, 144:3, 161:15  <b>offsets</b> [4] - 134:2, 134:4, 134:14, 143:15  <b>often</b> [4] - 42:14, 42:17, 61:12, 110:19  <b>oftentimes</b> [3] - 61:7, 66:1, 101:6  <b>oil</b> [3] - 161:7, 163:12, 170:13  <b>old</b> [1] - 209:2  <b>Old</b> [1] - 27:5  <b>older</b> [1] - 31:9  <b>ominent</b> [1] - 224:10  <b>on-line</b> [1] - 21:19  <b>once</b> [2] - 166:13, 217:12  <b>One</b> [1] - 228:8  <b>one</b> [117] - 3:12, 3:14, 6:15, 8:6, 9:12, 25:10, 27:4, 27:6, 28:9, 29:1, 30:10, 31:7, 34:7, 35:16, 43:14, 44:4, 44:16, 45:10, 47:2, 49:2, 50:12, 52:3, 52:9, 52:16, 53:7, 55:7, 59:1, 63:14, 64:4, 64:13, 67:16, 72:2, 75:2, 78:4, 79:11, 84:2, 86:8, 87:18, 90:3, 90:7, 93:12, 97:6, 97:13, 99:18, 104:16, 106:14, 107:18, 108:13, 108:16, 110:3, 112:7, 118:14, 118:15, 121:9, 121:12, 122:13, 124:12, 126:10, 126:12, 127:10, 128:18, 130:19, 131:3, 140:6, 140:7, 140:12, 143:1, 147:8, 148:8, 150:13, 152:17, 159:5, 166:8,</p>

<p>167:17, 170:17, 173:11, 174:18, 175:15, 176:5, 176:6, 177:17, 178:1, 178:4, 179:13, 181:4, 181:9, 182:1, 183:13, 186:5, 186:9, 189:1, 191:5, 191:8, 193:5, 193:17, 198:14, 199:12, 204:12, 206:3, 207:10, 207:15, 211:8, 215:2, 215:10, 217:15, 219:10, 221:13, 223:12, 226:5, 226:12, 227:10, 228:2, 230:9</p> <p><b>one's</b> [1] - 97:10</p> <p><b>one-and-a-half</b> [1] - 130:19</p> <p><b>one-third</b> [3] - 140:6, 140:7</p> <p><b>onerous</b> [1] - 184:16</p> <p><b>ones</b> [6] - 5:19, 22:17, 43:11, 113:17, 137:18, 137:19</p> <p><b>ongoing</b> [3] - 98:3, 133:10, 153:11</p> <p><b>open</b> [3] - 54:9, 86:15, 141:7</p> <p><b>opening</b> [1] - 228:4</p> <p><b>openings</b> [2] - 184:15, 212:19</p> <p><b>operate</b> [1] - 144:12</p> <p><b>operating</b> [2] - 165:2, 234:14</p> <p><b>operation</b> [3] - 92:6, 101:14, 153:11</p> <p><b>operations</b> [3] - 136:7, 141:4, 143:7</p> <p><b>operators</b> [1] - 144:21</p> <p><b>opinion</b> [1] - 88:1</p> <p><b>opinions</b> [1] - 89:4</p> <p><b>opportunities</b> [5] - 13:16, 18:3, 44:7, 84:6, 144:2</p> <p><b>opportunity</b> [13] - 6:17, 7:8, 7:19, 10:6, 10:13, 28:18, 54:4, 79:15, 93:18, 160:1, 166:16, 201:6, 234:8</p> <p><b>opposed</b> [6] - 41:11, 50:11, 53:12, 66:16, 179:2, 234:4</p> <p><b>optimal</b> [1] - 197:9</p> <p><b>optimized</b> [1] - 141:2</p> <p><b>option</b> [3] - 119:6,</p>	<p>143:12, 164:3</p> <p><b>options</b> [13] - 104:18, 106:4, 106:6, 107:15, 107:16, 109:19, 110:1, 110:12, 111:9, 111:11, 113:7, 119:4, 190:1</p> <p><b>Orange</b> [1] - 170:2</p> <p><b>order</b> [7] - 13:15, 35:11, 42:4, 105:2, 109:16, 180:3, 232:19</p> <p><b>orderer</b> [1] - 169:18</p> <p><b>ordinance</b> [3] - 99:16, 112:9, 140:2</p> <p><b>Ordinance</b> [13] - 4:16, 17:7, 52:1, 52:4, 53:8, 54:2, 58:12, 58:15, 60:15, 61:10, 181:3, 181:7, 182:3</p> <p><b>organization</b> [1] - 14:6</p> <p><b>organizations</b> [1] - 152:7</p> <p><b>organized</b> [1] - 160:6</p> <p><b>orientation</b> [1] - 197:9</p> <p><b>original</b> [1] - 236:2</p> <p><b>originally</b> [1] - 11:16</p> <p><b>otherwise</b> [2] - 40:9, 87:7</p> <p><b>ought</b> [2] - 127:5, 128:10</p> <p><b>ourselves</b> [1] - 23:10</p> <p><b>outdoor</b> [1] - 231:6</p> <p><b>outline</b> [3] - 8:10, 8:12, 221:8</p> <p><b>outlined</b> [1] - 200:12</p> <p><b>outside</b> [3] - 96:15, 173:1, 229:9</p> <p><b>overall</b> [3] - 87:4, 90:13, 125:10</p> <p><b>overjoyed</b> [1] - 9:6</p> <p><b>overlap</b> [1] - 22:18</p> <p><b>Overlay</b> [11] - 37:10, 38:1, 81:8, 82:10, 86:18, 89:11, 90:3, 90:6, 123:19, 129:17, 129:18</p> <p><b>overlay</b> [2] - 130:3, 130:5</p> <p><b>overlying</b> [1] - 81:8</p> <p><b>overlays</b> [1] - 130:6</p> <p><b>overview</b> [3] - 23:8, 132:15, 157:13</p> <p><b>own</b> [8] - 27:11, 49:18, 55:2, 77:5, 77:7, 77:11, 121:13, 156:10</p> <p><b>owned</b> [5] - 13:6, 32:14, 91:16, 95:3,</p>	<p>172:13</p> <p><b>owner</b> [6] - 23:17, 27:11, 68:12, 195:2, 195:3, 200:9</p> <p><b>owners</b> [4] - 95:3, 144:11, 178:9, 200:3</p> <p><b>ownership</b> [15] - 101:12, 106:7, 107:5, 107:8, 115:7, 116:4, 116:6, 117:14, 118:5, 119:2, 120:12, 121:3, 121:5, 121:10, 123:4</p> <p><b>owns</b> [1] - 37:17</p> <p style="text-align: center;"><b>P</b></p> <p><b>p.m</b> [2] - 1:5, 235:14</p> <p><b>pace</b> [1] - 172:5</p> <p><b>packet</b> [3] - 21:2, 45:15, 62:15</p> <p><b>Paden</b> [1] - 1:15</p> <p><b>PADEN</b> [25] - 5:17, 216:2, 221:13, 222:4, 223:2, 223:5, 223:11, 225:13, 225:17, 226:11, 227:4, 227:7, 227:17, 228:11, 228:17, 229:1, 230:1, 230:11, 230:19, 231:8, 231:14, 231:19, 232:12, 232:18, 235:4</p> <p><b>PAGE</b> [2] - 2:1, 236:8</p> <p><b>page</b> [2] - 48:18, 72:15</p> <p><b>pages</b> [1] - 46:1</p> <p><b>panelling</b> [1] - 202:19</p> <p><b>panels</b> [2] - 169:19, 170:18</p> <p><b>paper</b> [2] - 195:6, 200:6</p> <p><b>parallel</b> [3] - 69:6, 78:10</p> <p><b>parcel</b> [1] - 35:7</p> <p><b>pardon</b> [1] - 24:11</p> <p><b>Park</b> [5] - 2:8, 2:12, 93:7, 221:15, 227:8</p> <p><b>park</b> [3] - 109:7, 229:15, 230:13</p> <p><b>parking</b> [7] - 65:3, 65:9, 65:12, 65:13, 66:1, 75:13, 224:9</p> <p><b>part</b> [28] - 26:15, 36:10, 37:10, 53:5, 55:3, 69:16, 78:4, 114:12, 123:8,</p>	<p>123:15, 124:17, 125:8, 149:18, 151:15, 153:7, 155:15, 158:17, 158:19, 161:3, 165:5, 165:9, 168:3, 170:9, 194:3, 195:8, 205:9, 207:4, 229:15</p> <p><b>partially</b> [1] - 91:7</p> <p><b>participate</b> [2] - 101:7, 206:11</p> <p><b>participation</b> [1] - 88:14</p> <p><b>particular</b> [2] - 116:3, 177:14</p> <p><b>particularly</b> [7] - 97:19, 99:15, 100:5, 119:2, 123:3, 162:3, 190:10</p> <p><b>partner</b> [1] - 14:9</p> <p><b>partners</b> [3] - 17:14, 32:11, 66:19</p> <p><b>parts</b> [1] - 28:18</p> <p><b>party</b> [1] - 229:13</p> <p><b>passed</b> [3] - 11:15, 12:11, 166:14</p> <p><b>passing</b> [1] - 25:2</p> <p><b>passive</b> [1] - 167:4</p> <p><b>past</b> [5] - 47:18, 48:6, 95:18, 96:1, 101:11</p> <p><b>path</b> [2] - 69:3, 142:18</p> <p><b>patio</b> [1] - 224:14</p> <p><b>Patrick</b> [1] - 175:10</p> <p><b>pay</b> [3] - 116:5, 120:19, 143:14</p> <p><b>payback</b> [3] - 163:9, 163:19, 202:7</p> <p><b>paycheck</b> [1] - 92:8</p> <p><b>paying</b> [1] - 190:8</p> <p><b>payments</b> [2] - 52:3, 52:5</p> <p><b>payout</b> [1] - 171:3</p> <p><b>PB#125</b> [1] - 2:12</p> <p><b>peeves</b> [2] - 186:6, 217:15</p> <p><b>pegged</b> [1] - 67:3</p> <p><b>penalty</b> [2] - 171:3, 208:8</p> <p><b>penciled</b> [1] - 94:14</p> <p><b>pennies</b> [1] - 175:5</p> <p><b>penthouse</b> [4] - 56:14, 222:9, 222:15</p> <p><b>people</b> [79] - 29:5, 30:16, 35:13, 38:11, 54:1, 72:4, 91:15, 92:7, 94:1, 96:3, 96:5, 96:13, 96:14, 99:19, 100:3, 101:5, 102:2, 103:3, 106:1,</p>	<p>107:1, 107:17, 108:2, 108:3, 109:2, 109:4, 109:17, 110:10, 110:14, 111:10, 112:17, 115:14, 115:19, 116:13, 117:17, 118:9, 118:17, 119:4, 119:14, 120:9, 120:18, 121:7, 123:1, 124:3, 124:7, 126:16, 127:1, 127:3, 127:18, 128:4, 129:2, 130:3, 133:3, 139:2, 139:3, 141:6, 142:1, 152:3, 158:6, 159:19, 167:5, 175:17, 179:8, 183:7, 184:4, 186:2, 195:5, 195:6, 195:8, 195:12, 198:5, 205:8, 206:11, 206:19, 207:4, 216:5, 216:11, 217:13, 218:13, 234:4</p> <p><b>people's</b> [1] - 134:9</p> <p><b>per</b> [3] - 64:1, 71:2, 121:1</p> <p><b>percent</b> [60] - 21:9, 30:6, 30:8, 30:14, 30:17, 39:1, 39:2, 39:3, 39:11, 39:12, 39:14, 39:16, 40:11, 40:14, 41:2, 41:10, 45:10, 46:5, 47:6, 47:18, 48:1, 67:9, 84:10, 84:18, 85:2, 91:10, 98:19, 99:9, 99:11, 99:19, 102:3, 102:6, 102:17, 106:14, 111:8, 113:6, 114:2, 122:17, 126:14, 126:15, 126:18, 127:6, 136:6, 141:17, 142:15, 159:4, 159:6, 159:11, 159:14, 169:9, 170:10, 179:16, 180:7, 180:18, 181:8, 212:15, 214:11, 214:12</p> <p><b>percentage</b> [9] - 34:12, 38:16, 45:11, 47:8, 56:2, 56:3, 56:4, 172:16, 219:18</p> <p><b>perfect</b> [1] - 141:16</p> <p><b>perforations</b> [1] -</p>
--	---	--	---	---

