

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

MEETING MINUTES FOR THE  
LOUISIANA MILITARY ADVISORY COUNCIL  
HELD AT  
IBERVILLE BUILDING  
627 NORTH 4TH STREET  
BATON ROUGE, LOUISIANA  
ON THE 16TH DAY OF NOVEMBER, 2017  
COMMENCING AT 10:16 A.M.

REPORTED BY: ELICIA H. WOODWORTH, CCR



**TORRES REPORTING & ASSOCIATES, INC.**  
COURT REPORTING & LITIGATION SERVICES  
[www.torresreporting.com](http://www.torresreporting.com)  
1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX  
New Orleans, LA  
504.392.4791  
504.392.4852 FAX

LMAC MEETING MINUTES

1     **Appearances:**  
2     Secretary Donald Pierson, LED  
3     Murray Viser, Barksdale Forward  
4     Sherri McConnell, LED  
5     Gary Silbert, GNO, Inc.  
6     Chris Goode, Roosevelt Group  
7     Danny Ford, Louisiana Lobbying Solutions  
8     Robert H. Gatti, Junior  
9     Brian P. Jakes, Senior, Southeast Louisiana AHEC  
10    Deborah Randolph, Central LA Chamber of Commerce  
11    Michael Reese  
12    Joel R. Whitehead  
13    Lorenz J. "Lo" Walker  
14    Raymond J. Crews  
15    Sec. Lt. Col. Joey Strickland  
16    David A. "Andy" Thomson  
17    Sheena Bryant  
18    Julie Baxter, Legal Counsel, LED  
19    Ronald Thibodeaux  
20    David Carter  
21    Danny Ford  
22    Marty Romitti



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES  
[www.torresreporting.com](http://www.torresreporting.com)  
1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   SECRETARY PIERSON:

2                   All right. Ladies and gentlemen, we'll  
3 call the meeting to order. We'll use the electronic  
4 flag over there today. I'd like to ask you to now join  
5 me in the Pledge of Allegiance.

6                   (Whereupon the Pledge of Allegiance was  
7 conducted.)

8                   SECRETARY PIERSON:

9                   Just a few housekeeping things.  
10 Restrooms right outside. Also, for those that may wish  
11 to have the Wifi password, I don't have that yet, but I  
12 have that in the process of getting retrieved, and we  
13 will share that with you shortly.

14                   At this time, I'd like to begin  
15 rollcall, and we'll just kind of come around the room  
16 with introductions after that.

17                   MS. MCCONNELL:

18                   Willie Banks.

19                   (No response.)

20                   MS. MCCONNELL:

21                   Mayor Beebe.

22                   (No response.)

23                   MS. MCCONNELL:

24                   Representative Crews.

25                   (No response.)



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 MS. MCCONNELL:  
2 Glenn Curtis.  
3 (No response.)  
4 MS. MCCONNELL:  
5 William Davis.  
6 (No response.)  
7 MS. MCCONNELL:  
8 Bob Elder.  
9 (No response.)  
10 MS. MCCONNELL:  
11 Robert Gatti.  
12 MR. GATTI:  
13 Here.  
14 MS. MCCONNELL:  
15 Brian Jakes.  
16 MR. JAKES:  
17 Here.  
18 MS. MCCONNELL:  
19 Bennett Landreneau.  
20 (No response.)  
21 MS. MCCONNELL:  
22 Stanley Mathes.  
23 (No response.)  
24 MS. MCCONNELL:  
25 Jim Nunn.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 (No response.)  
2 MS. MCCONNELL:  
3 Secretary Pierson.  
4 SECRETARY PIERSON:  
5 Present.  
6 MS. MCCONNELL:  
7 John Pugh.  
8 (No response.)  
9 MS. MCCONNELL:  
10 Deborah Randolph.  
11 MS. RANDOLPH:  
12 Here.  
13 MS. MCCONNELL:  
14 Mike Reese.  
15 MR. REESE:  
16 Here.  
17 MS. MCCONNELL:  
18 Ron Richard.  
19 (No response.)  
20 MS. MCCONNELL:  
21 Leonardo Russo.  
22 (No response.)  
23 MS. MCCONNELL:  
24 John Smith. I understand we've got  
25 somebody representing -- oh, she just picked up his



1 packet?

2 MS. BAXTER:

3 Actually, she went to fill out his  
4 parking meter.

5 MS. MCCONNELL:

6 Secretary Strickland.

7 SECRETARY STRICKLAND:

8 Present.

9 MS. MCCONNELL:

10 Dylan Tete.

11 (No response.)

12 MS. MCCONNELL:

13 Andy Thomson.

14 MR. THOMSON:

15 Here.

16 MS. MCCONNELL:

17 Don Vinci.

18 (No response.)

19 MS. MCCONNELL:

20 Murray Viser.

21 MR. VISER:

22 Here.

23 MS. MCCONNELL:

24 Mayor Walker.

25 (No response.)



1 MS. MCCONNELL:

2 Mr. Whitehead.

3 MR. WHITEHEAD:

4 Here.

5 MS. MCCONNELL:

6 We do not have a quorum, Mr. Chairman

7 SECRETARY PIERSON:

8 All right. We'll see if we have some  
9 additional arrivals that come to us later. We need 13  
10 for a quorum, I believe, and we may have to look back at  
11 some of our folks that have busy agendas that can't join  
12 us because it is important. We do have work that we'd  
13 like to accomplish, and we're not able to do that when  
14 we don't have a quorum.

15 It might be noted that dial-in is not  
16 permissible to constitute a quorum. It has to be in  
17 person, so...

18 With that, we will then begin to move  
19 through our agenda, and you have been provided the  
20 meeting minutes from the April 27th meeting. We cannot  
21 adopt those minutes in that we don't have a quorum, but  
22 I would wish to capture any comments that anyone may  
23 have relative to those minutes.

24 (No response.)

25 SECRETARY PIERSON:



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   Hearing none, we will perhaps establish  
2 a quorum later today and circle that. We do know that a  
3 number of people are impacted by the weather.

4                   So as we continue, Chairman's remarks  
5 and introductions, I would, at this point in time, like  
6 to circle around the room and just make brief  
7 introductions. I know that the board members are called  
8 out, but we also have some guests here, and so all of  
9 those can be acknowledged.

10                  I ask that you project your voice and  
11 speak clearly as it's important these proceedings are  
12 all recorded by our court reporter, and this becomes a  
13 part of our minutes.

14                  MR. JAKES:

15                         Good morning. I'm Brian Jakes  
16 representing City of New Orleans.

17                  MR. GATTI:

18                         I'm Rob Gatti, Major, Louisiana National  
19 Guard, Camp Mindon.

20                  MS. BRYANT:

21                         Sheena Bryant, North Louisiana Economic  
22 Partnership.

23                  MR. VISER:

24                         Murray Viser, Barksdale Forward.

25                  MR. THOMSON:



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1                   Andy Thomson, and I'm privileged to  
2 represent the (inaudible).

3                   MS. BAXTER:

4                   I'm Julie Baxter. I'm legal counsel for  
5 the Louisiana Department of Economic Development.

6                   MR. STRICKLAND:

7                   And I'm Joey Strickland. I'm Secretary  
8 of Veterans Affairs for our state.

9                   SECRETARY PIERSON:

10                   Don Pierson, Louisiana Economic  
11 Development.

12                   MS. MCCONNELL:

13                   Sherri McConnell, Louisiana Economic  
14 Development.

15                   MS. RANDOLPH:

16                   Deborah Randolph, President of the  
17 Central Louisiana Regional Chamber of Commerce  
18 representing (inaudible).

19                   MR. REESE:

20                   Michael Reese, Fort Polk Progress.

21                   MR. GOODE:

22                   Chris Goode with the Roosevelt Group.

23                   MR. OLSON:

24                   Jimmy Olson representing (inaudible).

25                   MR. WHITEHEAD:



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Joel Whitehead, Coast Guard, Retired.

2 MR. CARTER:

3 David Carter with Louisiana Economic  
4 Development.

5 MR. FORD:

6 Danny Ford, Louisiana Lobbying  
7 Solutions.

8 MR. THIBODEAUX:

9 Ron Thibodeaux. I'm the press secretary  
10 of LED.

11 SECRETARY PIERSON:

12 For those of you that may have an  
13 interest in the Wifi password, I will now tell you that.  
14 It's a little bit of a complex code. Lower case l-e-d,  
15 that's lima, echo, delta. Then the percent sign.  
16 Again, lower case, echo, tango. Then the dollar sign.  
17 Lower case r, as in Romeo, and then a capital K as in  
18 Kilo. I'm sure you'll appreciate all of these alfa  
19 designations.

20 I'll read that again. Lower case lima,  
21 echo, delta, percent sign, lower case echo, tango,  
22 dollar sign, lower case Romeo, upper case kilo.

23 Proceeding with Chairman's remarks,  
24 we've now accomplished introductions to get a feel for  
25 who is in the room with us. We have had outstanding



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 activities across the state, but rather than steal  
2 thunder across the room, I would really like to just go  
3 ahead and proceed to call on those that are here to make  
4 their reports.

5 I think you'll find in that great  
6 content relative to the accomplishments of our council  
7 over the last six months.

8 Secretary Strickland.

9 SECRETARY STRICKLAND:

10 Thank you, Mr. Secretary. Honored to be  
11 here with the LMAC again. Good to see everybody. Lots  
12 of old friends here.

13 The Department of Veterans Affairs for  
14 the state is really in excellent shape. I'm always  
15 happy to say we're not under any kind of investigation  
16 and we have a clean bill of health, so that's good.  
17 That allows us to accomplish our mission. But we've had  
18 a very busy week, as you might understand. Couple of  
19 things. We dedicated a chair in Death Valley in honor  
20 of our POW/MIAs on the first floor with a big, beautiful  
21 plaque with the MIA logo on the back right next to the  
22 field post where everybody can see it. And we had a  
23 beautiful ceremony with the entire Corps of Cadets,  
24 Tiger Athletic Foundation, representatives, and we're  
25 very, very honored to do that for our POW/MIAs, of



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 course, to represent everybody.

2 Like I said, we also, Friday, had a  
3 wonderful ceremony involving the Governor, Lieutenant  
4 Governor, and just about 200 veterans at the Old Arsenal  
5 Park. We renamed that park. We've rededicated it in  
6 honor of veterans. It's no longer the Old Arsenal Park.  
7 It's now the Louisiana State Veterans Memorial Park.  
8 And the Governor has directed that the first memorial to  
9 go into that park will be in honor of Gold Star Lewis.  
10 So we're really honored to do that, of course.

11 And we're putting together a committee  
12 to -- and I'll talk more about that Gold Star Committee.  
13 There was a resolution that passed in the legislature  
14 last year to create a Gold Star Action Committee, and  
15 we're in the process of doing that, so we're honored to  
16 do that. And there was a number of Gold Star families  
17 there.

