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FRANCHISE AND CONCESSION REVIEW COMMITTEE

PUBLIC HEARING

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October 12, 2021

2:30 p.m.

PUBLIC HEARING

22 Reade Street

New York, New York

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A P P E A R E A N C E S :

- Mayor: Bess Chiu
- Office of the Mayor: Julie Bero
- Corporation Counsel: Kenisha Sutton
- Office of Management and Budget: Yvonne Quintian
- Comptroller: John Katsorhis
- Bronx Borough President: Mirtha Camille Sabio
- Brooklyn Borough President: Tonya Cantlo
- Manhattan Borough President: Rosura Mendez
- Queens Borough President: Allan Swisher
- Staten Island Borough President: Stephen Caracappa
- Parks and Recreation Representative: Alexander Han
- Clerk: Gregg Alleyne
- Clerk Alternate: Alexandre Stamoulis

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THE CHAIR: Good afternoon. If you are unable to join these proceedings in person, please join via the following Microsoft Teams dial-in information: Phone number is (646)893-7101. The phone conference ID number is 217 601 855.

Again, the phone number is (646)893-7101. And the phone conference ID is 217 601 855.

The Public Hearing will now come to order. Will the Clerk please call the roll?

THE CLERK: Mayor?

MS. CHIU: Here.

THE CLERK: Office of the Mayor?

MS. BERO: Here.

THE CLERK: Comptroller?

MR. KATSORHIS: Here.

THE CLERK: Corporation counsel?

MS. SUTTON: Here.

THE CLERK: Office of Management and Budget?

MS. QUINTIAN: Here.

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THE CLERK: President, Borough
of the Bronx?

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MS. SABIO: Mirtha Camille Sabio
for Bronx Borough President, Ruben
Diaz, Junior.

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THE CLERK: President, Borough
of Brooklyn?

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MS. CANTLO-COCKFIELD: Tonya
Cantlo-Cockfield, representing
Brooklyn Borough President, Eric
Adams.

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THE CLERK: President, Borough
of Manhattan?

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MS. MENDEZ: Rosie Mendez,
Borough President Gale Brewer.

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THE CLERK: President, Borough
of Queens.

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MR. SWISHER: Allan Swisher, for
Queens Borough President Donovan
Richards.

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THE CLERK: President, Borough
of Staten Island.

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MR. CARACAPPA: Stephen
Caracappa, for Staten Island Borough

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President, James Oddo.

THE CLERK: Representative from
the Department of Parks and
Recreation.

MR. HAN: Alexander Han,
Assistant Commissioner, planning and
development.

THE CLERK: Thank you.

THE CHAIR: Welcome to this
public hearing of the Franchise &
Concession Review Committee. The
hearing being conducted today has been
publicly advertised in accordance with
the New York City Charter and
Concession Rules of the City of New
York. We want to be sure that anyone
desiring to be heard has an
opportunity to do so. All persons
wishing to speak must fill out a
request slip which may be obtained
from the Clerk. Each speaker will be
allotted approximately three minutes.
When you testify, please state your
name and affiliation, if any.

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For members of the public attending via the Microsoft Teams dial-in, we ask that you announce your name for the record each time you speak on the call for ease of transcription. If you are not speaking, we ask that you mute your microphone to avoid background noises during the call. All persons attending remotely who wish to speak must provide their name, affiliation, indicate which calendar item they wish to testify on and whether they are "For" or "Against" said item to the Clerk at this time.

You may also submit written testimony to the Clerk, which will be made part of the record. Any written submissions must be given to the clerk before the close of the public hearing. You may also submit written testimony to the Clerk also via e-mail at fcrc@mocs.nyc.gov. That e-mail address is fcrc@mocs.nyc.gov.

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Will the Clerk please call the first calendar item.

THE CLERK: New York City Department of Parks and Recreation, calendar item number one. In the matter of the intent to seek Franchise and Concession Review Committee approval pursuant to Section 1-14 of the Concession Rules of the City of New York, to enter into a negotiated Concession Agreement with Affiniti Ferry Point, LLC for the operation, management, and maintenance of an 18-hole Jack Nicklaus signature golf course, lighted driving range, clubhouse and ancillary facilities at Ferry Point Park, the Bronx, for a 13-year term.

THE CHAIR: We will take testimony from the public, but first I'd like to ask members of the Committee if they have any statements.

MR. KATSORHIS: Comptroller's Office has a statement.

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THE CHAIR: Comptroller. Go ahead.

MR. KATSORHIS: Today, this Committee finds itself reviewing yet again another rushed award of a concession agreement with the Department of Parks and Recreation without full transparency as to how the agency made its determination to select the proposed concessionaire. This is becoming a troubling pattern.

When the award documents were distributed on Monday, October 4, 2021 by the Mayor's Office of Contract Services, this office e-mailed MOCS requesting that Parks provide certain documents referenced in but missing from the distributed material, as well as additional documentation relating to the evaluation and selection process.

After multiple follow-up attempts, we finally received the requested material link this morning.

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This behavior has become a pattern with Parks where it circulates incomplete packages, pushes forward with public hearing processes and waits until the last possible moment to share missing and requested information. This leaves our office with insufficient time to review materials and determine if the evaluation of the respondents was done properly, and if the selection of the concessionaire is in the best interest of the City.

While there was no time to review this newly submitted information, our office would expect that these documents explain how Parks evaluated all parties to the joint venture originally considered for award consisting of the current vendor, as well as Core Services Group, a vendor that recently entered into a certification agreement with the Department of Social Services, and

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that presumably has no experience to operate such a venue.

We also hope that it explains how Parks, having had access to adverse information for Core Services Group in Passport for months only became aware of it on September 29, 2021.

And finally, whether or not the results of the Parks evaluations of expressions of interest may have been different had Core been removed from the joint venture before selection was made and not after a month later.

MR. STAMOULIS: One moment, please. We are having some technical difficulties.

We are going to ask the Comptroller to begin his statement from the top so everyone can hear it. I'm very sorry for the inconvenience to everyone here, but we want to make sure that everyone participating remotely can fully participate.

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MR. KATSORHIS: Can everyone
hear me?

Yes. Okay.

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itself reviewing yet again another
rushed award of a concession agreement
with the Department of Parks and
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And finally, whether or not the results of the Parks evaluations of expressions of interest may have been different had Core been removed from the joint venture before selection was made and not a month after.