<p>194:12</p> <p><b>performance</b> [3] - 178:19, 195:11, 197:17</p> <p><b>performance-based</b> [1] - 178:19</p> <p><b>performer</b> [2] - 155:18, 182:4</p> <p><b>performing</b> [1] - 182:5</p> <p><b>perhaps</b> [9] - 23:10, 31:19, 50:19, 55:4, 55:6, 105:1, 121:14, 128:12, 183:15</p> <p><b>period</b> [2] - 203:14, 205:4</p> <p><b>permanency</b> [1] - 110:15</p> <p><b>permanent</b> [1] - 14:14</p> <p><b>permanently</b> [3] - 18:7, 40:11, 46:15</p> <p><b>permission</b> [1] - 219:1</p> <p><b>Permit</b> [3] - 66:18, 79:17, 232:10</p> <p><b>permit</b> [3] - 2:10, 79:3, 82:12</p> <p><b>permit's</b> [1] - 63:9</p> <p><b>Permits</b> [2] - 218:4, 227:11</p> <p><b>permits</b> [2] - 63:3, 79:2</p> <p><b>permitted</b> [2] - 173:16, 218:1</p> <p><b>permitting</b> [5] - 69:4, 76:9, 76:10, 76:19, 173:14</p> <p><b>perpetuity</b> [1] - 134:15</p> <p><b>person</b> [3] - 88:9, 191:8, 209:2</p> <p><b>personally</b> [1] - 185:16</p> <p><b>perspective</b> [7] - 21:1, 22:13, 118:1, 166:2, 184:18, 187:12, 232:6</p> <p><b>pet</b> [2] - 186:5, 217:15</p> <p><b>PETER</b> [20] - 13:2, 40:2, 47:15, 74:6, 74:10, 74:15, 75:2, 75:7, 76:18, 77:9, 77:16, 78:1, 79:6, 83:3, 83:7, 93:7, 93:10, 116:2, 116:15, 117:4</p> <p><b>Peter</b> [3] - 13:2, 117:16, 118:13</p> <p><b>Peter's</b> [1] - 75:16</p> <p><b>petition</b> [6] - 4:10, 4:18, 17:4, 134:3,</p>	<p>134:17, 135:5</p> <p><b>Petition</b> [3] - 4:12, 4:19, 133:17</p> <p><b>phase</b> [1] - 153:18</p> <p><b>phased</b> [2] - 148:4, 166:11</p> <p><b>phases</b> [2] - 93:10, 93:11</p> <p><b>philosophy</b> [1] - 129:7</p> <p><b>phonetic</b> [2] - 15:13, 161:2</p> <p><b>photo</b> [1] - 221:17</p> <p><b>physical</b> [1] - 51:15</p> <p><b>pick</b> [1] - 35:2</p> <p><b>picture</b> [1] - 149:14</p> <p><b>pie</b> [4] - 123:10, 124:2, 124:15, 126:5</p> <p><b>piece</b> [7] - 63:15, 66:6, 126:12, 166:14, 204:19, 205:1</p> <p><b>pilot</b> [6] - 145:13, 151:2, 179:6, 179:10, 205:16, 206:11</p> <p><b>pipe</b> [1] - 170:3</p> <p><b>pipeline</b> [4] - 17:1, 34:6, 41:5, 44:12</p> <p><b>PIZZA</b> [7] - 13:19, 46:9, 108:11, 114:14, 114:19, 115:6, 115:12</p> <p><b>Pizza</b> [1] - 14:1</p> <p><b>PIZZA-ZEOLI</b> [7] - 13:19, 46:9, 108:11, 114:14, 114:19, 115:6, 115:12</p> <p><b>Pizza-Zeoli</b> [1] - 14:1</p> <p><b>place</b> [15] - 3:8, 27:19, 63:10, 75:11, 109:7, 117:17, 133:6, 138:18, 145:9, 157:10, 167:17, 172:1, 193:10, 197:12, 198:1</p> <p><b>placed</b> [2] - 33:9, 221:19</p> <p><b>places</b> [3] - 74:12, 102:19, 158:11</p> <p><b>plan</b> [19] - 59:13, 61:9, 130:9, 132:17, 133:4, 135:12, 135:15, 136:17, 138:14, 141:19, 142:17, 142:19, 146:8, 147:6, 149:8, 151:7, 152:4, 167:9, 191:4</p> <p><b>planet</b> [1] - 211:4</p>	<p><b>planned</b> [1] - 150:6</p> <p><b>planner</b> [2] - 27:3, 27:4</p> <p><b>planners</b> [1] - 136:18</p> <p><b>Planning</b> [38] - 2:5, 2:12, 3:5, 4:1, 5:4, 6:9, 8:1, 8:5, 9:16, 12:14, 13:1, 13:9, 19:8, 19:13, 23:19, 26:16, 28:10, 32:3, 77:3, 78:7, 79:14, 83:11, 87:19, 89:2, 129:1, 132:11, 166:1, 166:9, 197:2, 227:11, 228:14, 229:6, 232:4, 233:5, 235:1, 235:15, 236:6, 236:15</p> <p><b>planning</b> [10] - 3:17, 15:10, 23:2, 26:14, 27:5, 69:3, 82:3, 84:3, 131:11, 165:15</p> <p><b>PLANNING</b> [1] - 1:1</p> <p><b>plans</b> [3] - 131:9, 223:18, 225:3</p> <p><b>plant</b> [2] - 169:17, 172:6</p> <p><b>plastic</b> [1] - 202:18</p> <p><b>play</b> [5] - 52:8, 70:8, 126:7, 139:11, 145:12</p> <p><b>pleasure</b> [1] - 11:12</p> <p><b>plenty</b> [1] - 171:11</p> <p><b>Plus</b> [1] - 184:12</p> <p><b>plus</b> [3] - 23:15, 151:5, 162:6</p> <p><b>pocket</b> [1] - 210:4</p> <p><b>point</b> [17] - 5:11, 25:13, 34:14, 70:5, 97:1, 101:19, 109:15, 111:7, 129:4, 158:4, 177:4, 183:11, 188:9, 190:13, 191:11, 219:8, 219:9</p> <p><b>pointing</b> [1] - 73:16</p> <p><b>points</b> [4] - 153:6, 178:5, 188:12, 188:13</p> <p><b>policies</b> [4] - 112:8, 112:18, 138:17, 150:19</p> <p><b>policy</b> [11] - 8:7, 16:15, 53:19, 54:6, 104:15, 104:16, 110:5, 112:10, 115:1, 131:14, 147:19</p> <p><b>political</b> [4] - 25:8, 33:4, 33:6, 158:4</p>	<p><b>Pond</b> [1] - 130:10</p> <p><b>pool</b> [1] - 79:8</p> <p><b>poor</b> [4] - 51:5, 51:7, 155:19, 182:4</p> <p><b>poorly</b> [1] - 182:6</p> <p><b>population</b> [1] - 47:13</p> <p><b>populations</b> [1] - 48:12</p> <p><b>porch</b> [1] - 120:6</p> <p><b>portion</b> [4] - 41:10, 104:19, 124:19, 125:6</p> <p><b>position</b> [1] - 81:19</p> <p><b>positive</b> [1] - 230:6</p> <p><b>possibility</b> [1] - 76:10</p> <p><b>possible</b> [7] - 85:11, 115:2, 140:19, 141:12, 177:9, 179:9, 229:7</p> <p><b>possibly</b> [2] - 88:13, 163:13</p> <p><b>potential</b> [1] - 169:8</p> <p><b>potentially</b> [2] - 159:9, 172:19</p> <p><b>poverty</b> [1] - 124:7</p> <p><b>power</b> [5] - 80:3, 173:19, 174:2, 174:11, 176:18</p> <p><b>powers</b> [1] - 112:8</p> <p><b>practice</b> [2] - 30:2, 137:12</p> <p><b>practiced</b> [1] - 24:14</p> <p><b>praying</b> [1] - 73:11</p> <p><b>precedent</b> [1] - 18:14</p> <p><b>predictability</b> [1] - 56:17</p> <p><b>prediction</b> [1] - 141:17</p> <p><b>predominantly</b> [1] - 43:14</p> <p><b>prefer</b> [2] - 103:6, 103:8</p> <p><b>preferring</b> [1] - 90:7</p> <p><b>premise</b> [1] - 125:2</p> <p><b>premises</b> [1] - 125:1</p> <p><b>premium</b> [1] - 163:19</p> <p><b>present</b> [1] - 211:11</p> <p><b>presentation</b> [2] - 132:5, 220:18</p> <p><b>presented</b> [1] - 119:6</p> <p><b>preservation</b> [5] - 16:18, 17:17, 19:6, 31:8, 33:1</p> <p><b>preserve</b> [4] - 13:15, 18:3, 39:19, 92:12</p> <p><b>preserved</b> [1] - 18:5</p> <p><b>preserving</b> [1] - 46:16</p> <p><b>President</b> [2] - 28:1, 228:13</p> <p><b>pressures</b> [1] - 72:5</p> <p><b>PRESTON</b> [23] - 26:3,</p>	<p>82:8, 82:15, 82:18, 83:5, 113:10, 113:16, 114:5, 115:5, 115:11, 174:14, 185:8, 185:15, 188:8, 189:12, 195:14, 199:3, 203:16, 204:4, 210:3, 218:5, 231:16, 232:8</p> <p><b>Preston</b> [2] - 1:8, 26:4</p> <p><b>presumably</b> [2] - 205:13, 234:19</p> <p><b>presumed</b> [1] - 125:5</p> <p><b>pretty</b> [20] - 16:15, 32:17, 41:15, 51:17, 53:9, 53:15, 55:18, 74:3, 90:16, 91:1, 95:6, 105:5, 113:5, 122:18, 140:6, 157:12, 184:16, 186:10, 188:3, 212:19</p> <p><b>prevented</b> [1] - 154:16</p> <p><b>previous</b> [1] - 222:13</p> <p><b>price</b> [10] - 34:9, 122:6, 123:6, 171:16, 172:1, 175:4, 210:5, 210:7, 211:15, 212:9</p> <p><b>prices</b> [2] - 70:14, 163:14</p> <p><b>primarily</b> [4] - 24:19, 30:3, 33:17, 155:7</p> <p><b>primers</b> [1] - 138:15</p> <p><b>Princeton</b> [1] - 174:18</p> <p><b>principle</b> [1] - 186:9</p> <p><b>principles</b> [2] - 144:16, 201:2</p> <p><b>print</b> [1] - 177:10</p> <p><b>priorities</b> [5] - 8:17, 9:10, 104:17, 128:1, 197:10</p> <p><b>prioritized</b> [3] - 48:8, 49:4, 139:12</p> <p><b>priority</b> [5] - 102:1, 105:5, 105:6, 119:16, 126:19</p> <p><b>private</b> [13] - 7:3, 8:18, 13:4, 21:15, 22:10, 31:6, 43:8, 78:8, 78:9, 78:13, 85:17, 95:7, 114:13</p> <p><b>pro</b> [1] - 121:15</p> <p><b>problem</b> [11] - 34:15, 35:15, 69:18, 70:6, 74:5, 74:7, 78:5, 88:19, 163:10, 165:4, 172:11</p> <p><b>problematic</b> [1] -</p>
--	---	--	---	--