18 The department across the board's doing  
19 very well. We have, as you-all know, we have five  
20 beautiful veterans homes, and all of them are at 90  
21 percent capacity, with the exception of the Jackson  
22 Veterans home. The old Jackson Veterans home, which is  
23 about 30 years old, was our very first one, and it's in  
24 a rural city. It was originally designated for 161  
25 beds. That's when we only had one home, and now we have



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 five across the state. So we've had to downsize that  
2 home from the original 161 beds to 129 beds. And the  
3 reason why is because we're actually, in this state, and  
4 in every state across the nation, losing veterans to  
5 World War II and Korean Cold War are pretty much gone.  
6 Our biggest group of veterans now is Vietnam and Desert  
7 Storm, followed by Iraq and Afghanistan. Usually those  
8 veterans are still young and still in the workforce,  
9 still engaged.

10 We're starting to get a large number of  
11 Vietnam veterans and also combat-wounded veterans in our  
12 homes, so we're doing very well. We are honored to take  
13 care of them.

14 We will be dedicating a  
15 2,000-square-foot activity center at the Reserve home  
16 next Monday for those veterans. We just completed it.  
17 The Governor will be there to dedicate it. So we're  
18 honored to do that.

19 Across the board, all of our homes have  
20 passed their, what they call, CMS surveys. These are  
21 intensive, three-day healthcare surveys conducted by the  
22 government. They've all passed their surveys in every  
23 one of our homes, and they are all five-star, what they  
24 designate as five-star facilities, which is the best  
25 that you can be. So we're really happy about that.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   Cemeteries are busy. You know, we bury  
2 people five days a week, Monday through Friday, around  
3 the clock. The busiest cemetery that we have in the  
4 state is Slidell because of the New Orleans traffic.  
5 The second busiest one is Keithville near Barksdale. At  
6 Slidell, we have 1,100 veterans buried there now, along  
7 with their families, and about 800 in Keithville. And  
8 then that's followed by Fort Polk and Leesville. And  
9 then the newest one is in Rayville in the northeast with  
10 about 50 burials.

11                   But I do have a bit of good news. We've  
12 just been notified by the federal VA that they've  
13 approved \$9-million to build Louisiana's fifth state  
14 veterans cemetery on the 22 acres that we own in  
15 Jennings, and so that will take care of the 50,000  
16 veterans from Breaux Bridge all of the way to Lake  
17 Charles. So we're excited.

18                   We are going to have our first meeting  
19 with the Feds on the 12th of December to put that  
20 operation into effect and get started. So that's good  
21 for us.

22                   Benefits, we have trained counselors in  
23 every office across the state now, and this year, the  
24 latest report shows that we will have brought in  
25 \$1.2-billion in pension and disability compensation



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 benefits. This is money that goes directly into the  
2 veteran's pocket, and we're extremely happy about that.  
3 For a small state, that puts us 11th in the nation, and  
4 when you consider Florida and California and some of --  
5 Texas, some of those big states, we're like an  
6 aggressive Chihuahua. We're right on their heels, and  
7 so we're honored to do that and bring those benefits  
8 home to Louisiana.

9           The Military Family Relief Fund, this is  
10 a fund that was set up about 10 years ago initially to  
11 support just for the Guard and the Reserve, but we've  
12 extended that. Now it's afforded to all veterans who  
13 are in economic distress and who have needs. This year,  
14 we've already spent about \$8,000 on deploying guards  
15 into Iraq and Afghanistan. We pay to bring those young  
16 guardsmen and reservists back home one last time before  
17 they depart for overseas so that they can visit with  
18 their loved ones. And this is important to us because  
19 in the past, it was the last time some of these young  
20 people see their parents or their loved ones.

21           And we also spent about \$400,000 to  
22 support veterans that went under during the recent  
23 floods last year. And, also, every month, we get  
24 requests to help veterans, \$2,000, 3,000, \$4,000. We  
25 can actually spend up to \$10,000 to help a veteran and



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 their family in economic distress. And this is money  
2 that they don't have to pay back. The money does not  
3 come from the general fund. The money is donated to the  
4 state to the Military Family Relief Fund by folks that  
5 want to donate. So we're always out there pitching  
6 support for the Military Family Relief Fund.

7 We're approaching about 70,000 honor  
8 medals that we've given out. About two weeks ago, I  
9 heard of a World War II veteran, he's 101 years old  
10 residing in a veterans home up in Shreveport and he  
11 didn't have his medal. His son, who's a retired Air  
12 Force Colonel, called me, he really would like to have  
13 one of those medals. So I drove all of the way to  
14 Shreveport with the medal and the Governor's  
15 certificate. We had a nice ceremony at the home and  
16 gave -- this gentleman was a retired colonel himself,  
17 and we honored him with the Louisiana Honor Medal. It  
18 was very emotional and we're very happy to do that.  
19 We're approaching about 70. We mail out medals every  
20 day all around the clock, and so we're going to continue  
21 to do that as long as we are in office.

22 I had the honor -- I'm really proud of  
23 being able to tell you this. I just received the honor  
24 of being one of 12 state directors of veterans affairs  
25 that's been selected by the White House to meet with the



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 President and Secretary Shulkin on the 29th of this  
2 month. Thank you. I really appreciate that. I was  
3 surprised by it, but extremely happy. I've been in this  
4 business for 20 years, and I think somebody's finally  
5 recognizing that I know a little bit about veterans  
6 affairs.

7 So I want to talk to the President and  
8 to the Secretary about this Choice Card, the Federal  
9 Choice Card, and making that program much more effective  
10 than what it is. Veterans tend to use the Choice Card  
11 without authorization. They go to a civilian hospital  
12 for their medical needs, and then all of a sudden, they  
13 get hit with a huge medical bill that they have to the  
14 pay back. And then we get involved to try to fix that  
15 for them and it just creates a lot of headache for  
16 everybody. So the Federal VA needs to be a little more  
17 clear on how they use that.

18 The other thing that we -- our veterans  
19 have really good care from the VA Medical Centers here  
20 in Louisiana. There's 19 community-based, out-based  
21 clinics that support VA Medical Centers, but the -- and  
22 New Orleans and Overton Brooks in Shreveport do a great  
23 job, but the one VA Medical Center that is less than  
24 satisfactory, in my opinion, and I work closely with a  
25 lot of them via the Veterans Coalition, is Alexandria.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Alexandria has over 100 Alexandrians. They have three  
2 VA Medical Centers, one in Lafayette, one in Jennings  
3 and one in Lake Charles, and none of those 3A  
4 community-based outpatient clinics are staffed properly.  
5 So I'm going to talk about that to him and try and get  
6 that fixed, and whatever else I happen to think about  
7 that comes up at the time.

8 But, anyway, that concludes my briefing,  
9 Mr. Secretary, subject to any questions that anyone  
10 might have.

11 MR. REESE:

12 I have a question for you.

13 SECRETARY STRICKLAND:

14 Yes, sir.

15 MR. REESE:

16 With the VA homes, does the state have  
17 any interest in expanding their footprint in VA homes?  
18 I only ask this question because we have a nursing home  
19 in Leesville and the owner is building a new facility,  
20 and there's been just a little bit of brief discussion  
21 about the use of the old facility, whether or not they  
22 could be, you know, adopted by the state or is there an  
23 opportunity to grow that in to another VA home or not?

24 SECRETARY STRICKLAND:

25 That's a good question, but,



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 unfortunately, we are, at the state level, we're over  
2 bedded.

3 MR. REESE:

4 Okay.

5 SECRETARY STRICKLAND:

6 For example, if the old Jackson home  
7 were to go away and we kept just four homes, we would be  
8 in good shape.

9 MR. REESE:

10 Okay.

11 SECRETARY STRICKLAND:

12 And so -- but what they could look into  
13 is creating a domiciliary bed facility, and that means  
14 that homeless veterans and veterans that are in need of  
15 a place to live can live there and the owner could  
16 receive federal domiciliary payments. We could talk  
17 more about that.

18 MR. REESE:

19 Yeah. I'll talk to you more.

20 SECRETARY STRICKLAND:

21 That is doable.

22 Lo, did you have something?

23 MAYOR WALKER:

24 Well, obviously, the dog ate my Garmin  
25 and I couldn't --



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 SECRETARY PIERSON:

2 We welcome Mayor "Lo" Lorenz Walker, who  
3 represents Bossier City.

4 MAYOR WALKER:

5 Sorry about that.

6 SECRETARY STRICKLAND:

7 Anymore questions?

8 (No response.)

9 SECRETARY PIERSON:

10 Okay. Mr. Murray Viser, Barksdale  
11 Forward.

12 MR. VISER:

13 Thank you, Mr. Secretary.

14 We've had quite a week in Shreveport  
15 Bossier. We had the Global Strike Challenge, which is  
16 the celebration of about six months or so of intensive  
17 training and exercising by the Air Force Global Strike  
18 Command across the community, and it culminated last  
19 night with -- and there was a lot of hooting and  
20 hollering, I guarantee you. And part of that Global  
21 Strike Challenge is probably about 350 folks that came  
22 into Shreveport Bossier, two of which were Governor  
23 Edwards and Secretary of the Air Force, Heather Wilson.  
24 Quite a treat to have her come in, and she spent the  
25 better part of two days -- actually, the better part of



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 a day, I guess, spread over two days, had an opportunity  
2 to visit with the young airmen and really come to get a  
3 good hands-on understanding of what Air Force Global  
4 Strike Command does.

5 Another initiative that we've got going  
6 on right now is an ongoing initiative, public-private  
7 partnerships with the Air Force with either governmental  
8 entities, other governmental entities, in Northwest  
9 Louisiana, or, in some cases, private entities that want  
10 to come in and partner up. And, you know, they cover  
11 things, like Joel and I were talking earlier, jobs for  
12 veterans or jobs for folks that are transitioning out,  
13 and we're working with Workforce Development and LED to  
14 see if we can streamline some of those things so that  
15 rather than having the talent pool move away, they might  
16 like to stay. If they can get a job, they'll actually  
17 stay in the State.

18 In fact, a little anecdote, we had --  
19 one of the folks that's on our committee had a group of  
20 folks that are transitioning out, and he said, "How many  
21 of you folks would like to stay in Louisiana?" About 10  
22 people raised their hand. He said, "How many people  
23 would like to go someplace else?" About another 10 or  
24 so raised their hand. "How many would stay in Louisiana  
25 if you had a job?" The rest of those raised their hand.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 So we're trying to solve that problem, work with the  
2 bases, and it's a win-win for everybody.

3 Along the lines of win-win for  
4 everybody, Barksdale is in the process of working with a  
5 power company for our Energy Resiliency Project. It's a  
6 pilot program that would be the first one out. It's a  
7 long-term process. Chris and others from Roosevelt  
8 Group did meet with folks from Office of Energy  
9 Assurance to talk about this project. They are all over  
10 it. They're on board; Barksdale is on board. It's just  
11 a matter of getting the right instruments to make this  
12 project happen. But, again, it's a long-term process.