Beyond these unanswered questions, this office has concerns about the rushed nature of this award and the number of years of the proposed concession. Rather than proceeding with the request for proposal, as it typically does for concessions, Parks chose a faster paced process, citing the need to

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2 award a new license agreement by
3 November 2021. This shortened
4 timeframe is a situation created by
5 the City when it terminated the prior
6 agreement without having a proper plan
7 in place for the concession's
8 continued operation. Parks also
9 describes this proposed 13-year award
10 to be a, quote, temporary solution,
11 end quote. Which objectively seems
12 long term.

13 Additionally, earlier this year,
14 Parks advertised its intent to enter
15 into a negotiating concession
16 agreement and its plan to evaluate
17 applicants based on set criteria.
18 However, Parks had not provided
19 anything to support how it considered
20 each interested vendor against the set
21 criteria, including in the areas of
22 capital investment, improvement and
23 designs, operating experience,
24 financial capability, planned
25 operations, the fee offer and the

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potential ability to attract professional tournaments hosted by the PGA and similar organizations.

Based on everything that I've mentioned here today, this office believes that the FCRC public meeting scheduled for tomorrow, October 13, 2021, should be held over to a future date to allow this Committee and its members adequate time to review materials, ask follow-up questions and conduct their due diligence on the proposal award.

Thank you.

THE CHAIR: Thank you. Are there any other members of the Committee that would like to make a statement?

(No response.)

THE CHAIR: Will the Clerk please call the next person who wishes to testify.

THE CLERK: John Benizi (phonetic). Please provide your full

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name and affiliation for the record.

MR. BENIZI: Yes, thank you very much. My name is John Benizi. I'm representing the Bronx Chamber of Commerce as its business development committee chair. Thank you for having me here today.

Once again, my name is John Benizi. I'm the business development committee chair for the Bronx Chamber of Commerce.

Our organization has held golf outings and other events in this vicinity since its inaugural -- we intimately aware of the cost the restaurant attached to it and the management of the venue since its grand opening. As Bronxites, we are also aware of the decades that it took to actually transform this parcel of land from a City dump into a Class A operation. We don't want to see yet another deterioration of the great things we love about the Bronx and our

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City brought on by politicized
opportunism.

We are opposed to this on the
following issues: Affiniti Ferry
Point LLC is a recently established
sub entity of Atlanta based Bobby
Jones Links organization, an
organization with limited golf course
management experience as compared to
the experience of the current
management organization.

Affiniti operates solely within
the State of Georgia and lacks
experience without a local climate,
local native brasses and other
particulars of golf course management
in the northeast United States.
Moreover, Affiniti's lack of
verifiable restaurant experience
speaks against its ability to meet the
needs of this Concession's importance
to the Bronx.

The very fact that Affiniti was
only recently formed here,

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suspiciously asks to what degree the City's Parks Department could have conducted a thorough vetting process.

Indeed, the last organization of consideration by this very same Franchise Concession and Review Committee, the Ferry Point Links LLC organization, was found to be inappropriate for consideration, despite Parks Department submission to MOCS. In both cases, the push to complete this review without proper oversight can be seen as a political move to oust the existing management organization prior to the current Mayor's exit from office.

This should not be allowed prior to a detailed investigation of Affiniti's qualifications to avoid a repeat of the events that led to Ferry Point Links ouster less than a month ago. By all accounts, this review seeks to approve a concession agreement that interferes with an

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existing New York City contract.

Unless and until proper legal action removes the current management organization from its existing contract, approval of this hastily presented, and probably elicit agreement, should not be allowed.

There should be no rush to take action that is almost assured to create unnecessary taxpayer expense, which by most accounts may cost the City \$30 million plus legal fees, merely to achieve a mayoral initiative, which may very possibly be reversed or disrupted long after the Mayor leaves office.

For the reasons presented above, this review process should be disallowed, pending a properly constructive agreement and thorough vetting process.

Thank you. I'll take any questions anybody might have.

THE CLERK: Thank you. We'd

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like to remind members of the public in attendance today that a face covering is required to be worn properly, covering your nose and your mouth.

THE CHAIR: Will the Clerk please call the next person who wishes to testify.

THE CLERK: Noel Cahill (phonetic). Please state your name and affiliation for the record.

MR. CAHILL: Noel Cahill. Trump Golf Links at Ferry Point. I'm currently the golf course superintendent. I started my career at Ferry Point back in 2012 when it was still a landfill. My heart, blood, sweat and tears went into the property. And it's really disheartening to see that it's just given away without thought process gone into it.

I mean, we've developed a great crew from the community. I have

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90 percent of my employees are Bronx borough residents. And we are all concerned. There's -- there's no guarantee as to what's going to happen in the upcoming months. And it's really concerning for us.

I just want to voice that opinion. And when we started, there was no golf course. We created a championship facility. It's above and beyond any expectation that was -- was given and now it's all going to be taken away for something that's not our fault, as employees. I don't know how else to convey that, but it's really, really disappointing. And that's all I have.

THE CHAIR: Thank you.

Will the Clerk please call the next person who wishes to testify.

THE CLERK: Al D'Angelo (phonetic). Please provide your full name and affiliation for the record.

MR. D'ANGELO: Good afternoon,

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ladies and gentlemen. Thank you for having me. My name is Al D'Angelo. I'm the chairperson of Community Board 11. Also president of the Morris Park Community Association.

As many of you may not know, the Bronx is the poorest borough. It has the most homeless shelters per capita than any other borough. It is the poorest, it is the least educated and it is highest in crime. We have a few areas in the Bronx that people look forward to. We have Yankee Stadium, Botanical Gardens, the Bronx Zoo, and now we have Trump Links. That has been -- it was a landfill at one point. It was changed from a landfill to a beautiful area in the Ferry Point section of the Bronx.

There's a restaurant that it caters to the people in the community. Right under the bridge, beautiful view of the bridges. Great place to eat. The food is very good, and it's very

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conducive to the community.

Before any decision is made by the City of New York, they should contact the people that live within the area. That hasn't been done. And we are having this hearing now with those people that are able to come. Since it's 2:00 o'clock in the afternoon, makes it very difficult for people to come to the hearing. But know that the area is a beautiful spot, it brings money in from outside the City.

It's expensive to play at Trump Links. But it gives people a chance to come into the Bronx that wouldn't normally come into it. They could fly over it or drive around it. But now they have a chance to go into the Bronx. Some of them may even go to the restaurants in the Throgs Neck area, and it's conducive to the business of this community.

It's something that's there, it

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took a long time to make something happen in that area that was so desolate. Something there now is a part of the flower of the Bronx, and to destroy that because of political reasons is a disgrace.

So thank you very much for hearing me.

THE CHAIR: Thank you.

Will the Clerk please call the next person who wishes to testify.

THE CLERK: Michael Bianco (phonetic). Please provide your full name and affiliation for the record.