<p>168:13  <b>problems</b> [1] - 82:17  <b>procedure</b> [1] - 200:11  <b>proceed</b> [1] - 150:6  <b>proceeding</b> [1] - 79:5  <b>proceedings</b> [1] - 237:7  <b>process</b> [33] - 33:10, 33:19, 34:10, 35:13, 58:2, 60:13, 62:13, 69:9, 77:6, 77:7, 77:10, 77:11, 78:11, 122:11, 125:14, 137:9, 139:2, 149:10, 149:11, 149:18, 151:15, 152:10, 153:13, 154:13, 158:3, 158:9, 159:16, 172:15, 173:14, 204:19, 205:8  <b>processes</b> [1] - 38:7  <b>produce</b> [5] - 64:12, 101:3, 138:1, 146:3, 195:9  <b>produced</b> [4] - 106:10, 136:11, 157:2, 169:6  <b>producing</b> [2] - 44:14, 178:2  <b>production</b> [3] - 81:16, 138:4, 174:11  <b>productive</b> [1] - 168:6  <b>productivity</b> [2] - 171:19, 196:2  <b>products</b> [3] - 122:12, 122:14, 123:5  <b>professional</b> [1] - 11:17  <b>profile</b> [2] - 16:15, 18:9  <b>profit</b> [15] - 13:4, 13:17, 32:11, 42:11, 66:19, 73:17, 74:2, 76:1, 76:5, 76:13, 76:17, 80:5, 91:19, 95:2  <b>profitable</b> [2] - 55:5, 55:14  <b>profits</b> [4] - 27:10, 72:18, 107:11, 124:5  <b>program</b> [21] - 43:12, 43:19, 44:19, 46:13, 47:19, 60:9, 101:8, 105:19, 106:16, 106:19, 109:18, 110:8, 115:8, 119:18, 122:13,</p>	<p>123:2, 149:19, 156:12, 156:19, 179:1, 205:19  <b>program-wide</b> [1] - 149:19  <b>programs</b> [6] - 31:11, 100:7, 106:15, 119:15, 157:1, 157:4  <b>progress</b> [1] - 109:3  <b>progressive</b> [2] - 27:10, 197:16  <b>prohibitive</b> [1] - 174:19  <b>project</b> [31] - 4:14, 30:10, 30:11, 34:4, 46:12, 55:1, 62:5, 65:15, 66:10, 67:11, 69:9, 77:4, 83:16, 85:6, 85:17, 88:5, 88:6, 88:10, 90:10, 93:15, 94:9, 94:11, 133:2, 141:13, 157:8, 165:17, 166:3, 166:13, 172:6  <b>project-based</b> [1] - 46:12  <b>projects</b> [44] - 8:4, 12:19, 14:14, 18:9, 18:18, 19:10, 19:11, 23:2, 25:5, 27:4, 30:4, 30:5, 33:7, 33:9, 33:13, 35:15, 37:1, 37:2, 62:19, 63:2, 63:5, 63:12, 63:18, 65:4, 68:4, 69:4, 72:17, 85:5, 85:11, 86:10, 93:17, 94:3, 96:3, 100:7, 129:7, 133:15, 143:15, 145:13, 148:18, 151:2, 154:16, 154:17, 166:10, 217:8  <b>promised</b> [1] - 83:7  <b>promising</b> [1] - 139:9  <b>promoting</b> [1] - 50:6  <b>proper</b> [2] - 25:8, 209:12  <b>properly</b> [1] - 148:12  <b>properties</b> [5] - 18:4, 18:6, 31:9, 50:14, 91:16  <b>property</b> [11] - 24:6, 27:11, 75:1, 95:3, 95:4, 116:13, 178:9, 200:3, 200:9, 200:16, 202:13  <b>proponents</b> [2] - 42:15, 66:17  <b>proposal</b> [5] - 81:12,</p>	<p>153:4, 178:7, 178:8, 227:17  <b>propose</b> [2] - 143:11, 211:9  <b>proposed</b> [10] - 142:12, 144:17, 146:10, 148:7, 149:9, 150:2, 152:9, 199:12, 205:7, 231:3  <b>proposing</b> [2] - 59:15, 153:9  <b>Prosnitz</b> [1] - 15:12  <b>Protection</b> [1] - 152:1  <b>protection</b> [1] - 151:9  <b>proud</b> [3] - 27:5, 27:14, 158:12  <b>proudest</b> [1] - 27:18  <b>provide</b> [3] - 67:12, 67:16, 104:17  <b>provided</b> [1] - 15:13  <b>providers</b> [2] - 42:11, 44:9  <b>provides</b> [1] - 77:4  <b>providing</b> [1] - 55:15  <b>provision</b> [1] - 215:17  <b>provisions</b> [2] - 203:10, 205:3  <b>public</b> [15] - 4:8, 14:7, 27:7, 27:13, 36:4, 41:16, 46:11, 56:5, 83:4, 86:18, 129:14, 151:16, 187:17, 222:5, 231:4  <b>Public</b> [2] - 237:5, 237:11  <b>publicly</b> [1] - 181:17  <b>PUD</b> [1] - 166:15  <b>pull</b> [1] - 188:5  <b>pump</b> [1] - 164:9  <b>purchase</b> [2] - 123:1, 210:7  <b>purchasing</b> [1] - 119:15  <b>purpose</b> [1] - 135:2  <b>pursuant</b> [1] - 2:13  <b>pushed</b> [2] - 110:12, 147:11  <b>pushing</b> [1] - 195:6  <b>put</b> [20] - 37:4, 52:4, 75:11, 81:12, 121:18, 162:10, 165:13, 172:7, 187:3, 213:5, 213:13, 213:19, 215:17, 217:14, 218:14, 218:18, 223:1, 224:14, 224:15, 227:18  <b>Putnam</b> [1] - 65:8  <b>puts</b> [1] - 88:9</p>	<p><b>putting</b> [1] - 213:8</p> <p style="text-align: center;"><b>Q</b></p> <p><b>qualify</b> [3] - 67:17, 84:14, 104:1  <b>quality</b> [7] - 28:3, 72:6, 73:4, 184:9, 197:11, 197:12, 198:1  <b>quantity</b> [1] - 175:9  <b>questions</b> [9] - 10:5, 44:16, 49:15, 86:16, 100:19, 132:18, 157:17, 159:19, 209:17  <b>quick</b> [4] - 45:9, 58:3, 62:10, 164:14  <b>quicker</b> [3] - 180:10, 189:11, 189:18  <b>quickly</b> [7] - 35:10, 53:11, 53:17, 61:15, 149:7, 170:11, 170:15  <b>quid</b> [1] - 121:15  <b>quite</b> [7] - 30:1, 99:5, 105:13, 135:13, 152:12, 183:1, 223:19  <b>quo</b> [1] - 121:15</p> <p style="text-align: center;"><b>R</b></p> <p><b>rachet</b> [1] - 167:2  <b>racheted</b> [1] - 182:10  <b>RAD</b> [2] - 20:14, 47:1  <b>raised</b> [1] - 103:15  <b>raises</b> [1] - 50:2  <b>raising</b> [2] - 112:5, 165:12  <b>range</b> [25] - 21:9, 45:6, 47:1, 47:3, 47:14, 58:19, 83:10, 98:18, 99:9, 100:1, 100:3, 100:6, 100:8, 106:13, 107:16, 108:1, 114:17, 118:16, 120:19, 122:18, 124:2, 126:16, 130:9, 144:18, 144:19  <b>ranges</b> [2] - 30:5, 107:17  <b>RASMUSSEN</b> [49] - 132:6, 132:8, 160:14, 161:5, 164:6, 164:13, 165:7, 167:15, 171:8, 171:12, 173:6, 173:9, 175:8,</p>	<p>176:5, 176:11, 176:16, 177:3, 178:11, 178:16, 181:1, 191:4, 194:7, 194:10, 195:1, 195:18, 198:9, 199:6, 199:11, 200:14, 201:16, 202:1, 205:18, 206:4, 206:8, 207:7, 207:11, 207:16, 208:6, 208:9, 208:11, 208:15, 210:8, 210:14, 211:7, 212:1, 212:4, 215:6, 216:1, 221:10  <b>Rasmussen</b> [1] - 132:9  <b>rate</b> [4] - 31:6, 36:14, 69:19, 94:8  <b>rates</b> [4] - 122:1, 122:15, 122:16, 122:17  <b>rather</b> [10] - 43:3, 97:9, 101:7, 116:19, 121:3, 121:13, 125:6, 127:6, 134:19, 218:13  <b>ratio</b> [2] - 39:4, 39:18  <b>rational</b> [2] - 160:6, 165:14  <b>rationality</b> [1] - 124:18  <b>rationalize</b> [2] - 57:16, 61:18  <b>re</b> [1] - 49:8  <b>re-looking</b> [1] - 49:8  <b>reach</b> [1] - 165:19  <b>reached</b> [1] - 160:17  <b>reaction</b> [1] - 210:15  <b>read</b> [5] - 146:6, 149:13, 177:10, 229:11, 236:15  <b>readiness</b> [1] - 79:9  <b>reading</b> [2] - 5:7, 236:6  <b>Reading</b> [1] - 104:3  <b>ready</b> [5] - 116:1, 154:2, 154:3, 167:19, 220:15  <b>real</b> [17] - 7:10, 24:16, 26:7, 29:16, 34:3, 34:4, 35:15, 96:7, 96:16, 100:16, 139:16, 140:4, 165:16, 170:19, 171:4, 196:9, 213:9  <b>realistic</b> [1] - 38:1  <b>reality</b> [1] - 139:12  <b>realize</b> [1] - 143:18  <b>really</b> [80] - 3:16, 6:9,</p>
--	---	--	---	---