13 Right now, the National Defense Strategy  
14 Review is underway. That's going to term, in all  
15 likelihood, what the bottom of the roadmap looks like.  
16 We have on pretty good authority that -- in fact,  
17 Secretary of the Air Force yesterday made the comment  
18 that the bomber bases are going to continue to be bomber  
19 bases. So as the B21, the new stealth bomber, comes  
20 on -- I think Andy is a little bit familiar with that --  
21 then those aircraft will come into service from 2025  
22 probably into the 2040, 2045 timeframe area and they  
23 will go to bomber bases. So that's good for Air Force  
24 Global Strike Command. It's good for communities for  
25 bomber bases as part of our ongoing efforts to make sure



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 that Barksdale is in the running for the B21, probably  
2 not early on, but at some point in the future.

3 We're working with Air Force to have a  
4 new weapons storage facility built at Barksdale. It's a  
5 huge project. It's about \$450-million or so. So those  
6 are -- that's a big, big deal for Barksdale. It's going  
7 to be a big, big deal for the community to have that  
8 kind of economic impact.

9 To that end, we're working with Chris  
10 and his team, Chris Goode and his team, to set up a  
11 meeting with the Air Force Civil Engineer, Major General  
12 Tim Green, and make sure we are on track as we're doing  
13 everything we can to get that facility to Barksdale back  
14 in the nuclear weapons storage business.

15 So that's my report, Mr. Secretary.

16 If are there any questions, I'll try to  
17 answer them.

18 SECRETARY PIERSON:

19 Any questions for Murray?

20 (No response.)

21 SECRETARY PIERSON:

22 Thank you so much.

23 Fort Polk Progress.

24 MR. REESE:

25 All right. Thank you, Mr. Secretary.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 I'd like to first recognize, too, I know he introduced  
2 himself briefly, but Danny Ford over on the back wall,  
3 who has continued to represent us at the state  
4 government level and does a good job at keeping us  
5 abreast of issues in military installations during the  
6 rapidly-changing session.

7           Going through a few items for Fort Polk,  
8 so Army Corps Structure, obviously that's what's driving  
9 the train for us in our ability to attract new soldiers  
10 stationed there, which creates the economic development  
11 necessary to provide all of those things outside of the  
12 installation that are important to our Army and to Fort  
13 Polk. So the Army, you know, there's a lot of talk  
14 about the Army growing. You know, all branches of the  
15 service were going -- under the new administration.  
16 That, so far, has not occurred. They've been authorized  
17 to hire any, but they hadn't appropriated the dollars  
18 for that.

19           There appears to be some compromise  
20 working this week that may result in about a 7,500  
21 person active-duty military increase on the Army side.  
22 This is an area that's really precarious for us because  
23 they continue to identify new priorities. They've  
24 identified high priorities in Europe. They need to go  
25 back and restation soldiers in Europe where we've drawn



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 down from the last several years. They talk about the  
2 need for another armors brigade combat team, and they  
3 continue to identify these new priorities without new  
4 soldiers.

5 Then the community that we have at Fort  
6 Polk continues to be at risk for potentially to be the  
7 bill payer to set up some of these new priorities. So  
8 it's our goal to see that the Army grows properly in  
9 size, which helps us properly protect the 310 Brigade at  
10 Fort Polk as well.

11 We continue to advocate for a Security  
12 Force Assistance Brigade. The Army said that they're  
13 going to stay with five with the active-duty force.

14 We appreciate you, Mr. Secretary, for  
15 sending Paige Carter up with the rest of our team. We  
16 talked to General Abrams at Fort Bragg and advocated for  
17 this. The Army has set one of those up in Fort Benning.  
18 And, right now, we really don't think that Fort Polk is  
19 in the hunt, despite having ready housing, ready office  
20 facilities, ready training space right now. We don't  
21 think we're there. So we're going to continue to  
22 advocate for that.

23 I think we need to get back with you,  
24 Mr. Secretary, and the Governor and talk about pushing  
25 it again from a different angle before it's too late to



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 see what we can do to leverage Fort Polk in that  
2 discussion. That's about between 500, maybe 1,000  
3 soldiers in one of those brigades.

4 We do train on Security Force Assistance  
5 at Fort Polk. Again, we have the land, we have the  
6 facilities, we have the housing. It is the lowest cost  
7 of operation's installations in the country in many  
8 facets. There's really very few arguments against this.

9 Army Cyber, the ability to do robust  
10 cyber training at Fort Polk continues to be very  
11 important, and we think we can advance on that. You  
12 know, Paige Carter had pitched that to General Abrams  
13 when we were there, and we'll have the Army Cyber  
14 Command, maybe General Foster, in the state, I guess, in  
15 December to look at what the state's assets are and see  
16 how we can grow this type of business at Fort Polk.

17 The military Army only has two training  
18 centers state side. One in California and one in Fort  
19 Polk. They already have this type of robust training in  
20 California, and we need to make sure that we develop it  
21 at Fort Polk.

22 For energy Resiliency, we had a great  
23 meeting there just a few weeks ago. And, again, Mr.  
24 Secretary, we appreciate David and Sherri both making it  
25 to that meeting. We had members from about five or six



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 people from Entergy, from the Army's Office of Energy,  
2 from Fort Polk, so we really had every team member that  
3 needed to be at the table discussing some opportunities  
4 for that at Fort Polk. Again, very important for our  
5 installations in Louisiana. Every major initiative that  
6 the military identifies, we need to have a check in that  
7 box that we're pursuing it and excelling at it. So  
8 we're participating in that process as well and have a  
9 couple really good ideas in the works.

10 And, lastly, I'll just share with you,  
11 we heard great feedback from General Abrams at Fort  
12 Bragg when we went there. You know, very much  
13 supportive of what Fort Polk Progress is doing. You  
14 know, I was a little disappointed that he wasn't fully  
15 abreast of the great sacrifice the community made in  
16 helping them grow by 50,000 acres and the community  
17 allowing them to use the threat of eminent domain to do  
18 so. That's a really big deal, in particular, for a  
19 state like Louisiana, and received endorsement from a  
20 lot of very conservative officials. And, again, that  
21 was so long ago. That was like nearly two years ago.  
22 So, you know, we're going to have to really continue to  
23 press on that, because the reason we participated in  
24 land purchase was so that you can have a training  
25 mission occurring and your other stationed units at Fort



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Pol could also train without too much competition for  
2 range space, but now they're throwing back to us that we  
3 may lack what they call command and control to have  
4 additional units stationed at Fort Polk. Our One-Star  
5 general may have his plate full with training missions  
6 at Fort Polk and not be capable of properly managing  
7 other vehicles stationed there. That has never been a  
8 problem for us. We've had, you know, a higher number of  
9 soldiers at Fort Polk. We don't think it's a problem  
10 now, but it's something else that we'll have to really  
11 tackle and break down, and we will do that.

12 And, lastly, I just want to tell you a  
13 few things occurring in our education initiative. So  
14 the resources the state has given us has really been  
15 helpful. In the last year, we've been able to secure a  
16 \$1.1-million grant in Vernon Parish and a \$354,000 grant  
17 in Beauregard Parish to grow our advanced placement  
18 courses. We have required some action, which the state  
19 fund allows us to participate in.

20 In this first year in Vernon Parish, we  
21 grew advanced placement classes in our tests from 113 AP  
22 exams in the previous school year to 231 exams. We had  
23 50 qualifying scores the previous school year. We had  
24 64 qualifying scores this year. And it reads like that  
25 for all of our schools that participated. They have



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 sometimes doubled and tripled the number of AP class  
2 offerings and doubled and tripled the outcomes on the  
3 tests in the first year. So this is a huge advancement  
4 for us. It's the kind of thing our military partners  
5 want to see. The latest test scores put Vernon Parish  
6 School District in the top five of the state. Take out  
7 the independent school districts, and we were the number  
8 2 public school in the state.

9 That is so incredibly valuable to our  
10 military partners when they're contemplating a station  
11 to -- so we're thankful to the school system for  
12 participating in our education initiative. I think  
13 we're seeing some real growth because of it.

14 So that would conclude my report subject  
15 to any questions.

16 SECRETARY PIERSON:

17 Any questions for Mike Reese?

18 SECRETARY STRICKLAND:

19 Mike, just an observation, there's two  
20 brigades at Fort Polk?

21 MR. REESE:

22 We have one brigade combat team at Fort  
23 Polk now. So we have JRTC and their ops group. We have  
24 the 310 brigade. Right now, they're at the tip of the  
25 spear for our National Defense Strategy in Iraq.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Unfortunately, they lost one soldier about two weeks in,  
2 and they have another soldier who lost both of his legs.  
3 And we're currently helping his family move back to near  
4 Walter Reed to be with their soldier, help them through  
5 that time. But they are the tip of the spear clearing  
6 out cities -- ridding cities of ISIS in Iraq, and we're  
7 really proud of the work that they're doing. But that  
8 is our only other really, other than the tenant unit at  
9 Fort Polk.

10 SECRETARY STRICKLAND:

11 So the total number of soldiers on the  
12 ground?

13 MR. REESE:

14 It's about 8,300 now. So we've lost the  
15 152nd Mission, which was currently training for the same  
16 thing, and the Security Forces Systems Brigade with  
17 about 900 soldiers, and we had the first MEB unit there  
18 that had engineers and MPs. We still have a few MPs, we  
19 still have a few engineers, but that command and control  
20 structure left, and that was about another 1,500 or so  
21 soldiers there.

22 SECRETARY STRICKLAND:

23 Thank you.

24 SECRETARY PIERSON:

25 Welcome Representative Crews.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 MR. CREWS:

2 Thank you. I apologize for the  
3 tardiness.

4 SECRETARY PIERSON:

5 Well, we had a number of weather-delayed  
6 individuals. In fact, we're waiting on a few more, and  
7 thank you for joining us and look forward to working  
8 with you.

9 For Southeast Military Alliance, Gary  
10 Silbert was unable to be with us today.

11 MR. JAKES:

12 Mr. Chairman, Mr. Secretary, if I may  
13 just ask for a point a of clarification. J.D. Olson  
14 kind of quickly said, "I'm J.D. Olson." That's retired  
15 Rear Admiral, upper half, United States Navy, J.D.  
16 Olson.

17 When I was ESGR State Chair, nobody was  
18 more helpful to me than J.D. Olson, who was Commander of  
19 the Naval Reserves, both of surface and air --

20 MR. OLSON:

21 Just air.

22 MR. JAKES:

23 -- in New Orleans, but very, very  
24 helpful, and he has become a very, very vocal member of  
25 the Mayor's Military Advisory Committee in New Orleans.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 And I was clearly, since our last meeting about SEMA --  
2 and I missed it at the last meeting, so I asked Sherri  
3 if she would tell me at least what the acronym is, and I  
4 think it might be helpful for Admiral Olson to hear what  
5 SEMA is and the wraparound function if somebody could  
6 share that for him and he can take that back to Tom  
7 Pierre (sic), who did ask that question.