MR. BIANCO: My name is Michael Bianco. I'm a ranger at Trump Golf Links at Ferry Point. I'm also a Bronx resident.

Again, like said, this facility, it was -- I think like three or four people tried to get this running as a golf course. Trump came in and did -- got a five star golf course made. We have people from all over the country

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come there. I see people, I speak to people that come in and from all different parts of United States and they come just to play this course.

If someone else takes it over, it might not be the same caliber as it is now. And that's what people come to see. Come to play. Course is a different kind of course than the regular courses in New York City. And that's what brings people.

And also -- when they first opened up the golf course, the general manager and other people went to local high schools to get people to come to work to recruit people, young kids to work there as bag boys or whatever job openings they had. So this was all -- a lot of people from the Bronx are working there.

That's it. Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

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THE CLERK: Padrac Pershad
(phonetic). Please provide your full
name and affiliation for the record.

SPEAKER: Good afternoon,
everyone. Padrac Pershad. I'm the
comptroller/human resource director at
the Trump complex. I'm here today
just to let you know a little of
myself and the company I work for.

Prior to working there, I'm a
seasoned comptroller who is been in
business over 40 years. Just after
that, I was been unemployed for
three years. When I received the call
that I was offered a job at the golf
link, I was very impressed at how
beautiful property that is, and I
joined the company.

And during the course of the
time, I heard some saying about the --
the company will lose the contract for
some unknown reason. And there was a
big concern. I have employees coming
to me every day and asking me

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questions, which I cannot answer up to this day.

One thing I'll tell you as the comptroller, I look at numbers and I know numbers very well. I want to look back at the historical number of this particular company, the business, I've seen the steady growth which I'm so impressed of. And I can tell you today that with my knowledge and experience, I can tell you the -- the -- the continued growth just going to get better and better. Because I can see so much potential in that -- in that -- in that golf course there.

One of my biggest concerns is that if this golf course is to be -- to be lost, I would say, there will be so much of a loss of jobs within the community, which is my biggest concern. I have employees who will be unemployed and they got this job and come to me and they're so happy. I'm personally very happy. I don't want

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to be selfish, but I will tell you a lot of employees are providing for their families, including myself.

And I do recall this particular golf course many years back. I personally see it firsthand. It was a complete dump. My concern is if this get in wrong hands, it will just get backed up -- and a whole community. Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Gene DeFrancis. Please provide your full name and affiliation for the record.

MR. DEFRANCIS: Good afternoon, everyone. My name is Gene DeFrancis. I'm the founder of Allerton Merchants Association which is located in the Bronx. I'm also a United States veteran, and also United States chairman and vice commander of the Bronx County American Legion. Being

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that this is a nonpartisan event, I feel comfortable mentioning that.

I also am very comfortable mentioning what a great partner this organization has been to the Bronx. And I also want to express my frustration and disheartening at some of the rhetoric and discrimination that has been attached to this organization. Some comments as, it's too sophisticated for the Bronx. That upsets me tremendously. Yes, the food is not very cheap, the location is grandioso.

I'm born and raised in the Bronx. My family has lived there a hundred years. We like sophistication sometimes. We like beautiful things sometimes. And we -- we should work together uplifting all of our residents up and not tearing things down.

The men and women at Trump Organization and golf, the golf links,

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and the waterfront cafe have been very good friends to us. They've provided a lot of service within our community events. Projects that a lot of people left behind. Festivals, parades, they've been there. They've even assisted us when we needed golf carts for the VA hospital because our elderly members couldn't reach the front door from the back end of the parking lot.

We made one phone call and they answered immediately, yes. And now those -- those members -- and we had to deal with politics to serve those members with the golf carts. Which it needs to stop. We need to come together, we need to stop with this partisanship. We need to stop with the divisiveness and work together and keep the Bronx beautiful because I love the Bronx. I don't want to move from the Bronx, and I'm not going to move from the Bronx. And I want to

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work with everyone to make the Bronx a better place.

Thank you very much for your time and hope that we can work together and common sense can prevail. Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Dennis Gallagher (phonetic). Please provide your full name and affiliation for the record.

MR. GALLAGHER: Good afternoon, ladies and gentlemen. My name is Dennis Gallagher, I am head ranger at Ferry Point.

I have the sense that the cart is in front of the horse. My understanding is that our organization has a contract with the City of New York. If we have a contract with the City of New York and no court has voided that contract, what in hell are we doing here? It seems to me that a

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judge can void a contract. Not a Mayor.

So until that legal proceeding occurs, and I'm fairly confident that that legal proceeding will be resolved in our favor, why are we wasting everyone's time and energy? Because someone has a vendetta? Is this how American democracy is supposed to work? I don't think so.

And I will tell you this. I've been there seven years, from the beginning when it was first open to the public. Most of my staff has been there seven years. They love what they do, and I love seeing them in March when they come back. Because I'm an outside guy. I'm not there the whole year.

If you have a football team and you won a championship and 22-year starters were coming back, you would have the feeling that I have every March.

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I think this proceeding is
ridiculous.

THE CHAIR: Thank you. Will the
Clerk please call the next person who
wishes to testify.

THE CLERK: Larry Fishelson
(phonetic). Please provide your full
name and affiliation for the record.

MR. FISHELSON: My name is Larry
Fishelson. I'm a resident of
Manhattan, and I'm a long-time avid
golfer.

And if you ever told me that the
greatest golf course I've ever played
in my life, heaven on earth, would be
in the Bronx, I would tell you no way.
But I'll tell you something, I've been
golfing my entire life. I was born in
Manhattan. Grew up in the suburbs.
Played golf. Played high school golf
and college golf. I've had the
pleasure to play golf all around the
world. And being in the City, in
Manhattan for the last many years, I

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didn't play golf. To be honest with you, the other City golf courses, they're just not up to par.

So when Trump opened this course, I first went out to the Bronx to play golf and I couldn't believe it. I couldn't believe it. It is one of greatest golf courses there are on the planet. Everyone I bring there to play says it's one of the greatest golf courses on the planet. I tell people you can go ahead -- I played Whistling Straits three times where they just played the Ryder Cup. If they wanted to, you can have the U.S. Open in three weeks at this golf course, it's that good. It's that good.

The facilities here are immaculate. You pull up, everybody is waiting for you. You feel good. Your tee time is right on time. You're not playing a seven-hour round. You are playing a four-hour round. It is one

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of the greatest golf courses, once again, I've ever played.