<p>6:16, 6:18, 7:2, 7:15, 7:17, 7:18, 8:1, 8:13, 9:4, 9:6, 9:8, 9:12, 9:15, 10:4, 10:10, 22:3, 29:13, 34:15, 37:2, 48:17, 49:4, 49:14, 54:7, 70:5, 72:9, 73:14, 76:12, 78:18, 81:4, 81:15, 82:4, 82:6, 85:11, 85:15, 92:11, 95:6, 109:14, 115:10, 118:10, 120:15, 121:16, 124:6, 125:12, 128:13, 128:14, 128:15, 136:13, 137:3, 139:10, 140:14, 141:5, 145:13, 155:17, 155:19, 156:5, 157:2, 159:16, 160:5, 166:16, 166:19, 168:16, 168:19, 176:18, 178:2, 179:3, 179:8, 182:3, 183:4, 183:6, 183:8, 185:6, 196:10, 204:12, 211:8, 219:9, 220:18, 221:1</p> <p><b>reason</b> [6] - 31:7, 191:6, 199:14, 232:12, 234:2, 236:7</p> <p><b>REASON</b> [6] - 236:9, 236:10, 236:11, 236:12, 236:13, 236:14</p> <p><b>reasonable</b> [11] - 58:18, 81:6, 81:12, 123:7, 149:3, 164:1, 201:5, 202:4, 219:18, 221:8</p> <p><b>reasons</b> [4] - 21:11, 121:13, 124:13, 177:19</p> <p><b>rebate</b> [2] - 155:17, 207:2</p> <p><b>rebated</b> [1] - 156:2</p> <p><b>received</b> [1] - 9:4</p> <p><b>receiving</b> [1] - 85:12</p> <p><b>recent</b> [4] - 21:18, 62:5, 62:18, 96:3</p> <p><b>recently</b> [2] - 110:4, 164:15</p> <p><b>recess</b> [1] - 131:19</p> <p><b>recognize</b> [2] - 91:15, 91:19</p> <p><b>recognizing</b> [4] - 45:5, 85:5, 98:15, 111:8</p>	<p><b>recollection</b> [1] - 60:14</p> <p><b>recommend</b> [2] - 232:3, 232:5</p> <p><b>recommendation</b> [3] - 5:3, 5:11, 229:4</p> <p><b>recommendations</b> [3] - 22:6, 124:16, 139:6</p> <p><b>recommending</b> [1] - 165:10</p> <p><b>reconciled</b> [2] - 77:14, 78:2</p> <p><b>reconciliation</b> [1] - 158:5</p> <p><b>RECORD</b> [1] - 1:18</p> <p><b>record</b> [2] - 236:17, 237:6</p> <p><b>recuse</b> [1] - 226:3</p> <p><b>red</b> [1] - 218:10</p> <p><b>redeveloped</b> [1] - 27:6</p> <p><b>redo</b> [1] - 226:14</p> <p><b>reduce</b> [6] - 123:2, 133:13, 140:16, 142:14, 179:2, 214:11</p> <p><b>reduced</b> [2] - 130:1, 130:2</p> <p><b>reduction</b> [1] - 65:9</p> <p><b>reductions</b> [1] - 178:3</p> <p><b>refined</b> [1] - 139:19</p> <p><b>reflect</b> [1] - 211:15</p> <p><b>regardless</b> [1] - 76:4</p> <p><b>region</b> [1] - 134:6</p> <p><b>regional</b> [3] - 159:9, 165:19, 174:16</p> <p><b>registered</b> [1] - 188:2</p> <p><b>regular</b> [1] - 32:17</p> <p><b>regularly</b> [1] - 16:7</p> <p><b>regulate</b> [1] - 57:16</p> <p><b>regulated</b> [1] - 134:6</p> <p><b>regulation</b> [6] - 56:18, 135:1, 148:1, 149:6, 151:1, 211:10</p> <p><b>regulations</b> [4] - 127:3, 148:7, 184:6, 184:17</p> <p><b>rehab</b> [5] - 13:3, 31:10, 75:3, 113:19, 203:11</p> <p><b>Rehab</b> [1] - 13:4</p> <p><b>rehabbed</b> [1] - 32:14</p> <p><b>relate</b> [1] - 128:6</p> <p><b>related</b> [1] - 25:13</p> <p><b>relates</b> [1] - 186:6</p> <p><b>relationship</b> [2] - 95:1, 129:1</p> <p><b>relative</b> [3] - 20:4, 159:1, 184:15</p> <p><b>relatively</b> [3] - 8:11,</p>	<p>70:6, 179:18</p> <p><b>reliable</b> [1] - 125:12</p> <p><b>relief</b> [5] - 57:14, 62:3, 62:8, 69:8, 81:15</p> <p><b>relocate</b> [2] - 111:6, 114:3</p> <p><b>reluctant</b> [2] - 90:18, 121:11</p> <p><b>remain</b> [1] - 110:11</p> <p><b>remains</b> [1] - 224:9</p> <p><b>remember</b> [3] - 33:15, 175:9, 207:7</p> <p><b>remind</b> [2] - 101:13, 133:3</p> <p><b>renewable</b> [13] - 141:12, 142:10, 144:5, 148:16, 153:19, 156:14, 161:6, 161:12, 169:13, 172:17, 173:4, 175:11, 218:13</p> <p><b>renewal</b> [1] - 156:11</p> <p><b>renovation</b> [2] - 199:14, 200:6</p> <p><b>renovations</b> [1] - 211:17</p> <p><b>rent</b> [13] - 11:16, 12:10, 23:16, 23:17, 39:5, 40:3, 40:8, 48:19, 80:13, 101:14, 102:11, 116:5, 121:13</p> <p><b>rental</b> [8] - 13:6, 34:18, 101:9, 107:10, 108:15, 116:4, 120:13, 123:4</p> <p><b>Rental</b> [1] - 46:13</p> <p><b>rented</b> [1] - 30:16</p> <p><b>renting</b> [2] - 49:1, 49:3</p> <p><b>rents</b> [2] - 78:13, 78:15</p> <p><b>reorient</b> [1] - 49:11</p> <p><b>repair</b> [1] - 203:6</p> <p><b>repaired</b> [1] - 176:3</p> <p><b>replace</b> [1] - 40:9</p> <p><b>replaced</b> [1] - 144:6</p> <p><b>replacements</b> [1] - 203:6</p> <p><b>report</b> [3] - 151:11, 185:10, 185:12</p> <p><b>REPORTER</b> [1] - 237:17</p> <p><b>Reporter</b> [2] - 237:4, 237:12</p> <p><b>REPORTERS</b> [1] - 1:17</p> <p><b>representative</b> [1] - 24:5</p>	<p><b>representing</b> [1] - 135:10</p> <p><b>represents</b> [1] - 14:6</p> <p><b>REPRODUCTION</b> [1] - 237:15</p> <p><b>requested</b> [1] - 223:13</p> <p><b>require</b> [6] - 45:2, 122:7, 133:17, 153:6, 199:12, 201:7</p> <p><b>required</b> [5] - 134:2, 150:10, 154:5, 201:12, 208:14</p> <p><b>requirement</b> [13] - 39:16, 40:18, 43:9, 55:2, 68:14, 125:11, 153:18, 154:7, 201:9, 206:10, 208:3, 208:5, 208:16</p> <p><b>requirements</b> [23] - 22:1, 22:9, 25:10, 50:5, 50:6, 52:17, 53:16, 54:17, 58:12, 66:13, 69:7, 124:17, 134:15, 153:4, 153:5, 153:10, 167:2, 167:13, 181:8, 182:2, 182:10, 207:4, 207:6</p> <p><b>requires</b> [7] - 50:16, 54:2, 56:11, 58:15, 60:15, 88:12, 203:5</p> <p><b>requiring</b> [1] - 145:18</p> <p><b>Res</b> [2] - 37:14, 37:16</p> <p><b>reside</b> [1] - 27:12</p> <p><b>residence</b> [2] - 2:10, 221:18</p> <p><b>Residence</b> [1] - 228:7</p> <p><b>resident</b> [3] - 24:4, 24:8, 29:3</p> <p><b>residential</b> [14] - 4:14, 24:18, 25:3, 50:14, 71:4, 140:8, 147:7, 148:9, 148:18, 178:9, 181:5, 201:13, 205:17, 206:14</p> <p><b>residents</b> [5] - 9:5, 73:6, 128:7, 136:19, 144:10</p> <p><b>resiliency</b> [1] - 149:1</p> <p><b>resistance</b> [1] - 90:17</p> <p><b>resolution</b> [1] - 58:8</p> <p><b>resolve</b> [1] - 34:1</p> <p><b>resolved</b> [1] - 34:2</p> <p><b>resource</b> [1] - 193:11</p> <p><b>resources</b> [5] - 64:3, 65:1, 99:19, 108:6,</p>	<p>115:18</p> <p><b>RESPECT</b> [1] - 237:16</p> <p><b>respond</b> [1] - 103:2</p> <p><b>responded</b> [1] - 130:16</p> <p><b>responsibility</b> [1] - 151:10</p> <p><b>responsibly</b> [1] - 88:18</p> <p><b>rest</b> [3] - 158:18, 160:11, 160:12</p> <p><b>restaurant</b> [4] - 227:19, 230:3, 231:3, 233:1</p> <p><b>restrictions</b> [1] - 113:13</p> <p><b>restricted</b> [2] - 40:11, 116:13</p> <p><b>restriction</b> [3] - 67:6, 116:7, 119:5</p> <p><b>restrictions</b> [2] - 13:13, 119:11</p> <p><b>result</b> [1] - 133:5</p> <p><b>resulting</b> [1] - 86:17</p> <p><b>results</b> [1] - 146:3</p> <p><b>retail</b> [3] - 228:3, 231:15, 234:1</p> <p><b>retain</b> [1] - 55:5</p> <p><b>retired</b> [1] - 23:13</p> <p><b>retrofit</b> [1] - 179:9</p> <p><b>retrofits</b> [1] - 143:6</p> <p><b>retrofitted</b> [1] - 141:1</p> <p><b>retrofitting</b> [2] - 178:5, 199:10</p> <p><b>return</b> [1] - 118:13</p> <p><b>reused</b> [1] - 192:7</p> <p><b>review</b> [15] - 53:15, 77:1, 77:5, 77:7, 87:9, 87:16, 88:2, 88:10, 88:13, 89:13, 90:10, 90:11, 149:19, 194:4, 223:7</p> <p><b>reviewed</b> [1] - 142:1</p> <p><b>reviews</b> [2] - 77:2, 151:14</p> <p><b>revisions</b> [1] - 2:8</p> <p><b>rezoning</b> [1] - 4:13</p> <p><b>RFP</b> [1] - 167:19</p> <p><b>Rich</b> [3] - 10:17, 16:16, 60:2</p> <p><b>rich</b> [1] - 11:7</p> <p><b>Richard</b> [1] - 4:13</p> <p><b>RICHARD</b> [20] - 6:7, 11:7, 14:16, 24:10, 51:12, 53:18, 57:2, 65:16, 71:9, 71:13, 72:11, 73:14, 80:16, 87:12, 94:17, 101:16, 109:11, 113:2, 117:8,</p>
---	--	---	--	--



<p>128:18  <b>rid</b> [1] - 145:2  <b>rigid</b> [1] - 217:1  <b>rise</b> [1] - 52:13  <b>risk</b> [2] - 17:19, 18:8  <b>risks</b> [1] - 135:17  <b>risky</b> [1] - 63:10  <b>River</b> [1] - 28:2  <b>river</b> [2] - 162:13, 162:15  <b>riverfront</b> [1] - 130:1  <b>road</b> [1] - 159:4  <b>robust</b> [3] - 87:8, 88:12, 153:12  <b>role</b> [4] - 19:8, 19:14, 71:14, 145:12  <b>rolled</b> [2] - 3:14, 183:16  <b>roof</b> [5] - 154:1, 169:7, 186:15, 213:14, 213:15  <b>roofs</b> [1] - 169:9  <b>rooftop</b> [1] - 153:17  <b>Room</b> [1] - 1:6  <b>room</b> [8] - 12:2, 56:12, 59:9, 61:3, 122:9, 129:11, 158:7, 229:9  <b>Rossi</b> [2] - 6:5, 11:7  <b>ROSSI</b> [20] - 6:7, 11:7, 14:16, 24:10, 51:12, 53:18, 57:2, 65:16, 71:9, 71:13, 72:11, 73:14, 80:16, 87:12, 94:17, 101:16, 109:11, 113:2, 117:8, 128:18  <b>rotating</b> [1] - 197:7  <b>rough</b> [1] - 121:12  <b>round</b> [1] - 45:18  <b>run</b> [3] - 172:9, 183:7, 193:19  <b>running</b> [3] - 57:6, 181:8  <b>Russell</b> [2] - 1:9, 29:17  <b>RUSSELL</b> [43] - 29:17, 70:19, 71:6, 88:7, 91:5, 91:13, 92:3, 92:5, 97:4, 97:13, 101:13, 126:10, 128:2, 128:9, 160:2, 160:19, 162:1, 162:7, 162:14, 162:18, 176:9, 186:5, 188:18, 189:13, 189:19, 190:4, 193:5, 193:8, 195:2, 198:18, 212:6, 212:12,</p>	<p>213:8, 213:13, 214:6, 217:14, 218:7, 218:17, 223:16, 224:5, 224:16, 234:12, 234:18</p> <hr/> <p style="text-align: center;"><b>S</b></p> <hr/> <p><b>safe</b> [2] - 70:11, 160:8  <b>safety</b> [1] - 115:8  <b>sale</b> [12] - 199:5, 199:10, 199:14, 199:16, 200:4, 200:16, 201:13, 202:17, 203:2, 203:7, 207:15, 207:16  <b>sales</b> [2] - 211:15, 212:9  <b>SAME</b> [1] - 237:16  <b>Sancta</b> [1] - 222:7  <b>satisfy</b> [2] - 125:18, 185:1  <b>save</b> [1] - 121:2  <b>savings</b> [5] - 65:10, 142:4, 211:14, 211:19, 212:3  <b>saw</b> [7] - 15:1, 19:4, 48:10, 48:12, 99:7, 109:15, 222:14  <b>scale</b> [9] - 71:4, 94:10, 173:8, 173:9, 173:10, 210:10, 224:8, 224:18  <b>scaled</b> [1] - 166:12  <b>scales</b> [1] - 94:6  <b>SCHLESINGER</b> [38] - 11:10, 31:13, 32:6, 40:10, 42:5, 45:13, 45:17, 48:7, 51:4, 51:8, 51:14, 51:18, 56:1, 67:8, 67:14, 67:19, 70:4, 79:7, 81:2, 81:10, 82:7, 82:13, 82:16, 86:15, 89:10, 91:18, 92:9, 93:9, 93:11, 101:18, 104:8, 104:11, 105:12, 105:18, 111:15, 120:5, 121:18, 123:8  <b>Schlesinger</b> [1] - 11:11  <b>school</b> [2] - 48:12, 108:18  <b>schools</b> [1] - 155:10  <b>score</b> [1] - 188:11  <b>Scott</b> [1] - 191:8  <b>screaming</b> [1] - 158:7  <b>screened</b> [1] - 222:15</p>	<p><b>screening</b> [1] - 222:10  <b>screws</b> [1] - 202:18  <b>seating</b> [1] - 231:6  <b>seats</b> [4] - 12:6, 228:5, 229:9, 229:17  <b>Second</b> [1] - 1:6  <b>second</b> [9] - 5:7, 61:13, 98:19, 119:19, 122:13, 163:2, 204:19, 234:11, 235:6  <b>secondly</b> [1] - 125:18  <b>secret</b> [1] - 187:16  <b>Section</b> [2] - 2:13, 36:6  <b>sector</b> [3] - 85:17, 179:11, 201:13  <b>sectors</b> [5] - 136:17, 152:14, 179:12, 199:15, 200:3  <b>see</b> [56] - 12:12, 33:10, 33:11, 38:4, 38:5, 43:3, 43:9, 52:9, 53:4, 58:13, 63:1, 64:9, 67:2, 69:6, 73:8, 74:1, 79:12, 81:19, 96:16, 98:14, 98:17, 100:6, 101:8, 102:16, 105:6, 106:12, 111:10, 119:14, 120:15, 121:5, 122:19, 135:17, 141:15, 147:1, 150:3, 150:8, 150:14, 154:6, 157:11, 166:15, 167:13, 168:4, 168:8, 198:15, 198:16, 198:17, 199:9, 207:6, 213:6, 214:17, 218:14, 222:10, 225:5, 225:6, 226:7, 234:1  <b>seeing</b> [4] - 122:17, 126:13, 142:7, 153:13  <b>seek</b> [1] - 80:11  <b>seem</b> [3] - 22:17, 97:6, 221:7  <b>sees</b> [1] - 73:3  <b>segregate</b> [1] - 52:19  <b>segue</b> [2] - 32:2, 220:13  <b>selected</b> [1] - 191:6  <b>selections</b> [1] - 184:14  <b>sell</b> [5] - 131:3, 199:17, 202:13,</p>	<p>208:19, 212:6  <b>seller</b> [3] - 200:1, 211:19, 212:3  <b>seller's</b> [2] - 209:10, 210:1  <b>send</b> [1] - 202:17  <b>senior</b> [1] - 15:9  <b>sense</b> [9] - 36:9, 42:3, 72:19, 90:13, 94:6, 125:13, 130:14, 161:13, 171:1  <b>sent</b> [5] - 15:14, 16:1, 157:14, 223:17, 228:15  <b>September</b> [1] - 237:8  <b>septic</b> [1] - 203:5  <b>series</b> [2] - 59:14, 138:15  <b>serious</b> [1] - 135:19  <b>seriously</b> [2] - 54:15, 56:6  <b>serve</b> [5] - 94:1, 120:18, 121:7, 124:2, 127:7  <b>service</b> [1] - 108:4  <b>Services</b> [1] - 233:3  <b>servicing</b> [3] - 20:12, 26:16, 94:13  <b>session</b> [1] - 177:2  <b>set</b> [27] - 8:10, 16:10, 35:16, 38:15, 47:16, 51:15, 66:12, 68:6, 84:16, 91:5, 98:15, 112:8, 112:10, 139:13, 140:3, 144:1, 144:15, 146:2, 146:9, 149:9, 152:9, 175:10, 196:13, 198:2, 221:16, 237:6, 237:8  <b>setback</b> [4] - 154:12, 215:5, 215:17, 215:18  <b>sets</b> [7] - 39:13, 56:8, 98:10, 98:13, 142:18, 143:1, 184:16  <b>setting</b> [3] - 56:9, 135:2, 143:10  <b>setup</b> [1] - 89:7  <b>seven</b> [5] - 24:1, 47:10, 164:1, 216:1, 228:2  <b>several</b> [1] - 140:1  <b>Several</b> [1] - 120:9  <b>shaking</b> [1] - 228:18  <b>share</b> [1] - 14:13  <b>shared</b> [1] - 62:16  <b>sheet</b> [2] - 188:11, 236:7</p>	<p><b>SHEET</b> [1] - 236:1  <b>Sheet</b> [2] - 236:3, 236:7  <b>shell</b> [1] - 74:18  <b>Sherlock</b> [1] - 180:11  <b>shines</b> [1] - 194:12  <b>short</b> [9] - 5:12, 20:16, 131:19, 138:14, 138:15, 150:12, 150:13, 150:17, 168:7  <b>Shorthand</b> [2] - 237:4, 237:12  <b>shortly</b> [3] - 128:17, 208:14, 221:2  <b>show</b> [7] - 21:6, 146:7, 146:12, 149:7, 211:5, 225:3, 235:10  <b>showing</b> [1] - 149:12  <b>side</b> [24] - 41:19, 44:12, 46:17, 73:19, 86:19, 87:13, 109:13, 117:6, 117:15, 121:12, 127:12, 149:17, 163:6, 164:14, 183:19, 184:1, 193:6, 201:10, 204:18, 209:6, 209:11, 209:19, 210:1, 230:12  <b>sides</b> [2] - 169:4, 193:6  <b>siding</b> [1] - 215:14  <b>SIENIEWICZ</b> [50] - 26:18, 38:14, 39:2, 39:6, 42:13, 43:2, 44:2, 57:4, 81:9, 89:16, 92:2, 92:4, 158:2, 165:9, 169:3, 170:7, 173:18, 174:6, 174:10, 174:16, 175:1, 176:12, 179:13, 180:16, 184:8, 185:14, 187:11, 190:3, 192:9, 192:17, 193:3, 193:13, 194:1, 195:16, 196:3, 196:12, 202:15, 203:8, 208:18, 209:5, 209:8, 209:16, 211:3, 217:5, 220:9, 225:15, 231:12, 232:3, 232:11, 232:16  <b>Sieniewicz</b> [3] - 1:9, 26:18, 132:19  <b>sign</b> [2] - 116:6,</p>
--	---	---	--	--