8 SECRETARY PIERSON:

9 Sure. We're happy to do that, and for  
10 Mike also.

11 There's footprint that we've established  
12 with Barksdale Forward that became a great template for  
13 the production of Fort Polk Progress, and these are  
14 support organizations around significant military  
15 facilities around the state. What was very noticeable  
16 from economic development's perspective is that for too  
17 long, the New Orleans and Southeast Louisiana Region,  
18 which is actually rich in number of Department of  
19 Defense installations, had not formed a 501 around  
20 support for these facilities.

21 So to begin that process, the Greater  
22 New Orleans, Inc., the Regional Economic Development  
23 organization, has established a vehicle to do that,  
24 which is the Southeast Military Alliance, and it is  
25 still maybe a bit information.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 Murray, your organization is 25 --

2 MR. VISER:

3 May of 1994 we incorporated.

4 SECRETARY PIERSON:

5 So they've been at it for decades.

6 Mike, y'all are --

7 MR. REESE:

8 Just over a decade.

9 SECRETARY PIERSON:

10 Okay. So this is a beginning of a very  
11 important and focused endeavor. The state is providing  
12 some resources to help establish this organization, and  
13 currently designated to be the coordinator is Mr. Gary  
14 Silbert, who's on staff at the Greater New Orleans Inc.  
15 So what we encourage is that networking at the local  
16 level that we've seen such outstanding results with in  
17 other parts of the state.

18 Is that kind of a good overview for you,  
19 sir?

20 MR. OLSON:

21 Yes. That was very helpful. I can take  
22 that back to General Mize an the Naval air station.

23 SECRETARY PIERSON:

24 So with Gary and with the general  
25 network that he's established so far, the more volunteer



1 assistance that he can get to better articulate the  
2 needs to better network the various organizations, he  
3 can lead for a best practices-type of engagement over.

4 MR. OLSON:

5 Thank you.

6 MR. JAKES:

7 Thank you.

8 There was a Calendar Commitment or a  
9 Calendar --

10 SECRETARY PIERSON:

11 And those are not to be overrun. They  
12 should be a part of that family and incorporated under  
13 the larger umbrella.

14 MR. JAKES:

15 And I thank the Mayor's Military  
16 Advisory Committee for their work.

17 MR. OLSON:

18 Absolutely.

19 MR. JAKES:

20 Thank you very much.

21 MR. REESE:

22 And I can just say, too, that that's how  
23 we've found the success that we've found. We've got  
24 Fort Polk Progress and we have a board, and on that  
25 board, you'll have involvement from like the Lake



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Charles Mayors, the Military Affairs Committee. You'll  
2 have involvement from your various chambers, you know,  
3 involvement from all of the cities that have been  
4 impacted from that region. It's been a pretty  
5 successful way to do it following Murray's leads, the  
6 Godfather.

7 MS. MCCONNELL:

8 I think Chris is prepared to give Gary's  
9 report today since he was detained, so he could speak to  
10 that further, and then move into your report from the  
11 Roosevelt Group as well.

12 MR. GOODE:

13 Sure. And let me just say one other  
14 thing keying off of Mike Reese.

15 Bob Abrams is an important guy; right?  
16 You know, 4-Star, son of Creighton Abrams. Could very  
17 well likely be the Chief of Staff for the Army. Sort of  
18 a tough cookie, but, you know, we went down there, we  
19 had a great briefing with him. And Mike's right about  
20 the purchase program. Again, that's why we do this type  
21 of outreach.

22 One of the things that Abrams said, he  
23 said, "I want you to know that when it comes to Fort  
24 Polk and the JRTC, we have absolutely no issues  
25 shooting, flying 24/7. That is not the case." He said,



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 "Please, please tell your folks the special forces love  
2 to train at joint -- at the JRTC, and they are not  
3 training just inside the fence line. They are operating  
4 all over the state during rotations, and they have zero  
5 issue. And that also is very unique at JRTC."

6 So Abrams was very prepared. You  
7 probably caught him a little bit off guard on the  
8 purchase program, but it was a really, really important  
9 meeting and a great impact.

10 We are not giving up on the SFAB. We  
11 are not in the top five right now. We have talked to  
12 everybody till we're blue in the face inside the Army.  
13 This is an institutional issue. It's the same issue  
14 we've faced back at Fort Benning and now at 310. We've  
15 got to keep going.

16 The Cyber piece is great news because  
17 the Army's going to put a lot of money into Fort Polk to  
18 get the cyber environment consistent with the cyber  
19 environment at NTC. You know, that's to ensure that  
20 when security turns something on, the trap doors don't  
21 open and close. I mean, we've got to create this  
22 environment, and there's a lot to that.

23 Admiral, I want to get together with  
24 you. Obviously we have just started working with Gary.  
25 We went down to Belle Chasse with Kathleen Ferguson,



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 who's Principal Deputy Assistant Secretary of the Air  
2 Force for Installations, Environment and Energy, but  
3 brings a lot of installation supports. And we just  
4 brought on Vice Admiral Bill French, who's going to be a  
5 great asset. He was a former Command of installation,  
6 so he'll be a big help for us in New Orleans, and he's a  
7 great guy.

8 I want to focus on Belle Chasse because  
9 Gary, you know, one of the issues down there is  
10 recapitalization of not only the F18, but the old F15Cs.  
11 We met with, after -- we met with the CO Scott, and last  
12 week, we met with and our NP, and in '98, the warfare,  
13 based on the fact that the delegation did put some  
14 report language in basically asking the Navy to tell  
15 them what is the long-term plan for naval preservation.  
16 We met with the DeWolfe Miller, the Admiral at 88, and  
17 we met with his Action Officer, who wrote the response.  
18 So it was a good meeting, and he said, "First of all,"  
19 he said, "There's a rumor out there that these F18 at  
20 Belle Chasse can't go to the boat." He said, "That is  
21 not true." He said, "If we want to put them on the  
22 boat, put them on the boat." Second, he said, "There is  
23 no plan to get rid of naval reserve aviation." Third,  
24 he said, "Belle Chasse is going to get not new F18s, but  
25 F18 Season Ds, as Season D's in the active force get



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 rolled out to be replaced with F35s." He said, "All of  
2 the F18As will be out of inventory by January 2019." He  
3 said, "There is a plan, a clear plan, to put F18, F18  
4 Season D is in only three places, Belle Chasse, Hope and  
5 Fallon."

6 And he also said, "Belle Chasse is a  
7 great base." And, you know, when we had drove through  
8 that base, it's the third most new naval air station in  
9 the country because of all of the recent activities  
10 since Katrina. So that is good news. I mean, we're  
11 going to track that. We have not seen the report back  
12 to the Hill yet. It was supposed to be delivered  
13 November 1st. We're just go to go track that down to  
14 make sure that report sets the right -- and that's what  
15 he told us, but that's good news.

16 We took a quick tour past the F15. You  
17 know, they do have a new alert facility going in. The  
18 Air National Guard is the largest tenant of Belle  
19 Chasse. They have an air control mission. Those  
20 F15s -- I represent the State of Massachusetts. There's  
21 also an air control facility in the Northeast with the  
22 same F15C. The good thing is that F15, that community  
23 is pretty aligned. Between California, Oregon, Florida,  
24 Louisiana and Massachusetts, they're trying to get --  
25 and I've participated in some of those sessions with



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 tech from Massachusetts. They're trying to get a little  
2 bit more control, and we're trying to help them by  
3 working with Novice, but there is all sorts of rumors  
4 out there in terms of what happens with those F15Cs.  
5 But really what's happened is they're just going to  
6 stick around a long time, like the B52 now.

7 But now, just recently, the Air National  
8 Guard, the Director of the Air National Guard,  
9 Lieutenant Rice, former TAG in Massachusetts, we have a  
10 very good relationship with him. He's taking the brief  
11 on the next new idea, which is an old idea that keeps  
12 coming out, which is recapitalizing the 4.5, which is  
13 the newest version of the Boeing F15 that's being sold  
14 overseas. So it will probably go nowhere, but there's  
15 just a lot of churn in what's happening with those, you  
16 know, the F15 mission. So it was a good visit. I'd  
17 like to follow up with you.

18 MR. OLSON:

19 Great.

20 SECRETARY PIERSON:

21 So was that Gary's report?

22 MR. REESE:

23 Yes.

24 SECRETARY PIERSON:

25 Okay. For those who may be new here,



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 Chris is from the Roosevelt Group, which is under  
2 contract for the state, and also with a separate  
3 contracts to some of these affiliated military support  
4 groups here. And this is a very necessary part of our  
5 efforts because we need to be strong both in the halls  
6 of the Pentagon and in the halls of the Capitol, and  
7 saying things, you know, like five states working  
8 together, we can often weld together 10 senators and  
9 speak with a louder voice in certain situations. And  
10 having all of the recognizance and situational awareness  
11 that's brought about by this interaction of the firm and  
12 state and the affiliated organizations is a very  
13 powerful component for our ability to manage and  
14 hopefully succeed, and not only retain, but growing our  
15 Department of Defense assets across the state.

16 So recently SEMA has also become a  
17 member of the Roosevelt Group's client base, and  
18 associated with that, Chris led a team to come through  
19 and at least get on the ground around a number of the  
20 assets in Southeast Louisiana. So we'll continue to  
21 make progress against that and encourage your  
22 participation to those that are in that vicinity.

23 So we'll now shift gears and call on  
24 Chris again to give an overview report.

25 Chris.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 MR. GOODE:

2 And I'll keep this quick.

3 Just from a big perspective in DC, what  
4 we've been watching obviously is the DOD Authorization  
5 Bill and Appropriations Bill. You know, we watch the  
6 Defense policy bill every year because that's the pay  
7 raise and BRAC and, you know, recreate a space command,  
8 do we increase Army core structure. So that is --  
9 they're pretty much done with this past one. It's on  
10 the House floor this week, and the Senate will probably  
11 take it up after Thanksgiving. And, yeah, we've been  
12 through this before. You know, they've authorized us to  
13 pump a lot of cash in defense, 700-billion total, which  
14 is great, but, you know, the defense might say, "Well,  
15 that's contrary," just like Andy, you know, "it's  
16 meaningless until you see the Appropriations Bill."  
17 700-billion is way over what Trump requested, which was  
18 603-billion, and that's even over the budget caps of  
19 549-billion.

20 So there's a lot white space in these  
21 numbers. There has been zero dollars appropriated, yet  
22 we're under continued resolution until December 8th, and  
23 that will get extended till the end of the year.  
24 Nothing's going to happen until the tax year happened,  
25 then we'll appropriate from there. One of this is big



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Army investments that they've been doing for the last  
2 five years.

3 But, you know, I think from Mike's  
4 perspective, you're going to get a sum increase in core  
5 structure. I think that 700 number will be probably  
6 right in the active Army. Not a huge number. There is  
7 no space core that has been thrown out.

8 BRAC was not authorized, as you probably  
9 know. I think that's good for Louisiana. I think this  
10 current idea on a BRAC Round would have basically got  
11 rid of the BRAC Commission, which would be disastrous  
12 for communities that we're dealing with a closure, which  
13 is possible. So the Senate didn't even vote on it.  
14 They said, "We're not interested and BRAC is done, dead,  
15 for another year.