Now let's talk about everything else that everyone mentioned. The food. The food is fabulous. The restaurant is fabulous. I'm lucky enough, if I want to join any private club, I could. I don't. There's no reason to. Everything here is fabulous. And this whole proceeding, as the gentleman just said, is ridiculous. Over politics.

To look at names, to look at politics over a course. As a City resident, this is a beautiful thing that happened and to take it away would be awful. And if they left, I couldn't see playing there again. Because I've seen courses before that were great and they bring other management companies in and just ruin it.

There's more to golf than just playing golf. There's getting there,

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there's food, there's tee times,
there's course management. And once
again, greatest -- one of the greatest
golf courses is in the Bronx, New
York.

Thank you.

THE CHAIR: Thank you. Will the
Clerk please call the next person who
wishes to testify.

THE CLERK: Brian Crowell
(phonetic). Please provide your full
name and affiliation for the record.

MR. CROWELL: Thank you very
much. My name is Brian Crowell, the
general manager at Trump Golf Links at
Ferry Point. And again, there's a
long list of things I could say,
certainly being in the golf business
for more than 30 years.

I agree with what Larry said.
We are in a very, very special golf
facility here. One of the best in the
country. And it goes without saying
that the Trump Organization turned an

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eyesore just to the left of the
Whitestone Bridge into the number six
grand municipal golf facility in the
country. This is not our opinion.
This is fact based on a lot of very
special and smart people. So we are
talking about something that is known
to be one of the best golf courses in
the country.

The charities we support, the
community we support, the donations
that we give over and over again, help
a lot of people in the surrounding
community and beyond. I have a long
list of things that I want to say, but
at the top of this list are
approximately 150 employees that give
their heart and soul day in and day
out to make this a spectacular
experience.

We are proud to have this in the
Bronx. It is -- it is a gem, and it's
a treat. Having worked at private
facilities, we are bringing a private

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facility experience to every member of the public that wants to come and visit our property. Whether it's for dining, for golf or just to have drinks and see the beautiful view.

We are very, very fortunate. We are creating something very, very special. And year after year, the increase in business proves it. We had our comptroller up here talking about the numbers. We are on track to break all records this year. If we were doing anything wrong, why would we continue to rise and get more and more positive remarks from the public and from everywhere else?

We are doing a great job. We are proud. There are one hundred and fifty people, many of them here, that are very proud of it and their families depend on this. We are -- we are putting our heart and soul into this property and we've got a lot of people, members of the Bronx, members

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of the surrounding area that are planning on raising their families from the income they get working for Trump Golf Links at Ferry Point.

This is very hard for us to understand. And I hope that we can get some answers here fairly soon. But there is no reason that we should leave that property and it should be given to another management company. Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Kenneth A. Caruso (phonetic). Please provide your full name and affiliation for the record.

MR. CARUSO: Madam Chairman, I'd like to postpone -- I'm the attorney for Trump Ferry Point. I'd like to speak after all the employees, please.

Kenneth Caruso. I'm the attorney for Trump Ferry Point in both the litigation that's going on and of

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course in general with respect to this dispute with the City.

If you would permit me to postpone my testimony to the end, I think that will probably be helpful to the members.

THE CHAIR: Sure. That's fine. Thank you.

MR. CARUSO: Thank you very much.

THE CHAIR: Will the person please call the next person who wishes to testify.

THE CLERK: Ron Leiberman (phonetic). Please provide your full name and affiliation for the record.

MR. LEIBERMAN: Good afternoon. My name is Ron Leiberman. And I'm an executive vice president with the Trump Organization. I'm here today to provide testimony in opposition of Parks' intent to award the Ferry Point golf course to Affiniti Ferry Point LLC.

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I have been the lead person on this project for our company and I've been involved with it ever since the City asked us to take it over more than a decade ago. At that time, the site was a landfill. The project to construct a golf course was languishing. The contractors the City selected were ripping us off, and the taxpayers were paying between millions and millions of dollars for the City's mistakes.

Now, this project has been fifty years in the making and still not getting built. So in 2010, similar to what we did at Rohlman Rink in the 1980s, we were asked to take over the project, finish it, roll in a golf course, and construct a state-of-the-art clubhouse in return for operating it under a 20-year agreement.

Immediately, we got rid of the contractors and finished the

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construction. We grew it in
beautifully and opened it up to rave
reviews and tremendous accolades.
Year after year, since opening, we
have taken great pride thanks to the
staff you see in the room. And we
spare no expense ensuring that Ferry
Point continues to be recognized as
one of the best public golf courses in
the world.

Now, just a few years later and
after we've invested more than
\$30 million, this administration and
Mayor are trying to terminate our
contract and steal this investment
from us, all to settle a political
vendetta against the former president,
who is no longer working the
day-to-day operation of our company
and has not been doing so for more
than five years.

What a horrible message this
sends to anyone who wants to do
business with the City of New York.

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In fact, why would anyone want to become a concessionaire and make a capital investment if the contract can be terminated without any violations. And when the concessionaire has operated it beautifully and complied with each and every provision of that contract. That's not what effective government is about. And I ask each of you to go there and see it for yourself. Now, as we settle this legal dispute for the City, Parks has put together some kind of hodgepodge process and it's not acceptable.

In closing, we believe that we will prevail in court with this legal fight. However, until the case is resolved, we respectfully ask for the benefit of New Yorkers, that the Committee not proceed with any action to seek to replace us until the case is resolved. Until such time, New Yorkers will continue to have operator that is in the best in the business

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and enjoy this magnificent facility without any interruption in service to the public while most certainly happen under this proposed scheme.

I'm available for any questions now or after this. Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: John -- I'm having difficulty with the name. John Ser -- the construction manager --

MR. GRUBER: Yeah.

THE CLERK: Please provide your full name and affiliation for the record.

MR. GRUBER: Good afternoon. My name is John Gruber. I'm the construction manager for the Trump Organization. I was responsible for both building the temporary facility and the permanent clubhouse.

I find it disheartening that the amount of time and effort that my

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staff and the contractors who are from both New York, you know, did all this work only to have it handed off to another potential concessionaire.

We spent an enormous amount of time making the project topnotch. We went above and beyond our initial financial responsibility by quite a bit. I think this is a travesty that the Mayor, for political reasons, is trying to take this away from the Trump Organization. And I don't know what else to say, but it's very disheartening that this is the way the City is running business. And Ron said that for future concessionaires to have to worry about just, you know, for any minor infraction, you can just take away their -- their livelihood.

Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Ithor Verasky

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(phonetic). Please provide your full name and affiliation for the record.

MR. VERASKY: Good afternoon. My name is Ithor Verasky. I'm one of the contractors who the -- at Ferry Point.