<p>231:10  <b>Sign</b> [1] - 236:7  <b>SIGNATURE</b> [1] - 236:1  <b>signed</b> [1] - 152:4  <b>significant</b> [12] - 22:2, 34:5, 34:17, 57:18, 65:9, 65:14, 99:14, 108:6, 113:5, 133:9, 134:8, 227:3  <b>significantly</b> [2] - 55:15, 124:16  <b>Silver</b> [1] - 188:3  <b>similar</b> [3] - 22:1, 203:17, 233:12  <b>simply</b> [2] - 90:10, 159:6  <b>sims</b> [1] - 221:17  <b>single</b> [14] - 41:12, 169:7, 179:15, 186:8, 189:7, 189:10, 189:18, 190:5, 190:14, 191:2, 206:3, 226:10, 226:11, 227:3  <b>single-families</b> [1] - 179:15  <b>single-family</b> [9] - 186:8, 189:7, 189:10, 189:18, 190:5, 190:14, 191:2, 226:10, 227:3  <b>sit</b> [3] - 71:14, 72:8, 233:1  <b>sit-down</b> [1] - 233:1  <b>site</b> [7] - 4:9, 63:7, 75:9, 86:14, 93:9, 161:14, 167:9  <b>sites</b> [9] - 7:7, 7:8, 32:12, 32:13, 34:9, 34:16, 35:2, 57:7  <b>sits</b> [1] - 73:5  <b>sitting</b> [2] - 165:4, 218:19  <b>situation</b> [3] - 54:1, 73:18, 112:1  <b>six</b> [12] - 17:15, 24:1, 35:3, 53:14, 93:19, 155:1, 186:8, 214:12, 216:2, 216:3, 216:6, 218:19  <b>size</b> [6] - 35:7, 42:15, 49:12, 99:3, 105:2, 124:15  <b>sizes</b> [1] - 59:2  <b>skating</b> [2] - 28:7, 28:9  <b>skills</b> [1] - 144:12</p>	<p><b>skyscraper</b> [1] - 220:10  <b>slices</b> [1] - 97:18  <b>sliding</b> [1] - 150:8  <b>small</b> [21] - 24:5, 27:10, 42:7, 42:9, 43:17, 43:19, 47:8, 79:8, 86:11, 97:7, 107:1, 147:7, 147:14, 148:17, 166:10, 178:9, 179:19, 180:1, 180:5, 196:9, 200:9  <b>smaller</b> [6] - 35:3, 42:1, 44:14, 71:4, 93:16, 222:9  <b>snapshot</b> [1] - 139:16  <b>snow</b> [1] - 213:6  <b>so...</b> [4] - 171:10, 174:18, 176:8, 222:1  <b>soft</b> [2] - 75:17, 122:13  <b>solar</b> [18] - 153:17, 154:2, 154:4, 168:12, 169:8, 169:14, 169:19, 170:17, 171:13, 171:14, 172:8, 173:1, 173:10, 197:5, 197:9, 198:7  <b>sold</b> [1] - 226:6  <b>solely</b> [1] - 119:11  <b>Solicitor</b> [1] - 66:14  <b>solid</b> [2] - 103:13, 193:7  <b>solution</b> [1] - 165:16  <b>solutions</b> [5] - 145:4, 162:8, 165:19, 168:6, 168:10  <b>solve</b> [1] - 82:17  <b>someone</b> [5] - 79:15, 113:18, 120:1, 164:16, 188:14  <b>someplace</b> [1] - 104:4  <b>sometime</b> [1] - 153:1  <b>sometimes</b> [1] - 200:5  <b>somewhat</b> [2] - 30:15, 91:14  <b>somewhere</b> [2] - 30:8, 161:16  <b>soon</b> [3] - 131:13, 153:14, 179:11  <b>sorry</b> [5] - 4:10, 84:12, 84:13, 232:11, 233:3  <b>sort</b> [33] - 29:4, 32:8, 34:7, 46:2, 47:14, 52:8, 58:8, 61:9, 71:15, 79:12, 87:3, 88:8, 90:4, 95:12,</p>	<p>103:1, 114:1, 115:17, 121:15, 124:19, 125:5, 125:7, 125:13, 125:19, 127:3, 128:2, 128:19, 141:9, 157:9, 159:15, 183:10, 186:13, 192:4, 224:2  <b>sound</b> [2] - 4:5, 67:7  <b>sounds</b> [2] - 223:9, 223:10  <b>source</b> [5] - 22:2, 98:15, 162:15, 173:19, 206:1  <b>sources</b> [4] - 78:17, 113:17, 114:7, 188:19  <b>south</b> [1] - 187:4  <b>South</b> [2] - 25:5, 33:5  <b>space</b> [7] - 65:14, 118:12, 172:11, 216:15, 224:9, 231:15, 233:19  <b>spaces</b> [2] - 66:3, 66:4  <b>speaking</b> [4] - 33:6, 37:19, 53:18, 120:9  <b>special</b> [7] - 2:10, 80:11, 80:12, 80:14, 80:16, 80:18, 81:1  <b>Special</b> [5] - 66:18, 79:17, 218:4, 227:11, 232:9  <b>specialty</b> [1] - 31:7  <b>specific</b> [5] - 48:1, 146:9, 150:14, 156:4, 202:10  <b>specifically</b> [3] - 20:7, 156:17, 228:15  <b>specify</b> [1] - 58:5  <b>spectrum</b> [1] - 21:2  <b>spend</b> [2] - 103:7, 209:3  <b>spent</b> [2] - 29:1, 30:13  <b>split</b> [1] - 93:18  <b>spoken</b> [1] - 55:10  <b>spouse</b> [1] - 113:9  <b>spray</b> [1] - 213:14  <b>spread</b> [6] - 37:12, 37:13, 50:17, 58:19, 64:15, 91:1  <b>spring</b> [1] - 89:17  <b>Square</b> [4] - 167:18, 168:1, 168:9, 200:4  <b>square</b> [5] - 49:9, 133:18, 162:2, 181:5, 181:12  <b>squished</b> [1] - 147:14  <b>SS</b> [1] - 237:3</p>	<p><b>stable</b> [1] - 74:3  <b>Staff</b> [1] - 1:14  <b>staff</b> [10] - 9:7, 15:9, 32:7, 59:12, 72:13, 167:1, 185:10, 185:12, 188:10  <b>stage</b> [1] - 16:11  <b>stakeholder</b> [1] - 151:17  <b>stakeholders</b> [2] - 135:10, 150:4  <b>standard</b> [4] - 183:16, 189:7, 205:6, 205:10  <b>standards</b> [11] - 61:12, 62:14, 63:16, 133:12, 184:10, 184:11, 184:12, 185:6, 187:14, 188:17, 218:8  <b>star</b> [1] - 4:1  <b>star-studded</b> [1] - 4:1  <b>Start</b> [1] - 67:1  <b>start</b> [16] - 3:9, 6:5, 23:3, 31:19, 32:6, 77:9, 106:9, 109:3, 138:14, 155:6, 157:6, 168:7, 182:6, 205:12, 208:17  <b>started</b> [7] - 19:6, 25:3, 30:15, 37:9, 48:9, 139:10, 214:16  <b>starting</b> [9] - 4:4, 17:11, 108:1, 148:8, 154:1, 155:9, 156:10, 207:6, 207:18  <b>startlingly</b> [1] - 179:14  <b>state</b> [10] - 35:6, 39:12, 47:16, 62:7, 68:17, 77:4, 78:6, 165:15, 172:7, 188:1  <b>statement</b> [1] - 193:11  <b>statement(s)</b> [1] - 236:17  <b>states</b> [1] - 173:12  <b>statewide</b> [1] - 11:19  <b>statute</b> [2] - 39:13, 62:7  <b>stay</b> [9] - 29:6, 64:16, 103:7, 105:3, 110:15, 112:19, 114:8, 131:15, 177:9  <b>staying</b> [2] - 127:4, 181:12  <b>step</b> [3] - 13:14,</p>	<p>111:10, 116:1  <b>stepped</b> [2] - 224:4, 224:5  <b>steps</b> [1] - 224:6  <b>Stern</b> [2] - 4:12, 4:18  <b>Steve</b> [2] - 24:7, 25:13  <b>Steven</b> [1] - 1:10  <b>STEVEN</b> [48] - 24:7, 24:11, 41:9, 42:3, 54:12, 58:3, 59:7, 67:11, 67:15, 68:1, 84:9, 84:13, 84:19, 85:14, 86:3, 87:1, 91:11, 103:10, 104:10, 104:13, 105:17, 121:9, 122:1, 124:11, 127:8, 128:8, 163:1, 164:9, 170:5, 171:11, 176:14, 177:1, 180:17, 191:15, 192:10, 193:7, 193:17, 194:18, 209:18, 210:6, 216:16, 223:9, 225:9, 227:15, 234:6, 234:9, 234:16, 235:3  <b>steward</b> [1] - 28:3  <b>stick</b> [1] - 201:15  <b>still</b> [9] - 18:8, 27:17, 33:12, 79:12, 83:19, 111:11, 122:18, 160:12, 225:17  <b>stock</b> [6] - 44:1, 45:7, 46:12, 100:2, 107:8, 119:9  <b>Stockard</b> [1] - 15:3  <b>stop</b> [3] - 5:13, 109:8, 148:17  <b>storage</b> [6] - 168:16, 169:1, 169:11, 170:9, 170:17, 172:3  <b>store</b> [1] - 75:12  <b>stories</b> [1] - 53:12  <b>storm</b> [1] - 212:16  <b>storms</b> [1] - 212:19  <b>story</b> [3] - 98:14, 130:19, 131:1  <b>straight</b> [1] - 56:19  <b>straightforward</b> [2] - 53:9, 53:16  <b>strategies</b> [5] - 137:10, 137:11, 144:15, 201:5, 206:17  <b>strategy</b> [11] - 144:19, 152:15, 155:5, 156:11, 157:7,</p>
---	--	---	--	---