16 That doesn't mean that the DOD could  
17 play some tricks. You know, the Assistant Secretary of  
18 Defense for Energy, Installations and Environment,  
19 Lucian Niemeyer, which used to work for us for five  
20 years until he went back and took this job, you know,  
21 there are authorities that are -- and I would not be  
22 surprised in February that Lucian will put 10 bases on  
23 his request to Congress to close just as a way to say,  
24 "We're not going away and we are going to start closing  
25 this." So we'll see what happens there.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   Our focus now is to start to build our  
2   FY '19 Congressional Advocacy Plan with Murray and Gary.  
3   And, again, there's some great things happening from a  
4   standpoint, things like energy resiliency, weapons  
5   storage area, F18s. You know, we have a lot of good  
6   things happening.

7                   SECRETARY PIERSON:

8                   Thank you. We're were joined by Paul  
9   Sawyer, Chief of Staff, which some of you are familiar.  
10   Welcome home. And Marty Romitti, correct me on the  
11   firm, you're --

12                  MR. ROMITTI:

13                  Business Development Advisors.

14                  SECRETARY PIERSON:

15                  Okay. And we'll be calling on you  
16   shortly, but welcome.

17                  With that, the Secretary, Sherri  
18   McConnell.

19                  MS. MCCONNELL:

20                  Thank you, Mr. Secretary.

21                  Very quickly, as you heard, spent some  
22   time both on the SEMA tour with Chris and Gary. That  
23   was very educational and learning as I go. If nothing  
24   else, starting to figure out all of these acronyms, and  
25   I was just delighted that I was able to actually know



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 one when I was asked today what "SEMA" stood for. So  
2 I'm feeling kind of accomplished about that.

3 I also spent some time at Fort Polk, as  
4 Mike was mentioning, both for the Board meeting on one  
5 day, and then the next day, David and I both were at the  
6 Resiliency meeting at the very early stages of that. A  
7 lot of engineering talk going on, and most interesting,  
8 but, again, with Murray and Mike's initiatives on energy  
9 resiliency, we hope that this is going to kind of set  
10 the stage and create an example that we can both share  
11 with each other as well as with SEMA. So excited about  
12 those initiatives.

13 We've started a base status call where  
14 Murray, Gary and Mike all participate on a monthly call  
15 with me just to keep the communications lines open,  
16 sharing information and keeping me informed. So that's,  
17 I think, proving to be beneficial. I hope, it has for  
18 you guys. It certainly has for me. And we welcome  
19 Chris on an as-needed basis if necessary, but it allows  
20 us to kind of keep up-to-date on all of the issues and  
21 address anything that needs to be addressed in a hurry. So  
22 pleased to have that.

23 We've also facilitated some meetings  
24 with Secretary Strickland on workforce development in  
25 the Veterans Affairs piece. We've actually facilitated



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 the meeting for Louisiana Business Connection, which is  
2 an LED initiative through FastStart, which is actually  
3 the building we're in, and developing a program that  
4 will directly connect veterans to jobs in the state. So  
5 we're looking -- I think we're looking at January on  
6 moving that forward.

7 MS. BAXTER:

8 February.

9 MS. MCCONNELL:

10 February. So excited about that  
11 opportunity.

12 I think you'll find with Dr. Romitti's  
13 preliminary findings today that we've seen an increase  
14 in our veterans staying in the state on one of key  
15 pieces or changes, I think, probably with all of that,  
16 and he'll speak to that. So we're pleased with that,  
17 and, of course, we recognize, even though our big  
18 announcement that the Secretary spoke to earlier of DXC  
19 in Louisiana, the opportunity to put some of these  
20 veterans or exiting military personnel to work,  
21 particularly in the cyber securities space, because they  
22 already have experience and some baseline training, has  
23 been an asset for us in the private sector as we've  
24 offered this pipeline of work for us. And so we're  
25 going to expand on that.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Other than that, of course, we're  
2 going -- we're working closely to get the Economic  
3 Impact Study completed. Again, Dr. Romitti will speak  
4 to that today. And then we've got some issues with  
5 regards to legislation, and I know Mr. Whitehead very  
6 much wanted to have that discussion today.

7 Number one, we are interested, of  
8 course, in changing some of the fundamental things in  
9 our law, the law that creates the Louisiana Military  
10 Advisory Council. That is a -- it pretty much mandates  
11 that we have like eight meeting subcommittee things that  
12 we truly don't do, so we're looking possibly to make  
13 that a "may" or a "shall" or something simple.

14 I don't know if Paul can speak to it or  
15 not, but there's some things that they actually did in  
16 previous years, and I think that's a full-time job and  
17 none of us has the capacity for it. So we're hoping to  
18 make some just little changes like that.

19 But more specifically and more  
20 substantively, we are very much interested in looking  
21 into and doing some research with regard to the  
22 reciprocity of professional licensure. What we have  
23 learned, thanks to Murray and some other resource that  
24 we've done, is that, you know, for our military spouses,  
25 their ability to practice their profession in the state



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 with an out-of-state license has been very difficult.  
2 There is, however, a law that mandates that they should  
3 be recognized, and so we are going to do a little bit  
4 more research. You know, I think it was Sharon Hewitt  
5 had the bill in the Senate last year, and there was a  
6 bill that started that in 2012, subsequent amendments in  
7 2016. It looks like a strict mandate to me across the  
8 board for any licensure, certification, et cetera, for  
9 any profession that military spouses, and military  
10 personnel for that matter, their licensure should be  
11 recognized in this state if the minimum requirements are  
12 met and gives them temporary status until they can sit  
13 for permanent licensure.

14 I've read it now five times. I don't  
15 see any loopholes in that. However, what we're  
16 finding -- Mike, I think I spoke with your --

17 MR. REESE:

18 Staci McGowan (sic).

19 MS. MCCONNELL:

20 -- Staci, who suggested, you know,  
21 that's great, but none of those practicing licensure or  
22 boards of commissions are either doing it or are aware  
23 of it. So a little bit more research needs to be done  
24 on that.

25 I've asked Chris Goode's office to look



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 to see what other states are doing about this. I know I  
2 noticed that a bill passed without any objections. I  
3 mean, 10 objections, probably just people opposed to  
4 licensure in general, but, you know, zero amendments of  
5 any substance, and so it was bewildering to me that  
6 something as potentially controversial with every  
7 licensing board in the state would be not -- wouldn't be  
8 opposed. So I've made a call to Senator Hewitt to find  
9 out what those dynamics are. I have yet to hear back  
10 from her, but there's some research that we need to do  
11 to further understand what we need to do to make this an  
12 effective. The law seems pretty clear to me. Is it  
13 simply the governors telling these boards and  
14 commissions you need to do this? And if so, then that  
15 would make things simple.

16 At the same time, they've come back with  
17 some silly answers, like, I think Staci told me, "No, we  
18 don't grant reciprocity, but we endorse other licenses."  
19 What is that? You know, it seems to me that they're  
20 finding ways to get around that, and maybe that would be  
21 a fix in the law or maybe just a matter of the Governor  
22 saying, "No. This is clear. You need to do what you  
23 need to do." But we need to do a little bit more  
24 research, and I've suggested to the Secretary that we  
25 put together a task force of base communities to further



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 this issue. So I don't know if that requires a motion  
2 or...

3 SECRETARY PIERSON:

4 Probably not. We still don't have a  
5 quorum, so I don't know that we could be effective in  
6 that regard.

7 I will circle back now, after these  
8 reports have been made, with some Chairman's remarks, if  
9 you are complete with your --

10 MS. MCCONNELL:

11 I think I am. Thanks.

12 MR. OLSON:

13 I do have something to add to that.

14 SECRETARY PIERSON:

15 Sure.

16 MR. OLSON:

17 Dave Mize has asked me to represent that  
18 issue, and several issues that have come up are some  
19 licensing boards here in the state require not only the  
20 previous state --

21 MS. MCCONNELL:

22 To agree, yeah.

23 MR. OLSON:

24 -- to agree, but they've also asked for  
25 every state beyond that, and we're talking about usually



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 like \$100 to go to each state and get these, this trail  
2 of licenses for the spouse in order for him or her to  
3 then satisfy all of the requirements. So it goes  
4 beyond -- it's several steps in some cases, not just a  
5 single state. So the reciprocity really ultimately is,  
6 it seems like there needs to be a Federal mandate law  
7 that will bridge this gap so that we can extradite that  
8 process and not have a members spouse being active in  
9 his or her tour of duty --

10 MS. MCCONNELL:

11 Tracking down licenses.

12 SECRETARY PIERSON:

13 It's a very complex issue. Certainly  
14 the low-hanging fruit is likely to be those licenses  
15 that have an actual practice standard, and then there's  
16 another tier below that where states establish their  
17 own. So because of the complexity of the issue, I think  
18 on the good news side is that there is legislation in  
19 place, and where we would like this task force to focus  
20 is and work very closely is the beginning, to go back  
21 and make sure we've got a clear understanding of the  
22 intent that Senator Hewitt encountered as a fashion to  
23 pass the bill.

24 And then to move on to what I will call  
25 education and enforcement, certainly we heard from



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 General Rand at Barksdale that this was a big issue.  
2 Well, there's a big solution out there that's already in  
3 place, we're just not using it in the best of our  
4 ability and in a smart -- and, again, if we can capture  
5 low-hanging fruit, move on that, identify what the  
6 battle is and other issues are related to this and then  
7 kind of come back to the council here at a future date.  
8 Hopefully we can make some real progress against this  
9 over the next 90 days is what I would suggest. And then  
10 working with each of the major groups, and if there are  
11 some folks that have a passion for this particular issue  
12 to sign on to that task force as well.

13 MR. JAKES:

14 Secretary Pierson, before you leave  
15 that, are we linked in any way, shape or manner with the  
16 VA health system?

17 SECRETARY PIERSON:

18 No.

19 SECRETARY STRICKLAND:

20 We have nothing to do with the VA health  
21 system at all.

22 MR. JAKES:

23 Okay. I'm a grant writer by advocacy,  
24 and I'm seeing an awful lot of grants coming down that  
25 must include decadence, and it's all workforce



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 development, a billion-dollar facility that's built, as  
2 we all know, in New Orleans.

3 SECRETARY PIERSON:

4 That may be a discussion when you can  
5 link Dr. Beebe with the Department of Hospitals and the  
6 VA and --

7 SECRETARY STRICKLAND:

8 We know who the administrators are. We  
9 work closely with them on generally the problems with  
10 veterans trying to get into the --

11 MR. JAKES:

12 I understand. Again, but, they're --

13 SECRETARY STRICKLAND:

14 Yes, but they're independent of anything  
15 that we do, and so that's where we all are.

16 MR. WHITEHEAD:

17 If I could kind of remark on the last  
18 topic quickly. I'll send you details on an example that  
19 I've got. Actually, I went to Admiral Thomas with the  
20 new Coast Guard District Commander of New Orleans and I  
21 said I'm on this council now, and if there were issues  
22 that he wanted to bring forward, please let me know, and  
23 he says, "Well, yeah, you can talk about professional  
24 licensure." And the example is his wife, who's a  
25 veterinarian, and has worked in 15 states over his



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 career and she now has to go back to every one of those  
2 states and apply for like proof of whatever at about  
3 \$100 bucks each.