So I can say only that I work for the Trump Organization for like 15 years, so -- on the construction site. And it's always, like, that organization was always fair and appreciate our work and -- and everything was always, you know, great. So I guess that's it. Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Daniel Sponzilli. Please provide your full name and affiliation for the record.

MR. SPONZILLI: Hello. Good afternoon. My name is Daniel Sponzilli. I was the landscape

1
2 designer for Ferry Point. We worked
3 closely with the Parks Department at
4 that time and the Trump Organization.
5 And it was a great process. I was
6 collaborative. We spoke not only
7 about fiscal and monetary
8 responsibilities, but we really talked
9 about how it would work and how the
10 clubhouse and the surrounding
11 landscape would work within the Bronx.

12 So it was not to be
13 ostentatious. We were to plant life
14 and all of the various greeting
15 proposals that we worked with were to
16 keep Ferry Point clubhouse and the
17 facility working well with the
18 surrounding land. So we knew that
19 there was a park across the street.
20 We wanted to keep that in mind as we
21 were doing things as well. We wanted
22 to keep impervious in the parking
23 areas down as minimum as we could so
24 that the Bronx and people that were
25 visiting the golf course would

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experience a true landscape all the way through.

I've personally, on a personal note, I've worked with the Trump Organization for almost 19 years. I built and designed in various capacities with the organization from the top down. They've been excellent. I've worked personally with all members of the family and with many of the people that are here today. And it's been a wonderful experience.

We never cut corners. All of our conversations that we've had in regards to this project and many other projects, are solely collaborative from an organization to a landscape perspective that's unbelievably unique, especially in a public setting. So to have this public golf course, its amazing clubhouse, the landscapes around it which are truly part of the actual surrounding area, I think it would be a travesty if that

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was turned over to another entity that was not local and did not understand the people and the area around it and the hard work that went into it.

So I appreciate your time.
Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Al Consoli. Please provide your full name and affiliation for the record.

MR. CONSOLI: Good afternoon. My name is Alfred Consoli, III. I am the director of golf at Trump Golf Links at Ferry Point.

The main point I would like to make and try to convey to this Committee is that I keep hearing the term that makes what we do at this place a lot more than a golf course. And it's the experience.

We've created, and the Trump Organization has created an

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experience. Which is why the numbers continue to increase. It's the level of service, it's the people and the professionals that are able to attract that come work for the organization.

It's the way we make people feel from the time they show up to the quality of the golf course. The impeccable conditions and the resources that are continually reinvested into the property to make sure that we always maintain the standards of the organization.

That is why it is so special to the Bronx, that is why it is special to this City. And I have -- I've been in business for 19 years. I've worked for -- this is the fourth management company I've been involved in, and I've seen what happens when corners get cut and it's more about the bottom line and how much extra dollars can we try to squeeze out of the place and what happens to the conditions. You

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will no longer have an experience.
You will just have a golf course.

Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Parn Delitis (phonetic). Please provide your full name and affiliation for the record.

MR. DELITIS: Sorry about my handwriting there. My name is Parn Delitis. And as some other people here, I'm a paying customer. I do not work for the Trump Organization, nor have any affiliation with them. But I visit the golf course and I do play golf.

We've read so many news about the Trump Organization. They made this mistake, that mistake, whatever. I'm not here to judge. So I will tell you one thing, though. Ferry Point is not a bad decision from the Trump Organization. The Bronx -- I mean,

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I'm in Manhattan raised. But the Borough of the Bronx, they do need businesses that operate on a profit. And this is one of them. There is no reason to boycott any of this business because this is a taxpaying revenue to the City, the City makes money with, and at the end of the day, everybody comes up with a positive outcome.

As far as the golf course, I can show you, and this is a verified data, 10,000 courses or more go bankrupt every year because there's a lack of real estate and the way around the place. This is not one of them.

So a consideration must be given to the business that actually operates on a profit. Forget the fact that it's a work class facility and everything. This people making it possible. But at the end of the day, there is no reason to boycott or poison a place that actually is making money for the City. And this is not

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really an argument about the organization and everything, is an indirect -- to the people that work there. People need to work there. They're making money. Everybody is happy. And that's all I have to say.

There is no reason right now to really boycott this. Is it political, not political, it doesn't matter at this point.

Thank you so much for your time.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Mark Blazen (phonetic). Please provide your full name and affiliation for the record. Mark Blazen.

SPEAKER: This is Mark Winthrop. I'm not sure if you have my last name. That's not my last name. But I didn't hear anybody else speak up --

THE CLERK: Sorry, Mark Winthrop is the last name on the list. I'm

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going in order of the list.

So Frank Rafielli (phonetic).
Please provide your full name and
affiliation for the record.

* AUDIO *

MR. RAFIELLI: Thank you very
much. Frank Rafielli.

Thank you so much. My name is
Frank Rafielli. I'm here today as a
concerned citizen of New York City. I
worked in New York City Parks under
Parks Commissioner Henry Stern. And I
stayed active in Parks for the last
30 years, almost three decades,
through various nonprofits.

More relatively, a profit --
various New York City -- including the
Food and Beverage -- (inaudible).

I have been a part of this
committee in the past -- some of the
-- (inaudible) found egregious by New
York City Parks, City of New York.
This process in -- (inaudible) with
the golf course. Quite honestly,

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extremely upsetting and -- some of
the -- New York City found it -- New
York -- (inaudible.)

For starters, New York City is
an extremely practice being able to
handle contracts because of personal
or seeming political reasons. By all
accounts, the operators at Ferry Point
golf course are doing a pretty good
job. Revenue is increasing.
Beautiful course. People enjoy it
and, you know, even during the --
they're (inaudible) doing pretty
amazing as well.

This revenue and the tens of
millions of dollars that this
organization has funded, capital
expenditures, has been beneficial to
the City of New York, and for its
people at a time that it really need
the money.

Let me be clear, to me there is
no economic or operational reason why
this contract could be, should be

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legally terminated by the contract in the Trump Organization.

City of New York leading on, (inaudible) professional procurement, as if that's the real reason. But we know it's a lie. Everyone knows it's a lie. The real reason this -- this contract is because they hate Trump. They hate Donald Trump. Has zero to do with the contract, zero to do with the professional part of it. It all has to do with political personal reason.