<p>162:2, 168:4, 177:12, 187:10, 191:12, 200:2</p> <p><b>stratify</b> [1] - 90:19</p> <p><b>street</b> [1] - 167:19</p> <p><b>Street</b> [17] - 2:9, 4:9, 27:13, 27:14, 65:6, 223:14, 223:19, 227:9, 227:10, 228:8, 230:12, 230:14, 231:2, 233:18</p> <p><b>streetscape</b> [1] - 234:15</p> <p><b>stress</b> [1] - 57:13</p> <p><b>stretch</b> [1] - 188:1</p> <p><b>stringing</b> [1] - 166:4</p> <p><b>strings</b> [1] - 88:10</p> <p><b>strongly</b> [1] - 44:3</p> <p><b>struggling</b> [5] - 95:17, 96:9, 96:18, 123:9, 175:9</p> <p><b>Stuart</b> [1] - 1:15</p> <p><b>STUART</b> [3] - 12:4, 84:2, 131:8</p> <p><b>studded</b> [1] - 4:1</p> <p><b>student</b> [1] - 30:1</p> <p><b>students</b> [1] - 169:6</p> <p><b>studies</b> [3] - 62:18, 150:19, 167:16</p> <p><b>studio</b> [1] - 43:14</p> <p><b>studs</b> [1] - 216:16</p> <p><b>study</b> [12] - 17:5, 22:4, 22:6, 36:16, 37:4, 44:18, 53:3, 58:11, 60:12, 155:12, 205:5, 207:18</p> <p><b>Study</b> [1] - 56:6</p> <p><b>studying</b> [1] - 156:5</p> <p><b>stuff</b> [3] - 38:9, 213:19, 228:15</p> <p><b>stupid</b> [1] - 25:16</p> <p><b>subject</b> [8] - 58:7, 58:10, 73:16, 89:11, 105:10, 124:14, 137:2</p> <p><b>subscribe</b> [1] - 236:16</p> <p><b>subsidies</b> [1] - 10:2</p> <p><b>subsidize</b> [1] - 85:8</p> <p><b>subsidized</b> [3] - 34:18, 38:17, 91:8</p> <p><b>subsidy</b> [10] - 77:5, 78:16, 79:8, 94:4, 115:14, 121:19, 122:6, 123:5, 125:8, 126:1</p> <p><b>substantial</b> [4] - 83:9, 95:3, 127:17, 204:9</p> <p><b>substantially</b> [1] -</p>	<p>71:1</p> <p><b>substitute</b> [1] - 52:6</p> <p><b>suburbs</b> [1] - 71:1</p> <p><b>success</b> [1] - 175:15</p> <p><b>successful</b> [2] - 18:4, 106:18</p> <p><b>Sue</b> [1] - 124:12</p> <p><b>sufficient</b> [2] - 141:2, 216:6</p> <p><b>suggest</b> [7] - 11:1, 67:2, 86:6, 104:14, 106:1, 112:10, 118:17</p> <p><b>suggested</b> [5] - 84:15, 105:8, 146:5, 177:5, 177:8</p> <p><b>suggesting</b> [2] - 55:12, 117:16</p> <p><b>suggestion</b> [1] - 156:5</p> <p><b>suggests</b> [1] - 56:12</p> <p><b>suite</b> [1] - 219:15</p> <p><b>sum</b> [1] - 57:5</p> <p><b>summary</b> [1] - 62:10</p> <p><b>summer</b> [2] - 162:10, 164:7</p> <p><b>sun</b> [3] - 193:12, 194:12, 194:14</p> <p><b>super</b> [2] - 202:7, 202:8</p> <p><b>supplies</b> [1] - 172:17</p> <p><b>supply</b> [11] - 41:4, 43:11, 100:2, 123:10, 138:18, 139:4, 142:11, 144:5, 155:5, 167:16, 168:6</p> <p><b>supplying</b> [1] - 123:14</p> <p><b>support</b> [7] - 8:8, 33:4, 33:6, 42:19, 94:8, 152:6, 206:16</p> <p><b>Support</b> [1] - 3:14</p> <p><b>supports</b> [1] - 71:19</p> <p><b>supposed</b> [2] - 68:10, 149:12</p> <p><b>surface</b> [1] - 186:9</p> <p><b>surfaces</b> [5] - 186:8, 186:11, 186:14, 186:19, 187:1</p> <p><b>survey</b> [1] - 98:3</p> <p><b>SUSAN</b> [38] - 11:10, 31:13, 32:6, 40:10, 42:5, 45:13, 45:17, 48:7, 51:4, 51:8, 51:14, 51:18, 56:1, 67:8, 67:14, 67:19, 70:4, 79:7, 81:2, 81:10, 82:7, 82:13, 82:16, 86:15, 89:10, 91:18, 92:9, 93:9,</p>	<p>93:11, 101:18, 104:8, 104:11, 105:12, 105:18, 111:15, 120:5, 121:18, 123:8</p> <p><b>Susan</b> [2] - 11:11, 117:19</p> <p><b>SUSANNE</b> [49] - 132:6, 132:8, 160:14, 161:5, 164:6, 164:13, 165:7, 167:15, 171:8, 171:12, 173:6, 173:9, 175:8, 176:5, 176:11, 176:16, 177:3, 178:11, 178:16, 181:1, 191:4, 194:7, 194:10, 195:1, 195:18, 198:9, 199:6, 199:11, 200:14, 201:16, 202:1, 205:18, 206:4, 206:8, 207:7, 207:11, 207:16, 208:6, 208:9, 208:11, 208:15, 210:8, 210:14, 211:7, 212:1, 212:4, 215:6, 216:1, 221:10</p> <p><b>Susanne</b> [7] - 132:9, 171:2, 183:5, 192:2, 204:14, 205:1, 220:17</p> <p><b>Sustainability</b> [1] - 151:19</p> <p><b>sustainability</b> [1] - 3:18</p> <p><b>sustainable</b> [2] - 191:19, 227:1</p> <p><b>Suzannah</b> [2] - 1:16, 222:16</p> <p><b>swap</b> [1] - 52:12</p> <p><b>switch</b> [1] - 4:4</p> <p><b>switched</b> [1] - 161:18</p> <p><b>sync</b> [1] - 8:1</p> <p><b>system</b> [11] - 75:13, 115:4, 115:16, 155:17, 161:2, 161:3, 164:10, 167:7, 190:7, 192:4, 192:13</p> <p><b>systematically</b> [1] - 18:2</p> <p><b>systems</b> [2] - 164:18, 203:6</p>	<p><b>tall</b> [2] - 90:18, 147:14</p> <p><b>taller</b> [2] - 50:6, 50:10</p> <p><b>targeted</b> [1] - 157:5</p> <p><b>targeting</b> [1] - 182:6</p> <p><b>targets</b> [4] - 146:19, 147:19, 199:7, 204:18</p> <p><b>task</b> [13] - 133:1, 135:1, 135:9, 135:10, 136:16, 138:13, 139:7, 144:14, 149:2, 177:8, 215:9, 215:10, 221:5</p> <p><b>tax</b> [8] - 34:18, 47:2, 47:6, 47:8, 47:19, 94:14, 156:7, 171:2</p> <p><b>taxation</b> [1] - 163:15</p> <p><b>taxing</b> [1] - 163:16</p> <p><b>teachers</b> [1] - 103:12</p> <p><b>team</b> [1] - 15:10</p> <p><b>Team</b> [4] - 228:14, 229:6, 232:4, 235:1</p> <p><b>Tech</b> [1] - 3:13</p> <p><b>technical</b> [2] - 58:4, 148:14</p> <p><b>technically</b> [2] - 58:15, 89:6</p> <p><b>techniques</b> [2] - 159:8, 194:17</p> <p><b>technologies</b> [4] - 145:14, 159:8, 159:10, 168:18</p> <p><b>technology</b> [2] - 145:11, 172:4</p> <p><b>Ted</b> [4] - 3:15, 23:13, 179:13, 185:4</p> <p><b>temp</b> [1] - 167:8</p> <p><b>temperature</b> [2] - 162:16, 187:2</p> <p><b>Temple</b> [1] - 65:5</p> <p><b>ten</b> [7] - 18:5, 19:4, 31:4, 98:2, 109:19, 151:4</p> <p><b>tenant</b> [4] - 14:5, 23:15, 23:16, 111:17</p> <p><b>Tenants</b> [1] - 14:4</p> <p><b>tenants</b> [3] - 14:7, 112:15, 113:3</p> <p><b>tend</b> [3] - 41:18, 42:1, 42:11</p> <p><b>tended</b> [1] - 101:12</p> <p><b>tends</b> [2] - 106:13, 144:17</p> <p><b>term</b> [13] - 20:16, 20:17, 46:17, 87:2, 130:14, 130:17, 150:12, 150:13, 150:17, 151:3, 151:4, 154:4, 168:7</p>	<p><b>Termeer</b> [1] - 196:8</p> <p><b>terms</b> [24] - 3:18, 4:2, 4:6, 4:16, 28:12, 49:12, 56:5, 61:14, 62:12, 67:2, 83:12, 83:14, 83:15, 87:4, 102:8, 112:2, 121:15, 158:15, 158:16, 179:19, 191:16, 195:12, 197:16, 197:19</p> <p><b>terrible</b> [3] - 73:7, 176:4, 212:18</p> <p><b>terrific</b> [1] - 220:18</p> <p><b>test</b> [2] - 104:9, 217:15</p> <p><b>tested</b> [3] - 70:3, 125:2, 146:11</p> <p><b>testing</b> [1] - 145:13</p> <p><b>THACHER</b> [10] - 31:1, 31:15, 89:6, 89:15, 225:19, 226:4, 226:13, 226:16, 227:2, 227:6</p> <p><b>Thacher</b> [3] - 1:11, 31:1, 225:17</p> <p><b>THE</b> [6] - 1:2, 1:18, 237:15, 237:16, 237:16</p> <p><b>themselves</b> [4] - 11:3, 11:6, 140:18, 144:1</p> <p><b>THEODORE</b> [62] - 3:3, 5:15, 6:1, 23:7, 25:12, 25:19, 31:17, 38:11, 50:1, 51:6, 60:14, 60:19, 62:1, 66:9, 68:7, 78:19, 79:10, 82:2, 95:15, 110:18, 111:2, 128:11, 129:12, 131:10, 132:1, 132:7, 159:18, 168:11, 171:6, 176:18, 178:4, 178:15, 180:14, 180:19, 183:13, 189:15, 190:13, 203:3, 203:9, 203:18, 204:6, 210:13, 210:16, 211:2, 214:19, 215:3, 220:12, 221:11, 223:10, 225:2, 225:6, 226:9, 230:7, 230:16, 231:5, 231:9, 233:7, 233:12, 234:7, 235:5, 235:8, 235:11</p> <p><b>Theodore</b> [1] - 1:8</p> <p><b>theoretically</b> [1] - 68:9</p>
<b>T</b>				
<b>Table</b> [1] - 233:15				