4 The bottom line is that for somebody  
5 coming in the state, the requirements are far greater  
6 than somebody in the state renewing their license. And  
7 if we could in some way make the requirements similar to  
8 someone renewing their license, that would be a big  
9 help. It's -- I mean, it's real -- it's quite onerous.  
10 For example, if it's been more than five years since  
11 they passed the medical exams for a veterinarian, then  
12 they have to retake the medical exams, but they don't  
13 require that of anybody in the state. So there's  
14 requirements in addition to what you're required within  
15 the state.

16 So that's one example. He's gathered  
17 more. I'll send that.

18 MS. MCCONNELL:

19 I'd appreciate that. I know Staci sent  
20 me one as well that she's dealing with. In fact, I  
21 think it's her spouse or her son.

22 SECRETARY PIERSON:

23 The more of this type of evidence that  
24 we have to eliminate the problem would be helpful, and  
25 then in some specific instances, like the one you



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 mentioned, we can take that directly to the Agriculture  
2 Commissioner, Dr. Mike Strain.

3 MR. WHITEHEAD:

4 I think he's got it fixed, but it's done  
5 on a political fix rather than, you know, that board  
6 recognizing it.

7 SECRETARY PIERSON:

8 I understand. That's exactly why we  
9 need a task force.

10 MR. WHITEHEAD:

11 And they're not aware of it.

12 MS. MCCONNELL:

13 I think it's an awareness thing for  
14 some. I think it's, as a lobbyist many, many years ago  
15 in another life, I represented a lot of those licensure  
16 laws, and I know Deborah can speak to this, there's this  
17 kind of protectionism that kind of comes with that, and  
18 that's why I was kind of questioning why some pass so  
19 easily. So, you know, I don't know if it just flew  
20 under the radar or that they felt like there was  
21 something that they didn't have to really do or if it's  
22 just a lack of awareness. I think it's the second one,  
23 but...

24 MR. WHITEHEAD:

25 Yes. I'm far less concerned with an



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 admiral's wife than I am with a non-commissioned  
2 officer's wife, you know, because this, the cost  
3 involved in this is really a big chunk of their money.

4 MS. MCCONNELL:

5 And I'm sure from hairdressers to vets.

6 MR. REESE:

7 And those are our issues with young  
8 soldiers at Fort Polk that's going to be there for 24  
9 months and it takes his spouse the first nine months to  
10 get the certification to go to work and then tells  
11 somebody "I can only work for you for a year," and so  
12 they have a difficult time.

13 MR. WHITEHEAD:

14 In her discussions with the board when  
15 she did talk with people over the staff there, you know,  
16 they looked at her -- that she's worked in 15 states,  
17 they just assumed that she couldn't keep a job. And one  
18 year, she had -- and they required her full-time  
19 employments, which every time you move, you probably  
20 lose two months at least.

21 SECRETARY STRICKLAND:

22 I think we've done better in this state  
23 with teachers for alternative certification. I think  
24 we've done a pretty good job with nurses. Both of those  
25 people are in my immediately family, so I know. Maybe



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 we could use that as a start point to address these  
2 other issues.

3 MR. WHITEHEAD:

4 There is none in the VA --

5 SECRETARY STRICKLAND:

6 This example that you just gave having  
7 to go to 15 different states to get your, you know,  
8 that's crazy.

9 MR. VISER:

10 Another way that can negatively impact,  
11 not just the State of Louisiana, but the military  
12 spouse's here, is if this comes out at town hall, the  
13 Second Bomber Commander there, and they went through and  
14 picked the comments, not for attributions, for the folks  
15 that would be honest in their remarks, and at least one  
16 case, the spouse said, "It was just too hard. I'm  
17 staying in Arkansas." So now you've got an individual  
18 who would be producing revenue for in Louisiana for the  
19 state tax revenue and you've got a spouse who's not a  
20 happy camper because, you know, his or her significant  
21 other is not here, so...

22 SECRETARY PIERSON:

23 All right. I'm going to put y'all back  
24 on task. That's why we're going to have a task force.

25 MR. GATTI:



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   Last comment, I had a physical  
2 therapist, I had a meeting with the PT board and they're  
3 still guarding licensure because we had a lot of  
4 Filipino-based physical therapists that go over there  
5 and go to a substandard school and create a lot of  
6 problems in our profession. And so they've gotten up  
7 there knowing they do this and ask for this expedited  
8 licenses process, which is a huge thing, and they simply  
9 have a box that if you're military, you check that box  
10 and it goes into a different file. It is separated and  
11 it's expedited and they work with them very closely.

12                   So I'm going to go back to them and kind  
13 of see what they're doing because there's a lot of PTs  
14 and PTAs, military spouses, are in that profession, you  
15 know, along with other things.

16                   MS. MCCONNELL:

17                   That would be helpful. Thank you.

18                   MR. GATTI:

19                   So I'll kind of do a little makework and  
20 see like what they're doing also on nursing, teachers, I  
21 think is what you said.

22                   SECRETARY STRICKLAND:

23                   And I think the thing that brought it to  
24 our attention is a spouse of a Second Bomber Commander  
25 here at Barksdale who's a physical therapist couldn't



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 get certified, and we started looking into that and we  
2 couldn't believe it. So maybe we can talk.

3 SECRETARY PIERSON:

4 We could go on for hours, and that would  
5 be great. It's an important problem, but we are going  
6 to put resources against all of that, so thank you.

7 Chris, circling back a little bit, it  
8 was my understanding, and I don't know if you had a  
9 chance to connect the dots on this, but there seems to  
10 be an understanding, perhaps, of a recent award to the  
11 Coast Guard of significant funds to upgrade their cyber,  
12 and we didn't know if that had any -- cyber security,  
13 and we didn't know if that had any impact for us here in  
14 Louisiana, but there's a very positive trendline forming  
15 around this idea of -- it was discussed at Fort Bragg of  
16 upgrading the cyber environment and the training  
17 environment around Fort Polk. And in certain ways, this  
18 ties all of the way back to the wonderful announcement  
19 that we had on Monday with a company called DXC  
20 declaring that this will be a major center, New Orleans  
21 will be, for their formation of business activities  
22 ramping over the next seven years to 2,000 employees.  
23 They have a very strong interest in veterans, and  
24 Secretary Strickland was a part of the recruitment  
25 process with this, as were many of you, that we probably



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 reached out. They have this strong interest in those  
2 that already have security clearance that are leaving  
3 the military that may be in retirement or may be  
4 reenlistments, the whole range, but certainly they can  
5 step into very well-paying jobs because for DXC or other  
6 companies, to begin to get a security clearance to work  
7 in the cyber arena is a lengthy, 18-month-type of  
8 process sometimes. And so it gives them somebody that's  
9 kind of ready to go when they can identify a military  
10 member that becomes available.

11 And for that reason, what Sherri touched  
12 on earlier, we have a very powerful website. And  
13 "website's" not really the right word for what it does.  
14 I think a better word to call it would be a portal  
15 because it's a matching activity where we will be  
16 reaching out through the Stars and Stripes, in Germany,  
17 to stations where people that may have rotated through  
18 Barksdale, like Louisiana, have an opportunity to put  
19 their resumé up there is one side of the job connection  
20 portal.

21 The other side, these companies like CSR  
22 and like CGI, like IBC, like, now, DXC, that see those  
23 resumé's and respond to that person and say, "Come here.  
24 I see from on your resumé you've got a great background.  
25 Here's a high-paying job available for you in



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Louisiana." So it gives us sort of a global reach  
2 within the military community to bring either people  
3 that want to be back in Louisiana or people that just  
4 choose to be anywhere, but sees a great company and  
5 high-paying job opportunities here. And so we're really  
6 growing a deep bench in cyber security around the Cyber  
7 Innovation Center at Barksdale, but with a number of  
8 these major players that are now ready to cross the  
9 state. And a large reason that they are arraying around  
10 the state is because we're aligning our community  
11 colleges and our four-year universities with pushing  
12 them to kind of workforce they need.

13 So this thing's becoming a snowball.  
14 It's not for everyone, but certainly for those that have  
15 this kind of interest. We're building a great industry,  
16 and one that has a very high demand associated with it.  
17 So when and where we can, in these conversations with  
18 people like General Abrams, for them to know that we not  
19 only have the military infrastructure that goes with  
20 this, but we're, from a state's perspective, willing to  
21 layer in the educational elements that go with this,  
22 even all of the way down to sort of perhaps customized  
23 training modules, that we could work with them on. That  
24 just needs to be a part of what we represent, and we  
25 will be happy to continue to work in close partnership



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 with you on that. And just from the council's awareness  
2 perspective, this idea of Louisiana Job Connection, and  
3 it's for all kind of jobs, but certainly we're making a  
4 special effort to contact and give opportunity to some  
5 of the these military members that have security  
6 clearances out there.

7 And then, Chris, any way, that we can  
8 sort of investigate around this opportunity with the  
9 Coast Guard and the allocation of those funds, we'd like  
10 to accentuate that. To the Roosevelt Group, we will be  
11 up for the Washington Mardi Gras activities. We hope to  
12 see you. Then we would like you to attend our luncheon  
13 on Friday, but there's so much going on at that  
14 particular time.

15 I would also like to reach out and  
16 coordinate a separate activity with you, and I don't  
17 know if Fort Polk or others are already planning  
18 something in the February timeframe, but to come up and  
19 either visit the Pentagon to key installation, targets  
20 that you identify that would be helpful to have the  
21 state come up. We'll put that together. And we'll also  
22 ask if the Governor is available, and he may well say he  
23 can come if he can. I'm sure if he has the capacity, he  
24 wouldn't mind coming up and spending the day with us.

25 So please note that we're that focused



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 and we're willing to bring that level of attention to  
2 our efforts given that we have the important elements to  
3 come off of conversation around.

4 MR. GOODE:

5 Absolutely. And that's timely because  
6 you have a new Secretary of the Army, which was  
7 confirmed yesterday, and a whole slew of new appointees  
8 that are finally getting past the Senate. So we have a  
9 lot of targets. Even going up and seeing Lucian I know  
10 would be helpful.