I'm wrapping up now. And I will say that the second most -- hearing -- (inaudible) -- Parks shows a negotiated concession practice. As the Comptroller's office has mentioned, steal bid or steal proposal more typical and much more competitive under the guise that they have too much timeline. This is the timeline that Parks created by itself by terminating the contract. Does not --

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and -- (inaudible) -- they gave a contract -- for a homeless shelter operator for New York City -- connection and -- (inaudible). Then when they called out by the press, they simply changed the operators name. Corrected document in the City record. This is -- quite honestly a joke and a scam. Everyone understands it. There's -- (inaudible). It's beyond --

I ask FCRC to please do your job and come to the obvious conclusion, whether you agree with his personal politics or not, whether you like him as a person or not, it doesn't matter. He has -- his organization has a contract. They're doing a pretty damn good job there --

MR. STAMOULIS: You are out of time.

MR. RAFIELLI: Thank you very much. I appreciate it. And I can't imagine anyone wanting to do business

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with the City of New York --

MR. STAMOULIS: Thank you.

MR. RAFIELLI: Thank you.

Bye-bye.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Teresa Cone (phonetic). Please provide your full name and affiliation for the record.

MR. STAMOULIS: Hello, is Teresa still on the call? One more time, is Teresa still on the call?

(No response.)

MR. STAMOULIS: I think we can proceed with the next person. Thank you.

THE CLERK: Sylvia Sierra (phonetic). Please provide your full name and affiliation for the record.

MS. SIERRA: My name is Silvia Sierra. And I'm a maintenance supervisor at Trump Ferry Point. And I think it's very selfish what they're

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trying to do.

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We are going to have 150 people

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without employment, and I'm scared.

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I'm scared for me because I take care

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of my mother financially and I take

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care of my daughter. So if I'm

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unemployed, I have to go on welfare,

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something that I do not want to do.

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And my mom will be suffering.

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So this is how much confident

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I -- if y'all -- people and to

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myself --

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(Audio interruption.)

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I love working seven years, and

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I love being in this group, that and

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the same -- that give this place to

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somebody that does not know nothing

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about the Bronx, do not know nothing

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about the people, the community, or --

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That's all I have to say.

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THE CHAIR: Thank you. Will the

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Clerk please call the next person who

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wishes to testify.

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THE CLERK: Mark Winthrop.

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Please provide your full name and affiliation for the record.

MR. WINTHROP: Hi. My name is Mark Winthrop. I am a golfer. I have no affiliation with the Trump Organization or anybody at the hearing for the Trump Ferry Point.

I also believe that this is an amazing facility. I love to go golf there, and I think importantly, my son, who is now 17 years old, played on the PGA Junior League, Golf League there. It was a fabulous and wonderful experience that was given wholeheartedly by the entire organization there, the employees at the organization and it was a wonderful, wonderful program for the City of New York, kids coming from all five boroughs to play.

I would also add to this that it adds -- there's something very special about playing there. Because, you know, we even see foxes on the course.

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I actually had a golf ball picked up by a hawk once and flew away with it for a few yards. It's a wonderful, wonderful place.

Our experience has been absolutely topnotch, and we believe that to make any changes to this amazing place would be a shame. That's it.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify?

MR. STAMOULIS: On behalf of the Clerk, I'll be calling further remote attendees that registered.

I have next an Estay Colzas (phonetic). Can you please speak.

MR. COLZAS: Yeah. My name is Estay Colzas. I'm an attorney in New York for the last 15 years. I have been playing at Trump Ferry Point for the last -- since it opened. And I want to say that I'm a member of the public, but I don't believe we should

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be here today. Because this is caused by a Mayoral fiat, political vendetta that's created, a situation that should not be encouraged.

The matters -- it is before the court to award a contract to another facility at a time when the Trump Organization is doing a fantastic job is not appropriate. This course is good for the -- it's good for New York. It has given steps to our City. Anybody that plays the course is completely -- they have an experience that is beyond belief because it is a topnotch facility.

I echo the -- the comments that have been made earlier. And I just don't believe that if it's not broken, don't fix it. The Trump Organization is doing a fantastic job. I've played golf Trump courses all over the world. In Los Angeles, Scotland. And the Trump Organization knows how to run a golf course. We should not be here

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today.

This -- Parks --

(Audio interruption.)

-- to New York City, and I'm all
against taking it away from the Trump
Organization just because the Mayor
decided that should be done.

Thank you for my opportunity to
speak.

THE CHAIR: Thank you. Will the
Clerk please call the next person who
wishes to testify.

MR. STAMOULIS: Charles Arnold.

MR. ARNOLD: Yes. Can you hear
me?

MR. STAMOULIS: Yes, we can.

MR. ARNOLD: Hi. I'm Charles
Arnold. I'd like to thank the
Committee for allowing me brief
testimony. I'm a New York City
resident. I am a private citizen. I
have no affiliation whatsoever to the
organization currently running the
facility.

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2 I am an avid golfer. I live in
3 Manhattan, and I love to come to the
4 Bronx to play golf. I live in
5 Manhattan with my wife who is a New
6 York City schoolteacher, third grade
7 teacher in Brooklyn. I have a
8 four-year-old. I've been playing at
9 Ferry Point since the golf course
10 opened, and I'm very proud to play
11 there. Which is not to patronize
12 country clubs. Some of which exclude
13 people based on race or sexual
14 orientation or religion. Ferry Point
15 is a place where anyone, all New
16 Yorkers can come and play any time.
17 It's -- it's very well -- and it
18 competes very nicely with those
19 country clubs that I mentioned
20 earlier.

21 It's a special place. It's a
22 fantastic asset to the Bronx. It's a
23 fantastic asset for New York City.
24 It's not just any old golf course and
25 some management company from out of

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state -- I -- I -- I have a hard time accepting that they can do as good a job as what's being done there. I just can't emphasize enough. It is a real special place. Amazing place. And it's well run.

I've been playing there since they opened. And I think to bring uncertainty for the employees, hard-working New Yorkers that work there, or just ordinary citizens like myself that like to go there, I think it's incorrect.

I think the legal process should be permitted to run its course and I think should stay --

MR. STAMOULIS: You have one minute.

MR. ARNOLD: Okay. I don't need the whole minute. But again, Charles Arnold. I'm an attorney, practicing attorney in New York. And I think the Committee should wait for the legal process to conclude. And I thank you

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for hearing my testimony. Thank you.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

MR. STAMOULIS: Brian Riley (phonetic).

MR. RILEY: My name is Brian Riley. I'm a citizen of Jersey, former New York resident. I'm a customer of the course from day one. I'm still a customer. I drive back and forth several amount of hours to play this course and eat their food.

Couple years ago, I became a vendor up there -- for a small business. They were one of my best clients. They brought a lot of money into the company.

I worked with every aspect of the golf course, from the facilities and maintenance to food and beverage, I worked with kitchen, I worked the front desk, and I worked with the accountants. Everyone was

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professional. Everyone came on time.
And they were respectful.