**theory** [1] - 195:9  
**therefor** [1] - 236:7  
**therefore** [3] - 55:1, 125:10, 126:3  
**they've** [4] - 63:4, 129:19, 143:19, 226:18  
**thinking** [4] - 38:9, 90:5, 130:9, 220:7  
**thinks** [1] - 230:5  
**third** [5] - 61:13, 119:19, 140:6, 140:7  
**THIS** [1] - 237:15  
**Thomas** [1] - 221:18  
**thoroughly** [1] - 188:14  
**thoroughly** [1] - 219:13  
**thoughtfulness** [1] - 196:9  
**thread** [1] - 42:14  
**threats** [1] - 135:18  
**three** [31] - 27:11, 33:19, 42:18, 43:10, 43:16, 44:18, 45:2, 46:1, 47:9, 48:9, 49:2, 49:5, 49:18, 52:10, 59:17, 63:1, 63:6, 103:4, 122:17, 140:16, 147:8, 148:8, 152:18, 190:19, 191:5, 193:6, 198:14, 207:15, 213:13, 220:14, 229:3  
**three-bedroom** [7] - 43:10, 43:16, 44:18, 49:2, 49:5, 49:18, 103:4  
**three-family** [2] - 27:11, 190:19  
**three-unit** [2] - 148:8, 191:5  
**threes** [7] - 44:1, 44:10, 44:11, 44:16, 45:5, 206:3, 207:10  
**threshold** [8] - 39:13, 67:16, 67:17, 68:3, 69:10, 69:13, 84:10, 84:14  
**thriving** [4] - 12:12, 145:1, 145:2, 145:5  
**throughout** [6] - 37:13, 50:17, 60:17, 68:10, 84:7, 120:4  
**throwing** [1] - 34:14  
**Tibbs** [1] - 14:16  
**tie** [2] - 85:9, 99:3  
**tied** [5] - 47:17, 63:5, 98:7, 126:4, 179:3  
**tier** [4] - 102:6, 102:8,

175:14, 191:13  
**tiers** [2] - 86:13, 100:14  
**ties** [1] - 183:4  
**TIFFANY** [10] - 31:1, 31:15, 89:6, 89:15, 225:19, 226:4, 226:13, 226:16, 227:2, 227:6  
**Tiffany** [2] - 1:11, 31:2  
**tight** [2] - 72:4, 75:10  
**tiny** [1] - 223:19  
**tipping** [1] - 183:11  
**Title** [2] - 203:4, 210:17  
**TO** [1] - 237:15  
**to...** [2] - 24:2, 75:6  
**today** [5] - 3:15, 4:2, 7:5, 137:13, 160:10  
**together** [3] - 126:4, 129:2, 166:4  
**Tom** [7] - 1:9, 26:18, 38:13, 129:4, 132:19, 157:19, 202:12  
**TOM** [50] - 26:18, 38:14, 39:2, 39:6, 42:13, 43:2, 44:2, 57:4, 81:9, 89:16, 92:2, 92:4, 158:2, 165:9, 169:3, 170:7, 173:18, 174:6, 174:10, 174:16, 175:1, 176:12, 179:13, 180:16, 184:8, 185:14, 187:11, 190:3, 192:9, 192:17, 193:3, 193:13, 194:1, 195:16, 196:3, 196:12, 202:15, 203:8, 208:18, 209:5, 209:8, 209:16, 211:3, 217:5, 220:9, 225:15, 231:12, 232:3, 232:11, 232:16  
**Tom's** [1] - 228:7  
**tonight** [4] - 3:7, 5:14, 12:15, 126:11  
**tons** [1] - 157:13  
**took** [4] - 91:11, 133:6, 174:18, 175:15  
**tool** [3] - 163:13, 177:15, 177:19  
**tools** [1] - 70:2  
**top** [4] - 119:16, 147:1, 149:16, 186:15

**topic** [3] - 6:15, 29:7  
**topics** [3] - 3:17, 17:10, 22:17  
**total** [1] - 30:7  
**totally** [3] - 37:11, 130:6, 165:2  
**tougher** [3] - 13:16, 13:18  
**toward** [2] - 119:12, 168:10  
**towards** [4] - 18:12, 45:18, 73:17, 175:13  
**Tower** [1] - 26:9  
**towers** [2] - 26:10, 57:17  
**town** [1] - 15:5  
**toying** [2] - 54:15  
**track** [1] - 78:10  
**trade** [1] - 24:17  
**tradeoff** [1] - 55:19  
**tradeoffs** [2] - 38:5, 83:11  
**trading** [3] - 49:9, 50:19, 56:13  
**traditionally** [3] - 102:4, 105:7, 191:17  
**traffic** [2] - 109:9, 185:11  
**training** [1] - 24:13  
**trajectory** [3] - 41:8, 135:3, 142:16  
**transaction** [1] - 200:6  
**TRANSCRIPT** [1] - 237:15  
**transcript** [4] - 236:2, 236:6, 236:15, 236:16  
**Transcript(s)** [1] - 2:4  
**transcripts** [2] - 5:16, 5:18  
**transition** [2] - 115:9, 130:14  
**translate** [1] - 179:12  
**transparent** [1] - 166:19  
**transportation** [2] - 26:14, 187:18  
**treatment** [1] - 172:6  
**Tree** [1] - 14:9  
**trees** [8] - 169:17, 170:6, 170:7, 197:5, 198:7, 225:10, 225:12, 226:19  
**tremendous** [1] - 178:6  
**trial** [1] - 160:13  
**tricky** [1] - 38:2

**tried** [3] - 70:3, 213:3, 215:12  
**tries** [2] - 92:18, 92:19  
**triggers** [1] - 43:8  
**trip** [1] - 57:16  
**triple** [1] - 179:15  
**trips** [1] - 109:8  
**trouble** [1] - 164:12  
**truck** [1] - 162:4  
**true** [9] - 37:14, 43:3, 52:17, 59:3, 72:19, 92:2, 92:3, 92:4, 237:6  
**truly** [2] - 51:10, 152:3  
**Trust** [9] - 2:5, 6:3, 6:4, 11:2, 11:8, 16:9, 68:5, 73:3, 88:11  
**trust** [58] - 6:17, 7:17, 7:19, 8:8, 9:7, 9:11, 9:15, 11:5, 12:9, 12:17, 13:3, 13:15, 14:1, 14:11, 15:4, 16:13, 17:1, 19:11, 20:19, 22:12, 22:19, 29:12, 32:1, 32:9, 36:9, 36:19, 41:18, 42:10, 44:8, 48:7, 51:2, 58:9, 59:8, 62:4, 63:2, 64:3, 66:11, 66:16, 67:4, 72:14, 72:15, 80:18, 80:19, 87:19, 88:4, 88:17, 96:19, 101:19, 105:8, 106:15, 107:18, 108:5, 110:4, 112:7, 112:8, 124:6  
**trustee** [1] - 14:2  
**try** [19] - 17:9, 23:5, 38:4, 44:11, 49:6, 63:17, 64:16, 64:18, 90:19, 93:1, 98:5, 98:14, 100:4, 104:17, 110:14, 119:9, 119:12, 121:2, 123:15  
**trying** [26] - 7:6, 10:9, 18:3, 20:1, 30:6, 41:2, 57:10, 70:8, 84:4, 92:11, 105:13, 105:19, 106:5, 107:19, 109:8, 117:11, 124:1, 125:18, 139:8, 145:1, 156:6, 172:5, 178:12, 180:11, 190:10, 233:17  
**tsunami** [1] - 86:17  
**Tuesday** [1] - 1:4  
**turn** [5] - 5:13, 18:11,

83:3, 132:19, 160:9  
**Two** [2] - 2:12, 227:8  
**two** [40] - 3:7, 3:17, 26:17, 33:19, 43:14, 46:1, 47:10, 48:9, 48:19, 49:4, 52:9, 56:14, 59:17, 63:6, 78:4, 93:10, 93:11, 95:18, 97:5, 100:14, 106:2, 127:9, 131:1, 148:5, 149:5, 158:14, 160:4, 167:16, 170:12, 186:14, 186:17, 188:19, 190:19, 204:10, 207:12, 208:17, 226:10, 230:7, 233:8, 233:13

**two-bedroom** [2] - 43:14, 48:19  
**two-family** [1] - 226:10  
**two-story** [1] - 131:1  
**twos** [1] - 43:11  
**type** [8] - 52:12, 61:18, 62:8, 85:17, 89:12, 134:4, 140:12, 147:12  
**types** [6] - 58:13, 59:2, 60:10, 140:11, 147:2, 150:9  
**typical** [1] - 134:12  
**typically** [3] - 58:16, 58:17, 111:10

## U

**ultimately** [2] - 82:10, 164:10  
**umbrella** [1] - 81:11  
**unanimous** [1] - 235:11  
**uncertainty** [1] - 214:8  
**under** [9] - 23:15, 23:16, 38:6, 46:13, 62:6, 100:12, 133:12, 146:9, 215:14  
**UNDER** [1] - 237:16  
**undercut** [1] - 54:19  
**undergrad** [1] - 26:7  
**undermine** [1] - 125:3  
**undersigned** [1] - 237:4  
**undersized** [1] - 164:18  
**understood** [3] - 83:6, 107:11, 138:16  
**underway** [6] - 17:3,