11 SECRETARY PIERSON:

12 All right. We'll move to our next  
13 element of business here today, our enabling  
14 legislation, the legislation that Sherri referred to,  
15 that needs some housekeeping tweaks just to federally  
16 align it with the resources and the activities, not in  
17 any way to reduce the effectiveness, but just make sure  
18 that we're doing as the legislation directs us to do,  
19 but one of those elements is that on about a four-year  
20 cycle, we come back and do a Military Economic Impact  
21 Analysis. This is a very powerful and helpful  
22 opportunity. What it does is sets the stage for us to  
23 be able to talk to our fellow legislators, to the  
24 various divisions and Department of Defense about what  
25 assets we do have here, but then also be able to message



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 across a lot of different audiences the very important  
2 economic impact that the Department of Defense has on  
3 our state. And these are preliminary findings. I want  
4 to make sure that the group here today treats this as a  
5 confidential engagement. It is my preference, and I  
6 would ask your support on this, that we get the final  
7 findings in, and then that we give the Governor's office  
8 the opportunity to be a part of messaging this forward  
9 in concert with our Military Advisory Council and our  
10 legislative delegations.

11 And with that, please tell us about the  
12 work that you've been able to perform over, I think this  
13 has been pretty close to maybe a six-month engagement so  
14 far.

15 MR. ROMITTI:

16 Yeah. We started this back right at the  
17 start of Summer, so as the season changes, we're kind of  
18 winding it up. But like you mentioned, these are  
19 preliminary findings. We're excited to present with you  
20 today.

21 So good morning to everyone. I'm Marty  
22 Romitti. I'm with Business Development Advisors. My  
23 colleague, Ellen Harpel, and I have been working on this  
24 project.

25 I added the word "good." Sherri can



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 tell you, when we talked about at hour and a half ago, I  
2 had dropped the "good" and just said morning, because on  
3 the way up from the New Orleans airport, my rental car,  
4 my rental car gave out on me 30 miles outside of Baton  
5 Rouge, and so I would have been here at 9:30. I  
6 apologize. I was really looking forward to hearing the  
7 entire discussion. So I apologize for my tardiness, but  
8 the good folks of Gonzales got me back on the road. So  
9 here I am. So it is good again.

10 I actually, for a few of you, you may  
11 go, "I may recognize that person," and I can assure you,  
12 or at least likely, it's not from Crime Stoppers around  
13 the area. I actually was here four years ago when we  
14 kind of went through the first of the reports, and so  
15 it's -- real happy to be back. And it's interesting for  
16 me, too, from being an economist and doing studies like  
17 this, to have a chance to revisit, because not only am I  
18 going to kind of be able to talk about, you know,  
19 essentially what the preliminary findings are currently,  
20 but if you don't mind, I'll also kind of give you some  
21 perspective how it's changed from that interim period  
22 since we last had this conversation.

23 So with that said, Chris has so been  
24 good. He's going to be my slide advancer here. He does  
25 it all, so well go on to the first slide.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   Now, this is a fairly big room and I  
2 have tables, and so I'm not sure you are going to be  
3 able to see them all. I think you have a handout. So  
4 what you have in your packets is what I'm going to be  
5 showing. I think, you know, that slides, as I say, you  
6 may not be able to read them any better from your  
7 distance. But, you know, it's not official. I can't be  
8 comfortable giving a presentation unless I've got a  
9 background, so I'm going to go ahead and do that, and  
10 you have them as well.

11                   So in doing this, we followed the same  
12 methodology and we used the same assets that we did back  
13 when we used the Fiscal Year 2012 data, and that way we  
14 were able to kind of keep more apples-to-apples  
15 comparisons. So what that meant is we really have three  
16 categories of impacts that we're looking at, and that  
17 first category is we're looking at the military  
18 facilities and assets, basically the bases and the other  
19 facilities. We're looking at that. We, you know,  
20 thanks to Murray, Mike, Gary and others, the bases were  
21 tremendous. We actually send out to them. We did a  
22 data call back in the early Summer asking them to  
23 provide us information, mostly budget information, about  
24 the military and civilian workers employed, the payroll  
25 that they're doing, the type of operations, and in some



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 case, we were actually very detailed. You know, the  
2 more detail we have about the operational expenditure in  
3 the budget, you know, the more we can categorize it and  
4 much more fine tune the impact information that we're  
5 getting. And construction as well. So that data call  
6 went out; that information came with great help and  
7 assistance. That's one category.

8 The second thing that we're looking at  
9 is the actual Department of Defense contract awards that  
10 are made to companies in the state, and as a caveat, we  
11 also, and this was back in the previous study as well,  
12 we actually include as well the U.S. Coast Guard  
13 contracts coming in. Now, Coast Guard comes through  
14 Homeland Security, but together, it's really about, you  
15 know, money that's coming in to help with national  
16 security, enhance the war fighter, so the Coast Guard is  
17 included. So keep that in mind as we go through some of  
18 the information.

19 Now, I would also tell you that, you  
20 know, the Corps of Engineers' money is dropped, so I'll  
21 explain this a little bit, but we're really trying to  
22 get that contract spending.

23 And then lastly, and this was mentioned  
24 earlier, it's retirees. So these are actually military  
25 retired, and so this is DOD money that comes to people



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 who retired from the military. There's an annual report  
2 that's put out. It actually talks about the ZIP code  
3 locations and amount of pay coming in, and that becomes  
4 a very important component. We want to include that  
5 component in as well. It's not the same as veterans.  
6 So it's not, you know, everybody who went and served in  
7 Vietnam or Korea. It's really about military retirees,  
8 but, anyway.

9           So the facility, the bases, the contract  
10 spending to companies and the funds coming in that  
11 support military retirees, these are the three big  
12 components to what we're looking at. What we're trying  
13 to do is we're asking the question about what is the  
14 economic value that all of that spending coming in, all  
15 of that money coming into Louisiana, what does that mean  
16 in terms of the Louisiana economy, particularly in terms  
17 of its economic impact as well as the jobs that support  
18 it, because ultimately, and this happens all over, you  
19 know, this really is an important currency to kind of  
20 translate all of the wonderful things, the bases, the  
21 companies and the retirees are doing in your state into  
22 a currency that helps to organize and galvanize and be  
23 able to compare and talk about how important the  
24 military is.

25           Okay. That's my setup. Now, let's get



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 into the kind of nuts and bolts here.

2 So the next slide, so the facility's  
3 assets, there are eight that we use as part of his  
4 economic impact. I apologize. Can everybody hear me?  
5 All right. I'm also trying to be not too -- I usually  
6 kind of wonder, but I don't want to block your view. Is  
7 this okay if I stand here?

8 So we had eight different facilities,  
9 Fort Polk, Barksdale, you can kind of see them. I'll  
10 just tell you that in this go around, there was one  
11 additional one. So the 337th (sic) Theater Sustainment  
12 Command was added as a new kind of lined item in this go  
13 around. These others bases and facilities were included  
14 last time.

15 MR. GATTI:

16 Can you tell us what that is?

17 MR. JAKES:

18 That's the 377th Theater.

19 MR. ROMITTI:

20 Oh, I'm sorry. That would be a typo on  
21 there. Okay. So I apologize for that. I'll mark that  
22 down.

23 MR. JAKES:

24 That's all right.

25 MR. ROMITTI:



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1           So, anyway, let me start with contract  
2 spending. So I'm going to kind of walk you through,  
3 first of all, just to kind of give you a layout, I'm  
4 going to walk you through the contract spending first.

5           We get a lot of information on the  
6 contract spending because as these awards are given to  
7 the companies, they have to be recorded in what's called  
8 the USAspending.gov database, and it actually has a  
9 pretty detailed string of records that you can tap into.  
10 And so there's a lot of important information and  
11 intelligence that you can glean from this in addition to  
12 just the overall impact.

13           And so just to kind of give you the  
14 upfront, and then we'll kind of walk you through some of  
15 that, when I was here with the FY 12 data, Louisiana, at  
16 that point, was kind of at a high-water mark. We had  
17 looked at pretty much the last 10 years prior to 2012 of  
18 contracting coming into the Louisiana companies, and  
19 2012 had hit its second highest level over that 10-year  
20 period. So DOD contracts now, in this current period,  
21 and I'll show you the chart, is actually on the climb.  
22 It's lower, but you'll see the trend has been up.  
23 There's a handful of industries that continue to really  
24 be dominate the types of awards and the types of defense  
25 support that companies are providing within the National



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Security System.

2 Louisiana is significant place of  
3 performance where work is actually being done within the  
4 companies, and the Southeast region, the New Orleans  
5 area, as you'll see as we kind of divvy up into eight  
6 different regions, has the largest share of those  
7 contract awards.

8 So moving into the contracting piece,  
9 this is what I was alluding to. You can see it was  
10 1.78-billion. Now, what this includes is this would be  
11 Department of Defense contracts awarded to Louisiana  
12 companies minus the U.S. Army Core of Engineers, and  
13 that's a significant amount of money that comes in, but  
14 it was decided in the last study that, you know, a lot  
15 of that's construction, flood control, that type of  
16 thing, so we wanted to separate that in terms of the  
17 military aspect. So that is removed. And then, also,  
18 the Coast Guard through Homeland Security is added in.  
19 So 1.78-billion was a DOD and U.S. Coast Guard contract  
20 awards in '12.

21 As we come in today, you see it's  
22 actually lower than that. In the FY 2016 date, it's  
23 1.52, and, yet, what I wanted to point out is you had a  
24 steep drop and then a steady trend up. Now, keep in  
25 mind what this means is we're capturing contracts that



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 are awarded, their award date in a particular fiscal  
2 year. Now, some of these contracts are extended over a  
3 multiyear period working out, but it is a good measure  
4 of the type of work an activity going on. So that's  
5 good news to see that trend, and, like I said, it's  
6 about 1.52-billion currently.

7 So on the next slide, this is actually  
8 the information about where these awards or what types  
9 of companies and businesses in the state, the types of  
10 function and industries that they're in. And so ship  
11 building and repairing, you kind of go down to Number 3,  
12 boat building, you can kind of combine those two, so the  
13 ship building repairing and the boats, that's about a  
14 \$700-million contract award in the industry. So by far  
15 a terrific and tremendous specialization, an important  
16 source of that here in Louisiana.

17 Facility Support Services was number two  
18 and over 100-million in awards remediation for, and you  
19 can see kind of see down the list in front of you. So  
20 here's a couple highlights that I want to point out.  
21 So, again, these top 10, so just in these 10 industries,  
22 now, the way the government does coding of industries,  
23 there's over 1,000 industries that are coded. So you  
24 get down to just a handful of industries, those 10 make  
25 up eight out of every \$10 of DOD contract or Coast Guard



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 contracting awards to Louisiana in one of those 10  
2 industries. So about 80 percent. About 20 percent are  
3 spread across a whole group of other industries. So  
4 obviously these are kind of critical sectors to keep  
5 your eye on.

6 What we ended up seeing, so this is a  
7 little context just to kind of give you a flavor, we saw  
8 ship building and boat building was about \$200-million  
9 higher than it was in the previous '12 data. So it  
10 indicates that that's significant. And I know you know  
11 you thrust that into things like Chris is talking about  
12 at the national level and DOD, obviously the potential  
13 of building more Navy ships or Coast Guard ships out  
14 there. So that's how you kind of start thinking about  
15 these things.

16 This Number 7, Military Armored Vehicle  
17 Tanks and Component Manufacturing is actually down  
18 \$300-million since '12. So essentially that dropped  
19 from Number 2 all of the way down to Number 7. So  
20 that's, you know, on the other side of it.