You know, this is not just a
standard golf course. This is a golf
course of extreme excellence. But in
the end -- just a golf course and
should not have politics --

(Inaudible.)

Thank you.

MR. STAMOULIS: Thank you.

THE CHAIR: Thank you. Will the
Clerk please call the next person who
wishes to testify.

MR. STAMOULIS: Tony Bradick
(phonetic). Tony Bradick. Are you on
the call?

MR. BRADICK: My name is Tony
Bradick. I'm a resident of New York
City. I'm an avid golfer. I played
the other public golf course the City
does have on its properties. The
Trump course is far and away. Best in
terms of its quality and challenges.
But most importantly, the way it's

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operated, and I think it's getting lost in all of this process, notwithstanding the huge due process here, is the fact that, you know, the course is what it is, management are what they are because of the people involved.

Changing the franchise impacts the City's goal of maximizing revenues, bringing this new proposal is talking about charging lower rates, not higher rates. So it doesn't achieve the City's desired goal of having maximized value of the franchise. It's bringing an inexperienced management team, which will inevitably lead to a loss of utilization and again, lower revenues.

You know, this is a project that was stillborn until Trump got involved and until the Trump Organization got involved in it. And now employs over 150 people and attracts thousands of people to play the rounds every --

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every week, every month through the
golf season. Not twice a year. This
will -- changing the franchise will
further imperil the City's reputation
thereafter that seeks predictability
in due process.

For the reasons presented, the
Committee should cease these
proceedings and wait on the due
process of the law and the court
system. Thank you for your time.

THE CHAIR: Thank you. Will the
Clerk please call the next person who
wishes to testify.

MR. STAMOULIS: Martin L
Johnson. Martin L. Johnson.

MR. JOHNSON: Yes. This is
Martin L. Johnson. Thank you for the
opportunity to speak. I'm the
president of the Bobby Jones Golf
Course Foundation.

Foundation is 501K3 corporation
that operates Bobby Jones golf course.
Golf course for that -- (inaudible)

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foundation is operating the course for management Bobby Jones Link, also known as Affiniti, that began in October 1, 2015.

There's a lot of similarities between Ferry Point and Bobby Jones golf course. We -- we were formed in 2015 based on overseas renovation and transformation, possibly poor conditions, underlying -- underutilized golf course into one of the best public facilities in the country.

We had a 32 million-dollar renovation that involved -- (inaudible) -- golf course. But also a 23,000 clubhouse and restaurant and center and parking. Bobby Jones has been with us since the beginning. Played integral role in renovation of the facility, from the beginning. It not only managed the operation of the facility -- to the state in providing critical advice for the renovation

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process.

The golf course opened in 2018 and -- (inaudible) -- not only successful renovation, level of service provided by our golf professionals, instructors, food and beverage staff, our director of golf profession -- of the year in 2020, by the PGA. Bobby Jones Links provides a corporate culture with character, integrity of Mr. Jones himself. As well as the most successful organization.

Bobby Jones Link Foundation achieved, exceeds the financial results -- they -- (inaudible) -- they have put into place procedures they developed over many years. And financial business result. The point that many of you have made, certainly agree with, most important thing they've done --

MR. STAMOULIS: One minute remaining.

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MR. JOHNSON: Thank you. The key positions like general manager, head professional, instructor, course superintendent and executive -- contrary to what other folks have said here, we have substantial experience operating a golf course. Not just in -- not just in --

They have high quality individuals and management level and they brought them to their golf course. I hear everything that's been said about Trump --

That's exactly why we have Bobby Jones because of the management. One of our overarching goal in the business, facility, about what Mr. Jones would be proud. Critical support by the management of Bobby Jones Link, we feel that we have achieved that result.

If I can get a few more minutes of my time. I'm also the vice president of the --

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MR. STAMOULIS: I'm sorry. You are out of time.

MR. JOHNSON: Thank you.

MR. STAMOULIS: Thank you for your testimony.

THE CHAIR: Thank you. Will the Clerk please call the next person who wishes to testify.

THE CLERK: Kenneth A Caruso. Please provide your full name and affiliation for the record.

MR. CARUSO: Members of the Committee, thank you for hearing me. My name is Kenneth Caruso. And I'm the attorney for Trump Ferry Point LLC in the litigation and in this dispute generally.

I would like to begin at the beginning. Representative of the comptroller's office -- and I'm sorry I have to paraphrase because I couldn't write it all down. This process is rushed, done without full transparency and terminated without a

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plan in place. How true. How very true.

I do think you should put this off. This is rushed to judgment. The Mayor rushed to judgment back in January. You should not compound that mistake by rushing to judgment now. You've heard from all these wonderful people who work very hard. I don't know anything about golf, and I've never been on a golf course until I went out to the Ferry Point Golf Course to see it in connection with this case.

What impressed me the most, all these folks, it is a labor of love for them. You can see how much they love what they do. And you can't replace that just by putting in a new operating company.

The Mayor is a laying duck. That is not an insult. That is a phrase that's used throughout common parlance in this country. You are

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being asked to make a decision that will run for 13 years, three mayoral terms. If you make a mistake, three mayoral terms are going to be bound by that mistake. Slow it down. Slow it down.

You've heard from the people in the room. But I have to be sure that you heard from someone very important who is not in the room. Jack Nicklaus. You've heard that this is a Jack Nicklaus signature course. You may or may not know that Jack Nicklaus company has veto power over any assignment of the contract that my client currently holds. We have a letter from Jack Nicklaus, which I believe was e-mailed to the Committee but perhaps not. And I would like to make that part of the record. Shall I do that now?

MR. STAMOULIS: I'll make sure --

MR. CARUSO: Yes, that's fine.

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And personally, I would like to read it into the record, if I can have Jack Nicklaus' three minutes. But I'll leave that to the end.

The point is that the City's conduct with respect to the Jack Nicklaus design company can only be described as irresponsible. The company has a veto power over the contract that you are being asked to approve. Talk about the cart before the horse, an active phrase someone else used.

You can approve this contract and then Jack Nicklaus tomorrow or next week or next month can say no. And you are back where you started. Slow it down. This is a rush to judgment. Do due diligence the right way. Talk to your contracting partner first before you take the contract away from my client.

January 6th. Let's face it, I don't like to use phrasing like

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political vendetta. Let's talk about fact. Fact of the matter is, and I hope you'll indulge me with a little more time, considering the importance of the matter. The Mayor wanted to retaliate against President Trump for January 6th. Okay, so he wanted to retaliate and he came up with this reason, that the Trump Ferry Point is no longer able to function properly. But look at the record, please --

THE CLERK: Thank you. You have now reached --

MR. CARUSO: May I have a little extra time, Madam Chairman?