<p>17:5, 17:7, 22:4, 22:8, 65:5</p> <p><b>UNEP</b> [1] - 136:2</p> <p><b>unexpected</b> [1] - 160:7</p> <p><b>unfortunately</b> [2] - 128:12, 163:9</p> <p><b>uniformity</b> [1] - 68:14</p> <p><b>union</b> [1] - 24:4</p> <p><b>unique</b> [1] - 159:1</p> <p><b>unit</b> [16] - 30:12, 30:13, 52:6, 59:2, 64:1, 71:2, 90:1, 103:4, 110:6, 111:6, 113:18, 113:19, 117:17, 148:8, 190:11, 191:5</p> <p><b>united</b> [1] - 71:18</p> <p><b>units</b> [80] - 13:6, 17:19, 18:6, 21:18, 22:2, 30:4, 32:15, 34:6, 35:1, 35:11, 36:2, 36:4, 38:16, 41:17, 41:19, 42:8, 42:12, 42:16, 43:4, 43:10, 43:15, 43:16, 43:18, 44:19, 45:12, 46:18, 47:5, 47:6, 47:8, 49:5, 49:13, 49:19, 50:17, 50:19, 51:1, 52:15, 55:6, 55:14, 55:16, 57:17, 58:5, 58:13, 58:16, 58:18, 59:5, 59:6, 59:17, 60:4, 60:10, 60:16, 64:15, 66:4, 93:8, 93:13, 93:19, 95:11, 99:18, 100:13, 107:7, 107:13, 108:4, 108:17, 110:11, 113:12, 115:13, 118:4, 118:5, 119:10, 120:4, 120:12, 120:16, 125:9, 126:2, 127:4, 147:8, 181:6, 181:13, 187:9, 207:15</p> <p><b>universities</b> [2] - 136:19, 183:7</p> <p><b>University</b> [2] - 93:7, 143:18</p> <p><b>university</b> [2] - 37:16, 140:6</p> <p><b>unless</b> [5] - 16:4, 41:3, 89:10, 103:17, 133:15</p> <p><b>UNLESS</b> [1] - 237:16</p> <p><b>unlikely</b> [1] - 120:3</p> <p><b>unlimited</b> [1] - 127:13</p> <p><b>unmet</b> [1] - 43:10</p>	<p><b>unreasonable</b> [1] - 205:11</p> <p><b>untangling</b> [1] - 31:10</p> <p><b>up</b> [66] - 4:3, 4:6, 5:5, 5:17, 10:11, 12:2, 12:6, 15:1, 22:16, 31:8, 31:15, 33:19, 35:2, 42:14, 47:18, 50:19, 51:15, 54:13, 63:3, 63:5, 67:13, 74:1, 76:18, 78:14, 78:15, 79:1, 82:5, 83:14, 94:2, 94:5, 102:11, 103:10, 105:3, 106:17, 110:7, 115:3, 115:13, 121:2, 121:14, 124:8, 134:13, 135:11, 136:17, 139:13, 143:10, 147:1, 150:11, 161:9, 162:19, 163:15, 167:2, 172:1, 177:13, 181:5, 181:6, 182:10, 196:19, 201:4, 202:2, 202:8, 202:12, 206:12, 206:18, 220:10, 224:18, 231:10</p> <p><b>Update</b> [1] - 2:2</p> <p><b>update</b> [3] - 3:9, 5:12, 17:4</p> <p><b>updating</b> [1] - 17:6</p> <p><b>upfront</b> [1] - 192:5</p> <p><b>upgrade</b> [1] - 156:12</p> <p><b>upgraded</b> [1] - 226:19</p> <p><b>upgrades</b> [3] - 199:13, 200:18, 201:12</p> <p><b>upheaval</b> [1] - 210:12</p> <p><b>upper</b> [1] - 55:6</p> <p><b>ups</b> [1] - 47:10</p> <p><b>upset</b> [1] - 44:15</p> <p><b>urban</b> [7] - 131:2, 171:7, 185:11, 197:6, 197:7, 197:12, 215:11</p> <p><b>users</b> [3] - 165:11, 180:12, 182:13</p> <p><b>Uses</b> [2] - 2:14, 233:15</p> <p><b>uses</b> [2] - 130:5, 174:5</p> <p><b>utility</b> [4] - 157:1, 157:3, 166:4, 206:13</p>	<p style="text-align: center;"><b>V</b></p> <p><b>valid</b> [1] - 96:16</p> <p><b>valuable</b> [2] - 50:15, 129:3</p> <p><b>valuation</b> [1] - 145:19</p> <p><b>value</b> [1] - 211:11</p> <p><b>values</b> [1] - 75:1</p> <p><b>valve</b> [1] - 57:15</p> <p><b>vanguard</b> [1] - 69:15</p> <p><b>variance</b> [1] - 2:10</p> <p><b>variances</b> [1] - 217:17</p> <p><b>Variances</b> [2] - 218:6, 218:7</p> <p><b>variety</b> [1] - 138:11</p> <p><b>various</b> [2] - 28:18, 228:5</p> <p><b>vast</b> [2] - 136:10</p> <p><b>vastly</b> [1] - 40:5</p> <p><b>vehicle</b> [1] - 89:13</p> <p><b>ventilation</b> [1] - 136:9</p> <p><b>verifying</b> [1] - 125:19</p> <p><b>Vermont</b> [1] - 174:12</p> <p><b>versa</b> [1] - 73:1</p> <p><b>version</b> [3] - 184:13, 206:12, 223:17</p> <p><b>versus</b> [4] - 51:12, 101:2, 117:16, 184:2</p> <p><b>vetted</b> [1] - 152:3</p> <p><b>via</b> [2] - 89:13, 163:15</p> <p><b>viability</b> [1] - 54:19</p> <p><b>viable</b> [4] - 126:3, 169:2, 171:7, 177:12</p> <p><b>Vice</b> [1] - 1:8</p> <p><b>vice</b> [1] - 73:1</p> <p><b>view</b> [5] - 55:18, 97:1, 101:19, 166:18, 193:12</p> <p><b>virtually</b> [1] - 25:6</p> <p><b>Volpe</b> [1] - 166:14</p> <p><b>volume</b> [1] - 236:6</p> <p><b>voluntary</b> [2] - 143:16, 206:11</p> <p><b>voucher</b> [4] - 14:3, 14:6, 36:6, 46:12</p>	<p><b>wall</b> [6] - 2:11, 186:16, 192:5, 193:15, 216:9, 216:11</p> <p><b>walls</b> [3] - 192:18, 198:6, 213:4</p> <p><b>wants</b> [2] - 77:17, 218:17</p> <p><b>waste</b> [1] - 136:12</p> <p><b>water</b> [2] - 28:3, 172:6</p> <p><b>Watershed</b> [1] - 28:2</p> <p><b>wave</b> [1] - 153:8</p> <p><b>waving</b> [1] - 198:5</p> <p><b>ways</b> [16] - 6:18, 29:15, 38:2, 48:2, 69:5, 69:15, 69:16, 70:9, 72:13, 99:4, 115:17, 120:17, 121:6, 140:16, 156:6, 169:12</p> <p><b>wealthy</b> [1] - 96:8</p> <p><b>weather</b> [1] - 165:1</p> <p><b>website</b> [1] - 169:5</p> <p><b>wedge</b> [1] - 142:9</p> <p><b>week</b> [8] - 4:14, 9:1, 15:5, 16:1, 18:5, 228:3, 233:8, 233:13</p> <p><b>weeks</b> [8] - 11:13, 15:2, 17:2, 20:7, 21:16, 100:10, 233:8, 233:13</p> <p><b>weigh</b> [1] - 235:2</p> <p><b>weirdly</b> [1] - 172:11</p> <p><b>welcome</b> [5] - 3:3, 6:3, 10:13, 12:7, 131:15</p> <p><b>welcoming</b> [1] - 10:6</p> <p><b>west</b> [1] - 187:5</p> <p><b>western</b> [1] - 174:15</p> <p><b>Western</b> [1] - 27:12</p> <p><b>whereas</b> [4] - 61:11, 94:2, 114:5, 161:16</p> <p><b>WHEREOF</b> [1] - 237:8</p> <p><b>whistles</b> [1] - 179:7</p> <p><b>whole</b> [14] - 9:13, 29:6, 50:2, 81:9, 108:1, 126:6, 138:11, 155:5, 155:15, 157:7, 158:9, 163:10, 188:15, 201:13</p> <p><b>wide</b> [1] - 149:19</p> <p><b>wider</b> [1] - 124:2</p> <p><b>wiggle</b> [2] - 59:9, 61:3</p> <p><b>wildest</b> [1] - 35:18</p> <p><b>WILLIAMSON</b> [1] - 12:1</p> <p><b>willing</b> [4] - 101:6, 118:19, 120:19, 122:3</p> <p><b>willingness</b> [1] - 155:11</p> <p><b>wind</b> [3] - 171:6, 172:19, 173:10</p> <p><b>window</b> [3] - 218:18, 219:2</p> <p><b>windless</b> [1] - 198:6</p> <p><b>windows</b> [9] - 2:11, 187:3, 212:16, 212:17, 212:18, 213:10, 218:14, 218:16, 220:13</p> <p><b>winter</b> [5] - 162:11, 164:7, 164:12, 165:5, 165:14</p> <p><b>wipe</b> [1] - 141:9</p> <p><b>wisdom</b> [1] - 54:5</p> <p><b>wish</b> [1] - 129:15</p> <p><b>withstanding</b> [1] - 110:16</p> <p><b>WITNESS</b> [1] - 237:8</p> <p><b>witnessed</b> [1] - 21:8</p> <p><b>wonderful</b> [2] - 115:16, 169:15</p> <p><b>wondering</b> [2] - 192:10, 192:11</p> <p><b>Worcester</b> [1] - 64:8</p> <p><b>word</b> [1] - 54:12</p> <p><b>words</b> [1] - 91:11</p> <p><b>workable</b> [1] - 205:10</p> <p><b>worker</b> [1] - 24:4</p> <p><b>workers</b> [2] - 103:12, 103:13</p> <p><b>works</b> [10] - 72:14, 82:6, 107:1, 107:2, 149:8, 149:14, 161:2, 161:3, 163:4, 164:6</p> <p><b>world</b> [3] - 26:16, 76:17, 160:11</p> <p><b>worse</b> [2] - 222:3</p> <p><b>worst</b> [2] - 58:17, 69:18</p> <p><b>worth</b> [7] - 4:19, 49:8, 50:18, 57:18, 106:8, 195:15, 204:11</p> <p><b>worthwhile</b> [1] - 34:19</p> <p><b>wow</b> [1] - 181:10</p> <p><b>written</b> [1] - 224:18</p> <p><b>wrote</b> [1] - 89:10</p> <p><b>www.reportersinc.com</b> [1] - 1:19</p>
<b>Y</b>			
<p><b>yard</b> [5] - 118:10, 118:11, 120:1, 120:2, 224:1</p> <p><b>year</b> [29] - 16:12,</p>			

<p>95:18, 98:2, 98:11, 103:6, 111:6, 113:3, 114:3, 134:14, 150:9, 151:8, 152:16, 152:17, 153:1, 155:2, 157:11, 166:11, 167:16, 170:11, 181:3, 181:4, 181:9, 181:11, 181:16, 181:17, 182:9, 190:15, 207:18, 207:19 <b>year's</b> [2] - 150:15, 168:3 <b>years</b> [64] - 7:6, 12:13, 13:5, 13:11, 14:13, 17:16, 17:18, 18:10, 19:4, 21:5, 21:18, 23:15, 23:19, 24:1, 24:8, 25:18, 26:2, 26:5, 26:6, 26:17, 27:1, 28:6, 28:13, 28:17, 29:18, 30:12, 31:4, 32:10, 32:19, 33:19, 43:17, 45:8, 47:11, 52:13, 62:6, 63:6, 65:7, 98:8, 109:19, 140:1, 142:13, 148:3, 148:7, 149:5, 149:15, 150:1, 150:14, 151:4, 151:14, 159:15, 160:4, 164:1, 164:2, 170:12, 192:3, 203:13, 208:15, 208:17, 208:19, 215:9 <b>years'</b> [1] - 148:5 <b>yellow</b> [1] - 142:9 <b>yields</b> [1] - 200:16 <b>York</b> [1] - 70:8 <b>young</b> [1] - 48:11 <b>yourself</b> [2] - 108:19, 226:3 <b>yourselves</b> [1] - 23:10 <b>youth</b> [2] - 28:5, 28:7 <b>YWCA</b> [1] - 33:14</p>	<p><b>Zero</b> [45] - 2:6, 131:14, 131:18, 132:3, 132:17, 133:1, 133:4, 133:16, 133:19, 134:1, 135:3, 135:15, 137:8, 137:15, 137:17, 138:5, 142:16, 143:7, 146:19, 147:6, 147:16, 148:3, 148:9, 150:11, 154:16, 154:17, 155:7, 158:7, 159:5, 169:15, 170:1, 177:7, 177:13, 178:7, 180:10, 182:1, 185:12, 189:10, 189:17, 191:10, 197:1, 198:3, 198:11, 199:6, 215:9 <b>zero</b> [3] - 30:6, 57:5, 144:6 <b>Zero's</b> [1] - 152:8 <b>zone</b> [3] - 129:19, 130:4, 130:7 <b>zones</b> [1] - 130:2 <b>zoning</b> [2] - 7:14, 25:5 <b>Zoning</b> [57] - 2:7, 4:9, 6:18, 8:14, 11:15, 12:11, 17:3, 17:6, 19:16, 32:4, 33:8, 34:8, 35:12, 35:18, 36:2, 36:3, 37:8, 37:10, 38:6, 50:16, 52:2, 56:6, 56:10, 57:7, 57:12, 58:4, 59:8, 62:2, 62:8, 66:7, 66:12, 67:3, 68:1, 68:9, 68:18, 70:8, 78:6, 81:13, 81:14, 89:4, 89:12, 92:18, 123:16, 123:18, 123:19, 124:17, 133:17, 166:14, 189:6, 217:16, 218:9, 218:15, 222:6, 223:7, 225:14</p>
<b>Z</b>	
<p><b>ZBA</b> [3] - 79:14, 220:14, 221:12 <b>Zelinski</b> [2] - 237:4, 237:11 <b>ZEOLI</b> [7] - 13:19, 46:9, 108:11, 114:14, 114:19, 115:6, 115:12 <b>Zeoli</b> [1] - 14:1</p>	