THE CHAIR: Sorry. All people are limited -- all testimony is limited to three minutes. We did receive your written testimony, though, and have reviewed it. And we will review the letter that you gave to the Clerk today from Jack Nicklaus.

MR. CARUSO: Okay. Very well. Only if you note the hypocrisy in the

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City saying in 2016, we are not interested in tournaments in the 2021, saying, well, we can't bring in tournaments so we are going to terminate your contract. One of the most hypocritical litigation positions I've ever had the privilege to --

THE CLERK: Thank you.

THE CHAIR: Will the Clerk please call the next person who wishes to testify.

THE CLERK: Thank you. We have now heard all testimony in this calendar item.

THE CHAIR: If no one else wishes to speak, that concludes today's hearing. We ask that the reporter make the entire public hearing agenda, which was made publicly available and distributed at this hearing, part of the final record of the proceeding.

The hearing is now closed.

Thank you.

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(TIME NOTED: 3:55 p.m.)

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C E R T I F I C A T E

STATE OF NEW YORK)

:SS

COUNTY OF SUFFOLK)

I, Elbia Baires, a Notary Public within
and for the State of New York, do hereby certify:

I reported the proceedings in the
within-entitled matter, and that the within
transcript is a true record of such proceedings to
the best of my ability.

I further certify that I am not related
to any of the parties to this action by blood or
marriage; and that I am in no way interested in
the outcome of this matter.

IN WITNESS WHEREOF, I have hereunto set
my hand this 20th day of October, 2021.


Elbia Baires

<p>\$30 19:13 42:14</p> <p>& 5:11</p> <p>13year 7:19 14:9</p> <p>18hole 7:15</p> <p>1980s 41:18</p> <p>20th 80:19</p> <p>20year 41:22</p> <p>22year 32:22</p> <p>501k3 69:23</p> <p>6th 76:24 77:8</p> <p>ability 15:2 17:21 80:13</p> <p>able 23:8 50:5 55:6 77:11 (4)</p> <p>about 13:19 16:25 26:21 35:4 37:8 38:12 43:10 45:18 47:7,9 50:22 51:11,19 53:2 59:19,20 60:24 68:12 72:14,18 74:11 76:12 77:2 (23)</p> <p>above 19:18 21:11 45:8</p> <p>absolutely 61:7</p> <p>acceptable 43:15</p> <p>accepting 65:3</p> <p>access 10:5 13:6</p> <p>accolades 42:4</p> <p>accordance 5:14</p> <p>accountants 66:25</p>	<p>accounts 18:23 19:12 55:9</p> <p>achieve 19:14 68:14</p> <p>achieved 71:16 72:22</p> <p>across 47:19</p> <p>action 19:4,9 43:21 80:15 (4)</p> <p>active 54:14 76:13</p> <p>actual 48:24</p> <p>actually 16:21 52:18,24 61:2 (4)</p> <p>adams 4:12</p> <p>add 60:22</p> <p>additional 8:20 11:21</p> <p>additionally 14:13</p> <p>address 6:25</p> <p>adds 60:23</p> <p>adequate 15:11</p> <p>administration 42:14</p> <p>adverse 10:6 13:7</p> <p>advertised 5:14 14:14</p> <p>advice 70:25</p> <p>affiliation 5:25 6:12 16:2 20:12 21:24 24:15 26:4 28:17 31:13 33:9</p>	<p>36:13 39:18 40:17 44:16 46:3,22 49:12 51:10,16 53:18 54:5 58:11,21 60:3,6 63:23 73:12 (27)</p> <p>affiniti 7:12 17:5,13,24 40:24 70:4 (6)</p> <p>affiniti's 17:19 18:20</p> <p>after 8:23 10:15 11:24 13:16 19:16 26:13 38:9 39:22 42:5,13 44:7 (11)</p> <p>afternoon 3:2 21:25 23:10 26:5 28:18 31:14 40:18 44:18 46:4,24 49:14 (11)</p> <p>again 3:9 8:6 11:6 16:9 24:20 35:3,19 36:4,17 37:13 65:21 68:19 (12)</p> <p>against 6:15 14:20 17:21 42:18 63:6 77:7 (6)</p> <p>agency 8:10 11:10</p> <p>agenda 78:20</p> <p>ago 18:23 41:6 66:15</p> <p>agree 36:21 57:15 71:22</p> <p>agreement 7:12 8:7 9:24 11:7 12:25 14:2,6,16 18:25 19:8,21 41:23 (12)</p> <p>ahead 8:3 34:13</p>	<p>al 21:22 22:3 49:11</p> <p>alexander 2:14 5:6</p> <p>alexandre 2:16</p> <p>alfred 49:15</p> <p>allan 2:12 4:19</p> <p>allerton 28:20</p> <p>alleyne 2:15</p> <p>allotted 5:23</p> <p>allow 15:10</p> <p>allowed 18:18 19:8</p> <p>allowing 63:20</p> <p>almost 19:10 48:6 54:15</p> <p>also 6:17,22,23 10:4 13:5 14:8 16:20 22:5 24:18 25:13 28:22,23 29:4,7 60:9,22 70:3,17 72:24 (19)</p> <p>alternate 2:16</p> <p>always 46:11,12,14 50:13 (4)</p> <p>am 29:4 31:16 49:15 60:5 63:22 64:2 80:14,16 (8)</p> <p>amazing 48:22 55:15 60:10 61:9 65:6 (5)</p> <p>american 28:25 32:10</p> <p>amount 44:25</p>	<p>45:6 66:13</p> <p>ancillary 7:17</p> <p>angeles 62:23</p> <p>announce 6:4</p> <p>another 8:6 11:6 16:24 39:11 45:5 49:2 62:7 (7)</p> <p>answer 27:2</p> <p>answered 30:14</p> <p>answers 39:8</p> <p>anybody 19:24 53:23 60:7 62:13 (4)</p> <p>anyone 5:17 42:24 43:2 57:25 64:15 (5)</p> <p>anything 14:19 38:14 74:11</p> <p>applicants 14:17</p> <p>appreciate 46:13 49:6 57:24</p> <p>appropriate 62:10</p> <p>approval 7:9 19:6</p> <p>approve 18:24 76:12,15</p> <p>approximately 5:23 37:18</p> <p>are 3:3 6:7,14 10:17,19 15:16 16:19 17:4 21:2,3 23:7,8 25:20 28:3 31:24 32:7 34:9,20,24 36:22 37:7,17,22,25 38:7</p>
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