21 Facility Support Services jumped up.  
22 Remediation Services, which is a lot of the  
23 environmental, removal, environment services, that  
24 wasn't even on the top 10 last go around. That's a new  
25 emerging one on there.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   And then one of biggest drops is when we  
2 did this in 2012, DOD dollars, essentially your  
3 petroleum, refineries, the fuelling, the military, was  
4 \$300-million higher than it is now. So really the drop,  
5 when you see the difference between '12 and '16, a lot  
6 of that is in military armored vehicle and the petroleum  
7 drop. Ship building went up, and facilities and  
8 remediation kind of came on to the scene. It's all sort  
9 of characterized.

10                   Okay. So if you go on to the next one,  
11 and I don't have to spend a lot of time, but this is  
12 just reemphasizing some of that. One of the interesting  
13 things you will get out of this dataset that you don't  
14 normally get out of the other is that there's actually  
15 more specific information on the product or service  
16 provided under the industry.

17                   So this is just kind of taking the  
18 product and service codes. So we know that ship  
19 building and boat building are the top, but, actually,  
20 the climbing was combat ships and landing vessels, but  
21 facilities is about housekeeping, the facilities'  
22 operations support, so on down the list. Like I said,  
23 it's a little bit similar to what you're seeing, but  
24 hopefully it gives you a little bit more fine-detailed  
25 information about what actually is being purchased by



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 Feds and the Coast Guard.

2 I will say one thing about the ship  
3 building, you see, combat, small craft, it was very  
4 interesting because I talked about it both it's the  
5 leading industry connected to the military and the state  
6 and it was on the increase. Actually, the Coast Guard,  
7 the dollars going to the Coast Guard, 58 percent of all  
8 of the ship and boat building dollars were coming in  
9 from the Coast Guard. Forty-two percent from the Navy  
10 essentially. So that's why I think it's important to  
11 recognize kind of that component as well.

12 All right. So we'll move on to the next  
13 one. So then not only do you have a concentration among  
14 these 10 industries the dollar and contract awards, but  
15 even within that, you have a very handful of companies  
16 that are essentially getting these awards, so the prime  
17 awards coming in.

18 These are the 10, so Bollinger Shipyard  
19 received 24, so one out of every \$4 awarded by DOD or  
20 the Coast Guard went to Bollinger. And so overall, you  
21 can look down the list, but 75 percent of the dollars  
22 that I showed you earlier on the stop slide,  
23 1.52-billion is going to these 10 companies and then  
24 spread out among all of the others.

25 On the next slide, now, up to this point



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 what I've shown you is where, who, which company in  
2 Louisiana is winning the dollars. There is also, in the  
3 database, what's called Place of Performance. So in  
4 some cases, a company might get the money, they might be  
5 the awardee that you see, but then the actual work,  
6 they're subcontracting to another group. This is also  
7 very important, particularly as we try to spread out the  
8 economic impact regionally across Louisiana. So instead  
9 of all of the money going to those 10 places, their  
10 headquarters or their manufacturing location, we're  
11 actually looking at where the work was done. So this is  
12 starting to shift to the place of performance.

13 So what I wanted to show you here is  
14 that for Louisiana, 1.1-billion -- here, I'm going to  
15 jump in just in front on here. There's a little line up  
16 there that's Louisiana. So think about this, out of  
17 that 1.5-billion, 1.1, or about 72 percent of it, comes  
18 in and stays here and is done here, by businesses or  
19 subcontracting is done here; okay, is in the state. So  
20 that's a pretty good capture rate of the contract  
21 awards.

22 Now, on Place of Performance then, what  
23 it's saying is, Virginia, Maryland and Florida, they're  
24 getting contract awards, but, ultimately, a lot of those  
25 dollars are shipping into Louisiana, and companies in



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 Louisiana are getting the money to do the work for those  
2 companies in Virginia, Maryland and Florida. So just  
3 some idea about how the money flows. So that's what  
4 that slide is about. And as you kind of deliberate and  
5 do your thing, that's kind of the framework and the  
6 context you want to provide.

7 So the next slide --

8 MR. GOODE:

9 Marty, is that pretty typical of the  
10 states that you looked at having 72 percent stay?

11 MR. ROMITTI:

12 I would say that that capture rate would  
13 be on par. I wouldn't say it's more or less. It's  
14 just -- let's just say it's on par with what we've seen  
15 with other states.

16 Okay. So this is an important one  
17 because I know around the table, a lot of people  
18 representing different geographies, different base  
19 support groups. So this is, like I said, very carefully  
20 done, takes a lot of work, and I hope it's a value add  
21 for you. We actually take the time to match every Place  
22 of Performance Record, and believe me, in FY 16, there  
23 was 22,000 transactions. So, you know, I like to make  
24 it sound like I was sitting there handling Post-it notes  
25 or something, but the computer helps, too. But, anyway,



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 I mean, we took a look at every one of the transactions,  
2 the Place of Performance, we match the ZIP Codes to our  
3 eight regions that we've outline, and so what we're  
4 really seeing is actual dollar amounts in '16 that went  
5 into companies that did the work in different regions of  
6 the state. And then that's broken down over here under  
7 this table, shows you the description. Okay. So what  
8 it's saying is the Southeast companies in the New  
9 Orleans area, they had in that \$1.532-million worth of  
10 new contract activity came in. That's about 34, 35  
11 percent of the total. Okay. Central, Bayou. Okay. So  
12 that's how you read that in terms of hard dollars coming  
13 into your regions supporting that.

14 That's kind of -- any questions about  
15 that? So that's kind of the contracting information,  
16 Chris, if we can move on because I don't want us to run  
17 over. Mr. Chairman, certainly, if I'm running long,  
18 stop me.

19 But, so, anyway, here's how we did the  
20 economic impact. So that's kind of the contracting  
21 analysis. Now let's talk about the hard dollars that  
22 the military spending creates in the state. We use an  
23 economic modeling software called IMPLAN. It's very  
24 standard to use. It's been used on many different  
25 studies in different states, and so we use that to help



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 customize impacts. So those dollars coming into  
2 Louisiana, the model is built very specifically for the  
3 types of industry linkages in Louisiana.

4 SO let's move on to the next one, and  
5 what the model does is that obviously, you know, I  
6 talked about \$1.5-billion in contract work. That's hard  
7 dollars, but under the Principle in Economics and  
8 Multipliers, what that means is that money not only  
9 comes in, but additional money is created because that  
10 money is re-spent in different places within the  
11 economy. The model estimates how much is spent and  
12 where in Louisiana versus spread out, how much going to  
13 taxes, all of these types of things. So you get this  
14 idea of the multiplier, additional economic impact, much  
15 like throwing a rock, what's called a ripple effect  
16 because generally you expect the general economic impact  
17 to be largest and nearest, like the base, or nearest  
18 where it's taking place and spreads out. Okay. So  
19 that's what our modeling is doing, and here is what  
20 we're kind of finding.

21 So, Chris, on the next one, so we  
22 calculated using the model eight different types of  
23 effects, economic effects. Direct effects are the  
24 actual numbers of jobs that budget, that payroll, that  
25 operations, that construction is given to us by the



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 base, given to us by the DOD contracts, given to us by  
2 the pay files for retirees. Those are direct jobs.

3 Indirect effects are the additional jobs  
4 created from business to business transactions.

5 Basically a company needs supplies, those supplies being  
6 bought in order to support that DOD work activity is  
7 calculated.

8 Induced effects are the household  
9 effects. That business, for example, they pay a wage to  
10 somebody to work there, they go out, they watch movies,  
11 they spend at groceries stores. That's the induced  
12 effects. So household induced, indirect.

13 Output, output is similar to like gross  
14 domestic product, total economy, impact on total  
15 economy. Employment, direct, indirect and induced job  
16 effects rolled together to say how many full-time  
17 positions are being supported.

18 State and local taxes are estimated as  
19 well as kind of labor income wages. Okay. So those are  
20 the effects that when you see the final report, when you  
21 look at all of those will be in there for you.

22 So let's look at some of the top site  
23 effects. So here we go. Drum roll. This is kind of  
24 the grand overview here.

25 So taking the asset, bases, facilities



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 and the contract spending and the retiree spending, the  
2 total contribution, including all of the model effects  
3 is \$7.76-billion of Louisiana's economy was attributable  
4 to the spending by military in these three categories  
5 77,000, almost, 200 jobs of all Louisiana's jobs are  
6 attributable to this spending. Right around  
7 \$280-million in taxes collected up and down the board.  
8 And what does that translate in to? About 2.2 percent  
9 of all of Louisiana's economy, and nearly 3 percent of  
10 all of the jobs, total jobs, can be linked to the  
11 spending that's coming in and attributable to the  
12 military in this state. And we'll put that in a little  
13 more context as we go through, but let me break it out  
14 for you real quick.

15 Then the next one, so this is the impact  
16 specifically for contract spending. Now, what you have  
17 to keep in mind here is that in trying to determine  
18 state effects and regional effects, we had to be very  
19 careful not to double count things. So we had to make  
20 some decisions; right? So you see a total of  
21 1.8-billion. I told you you had \$1.5-billion in  
22 contract total. That doesn't sound like there's much  
23 multiplier going on, but what happens is, in order to  
24 distribute the effects correctly, what we do is we  
25 subtract all of the contract awards that are going to



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 ZIP Codes connected to the bases. So we're basically  
2 putting the money for the contracts and the contractors  
3 with the bases. So that's kind of our approach.

4 So this is kind of outside the bases,  
5 more kind of the industry piece of it, 1.8-billion,  
6 9,500 jobs, you can go down the list, attributable to  
7 that spending.

8 On the next slide that you have, this is  
9 the eight. So those eight, and 377, not the 337, 377,  
10 included in that. So the eight installations,  
11 facilities, bases, \$5.2-billion they generate in  
12 economic output, 52,200 jobs, on down the line.

13 So, you know, together they are kind of  
14 the linchpin for that with a lot of the other  
15 contracting going on, about 1.8-billion.

16 The last category I mentioned was  
17 retirees. So the retirees, there's nearly 27,000  
18 retirees that live in Louisiana. And, like I said,  
19 because they have information in the abstract on them of  
20 ZIP Code, we actually distribute them by geography, so,  
21 once again, you've got really accurate numbers about  
22 different areas.

23 They get in -- and, now, this is just  
24 DOD pay coming in. Obviously they may have other  
25 sources of income, their wives or spouses, husbands may



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 be working outside, so obviously they could be making  
2 more, but just on the DOD piece of the money they're  
3 receiving of the retirement income, about \$660-million  
4 that's generated additional. So about \$716-million,  
5 5,500 jobs attributable to that effect of local spending  
6 in the state. And as I'll tell you later, this is one  
7 area where there's been a real huge increase in the last  
8 four years on the retiree side.

9 So let's move on to the next slide. So  
10 I'm going to end this portion by showing you the  
11 regional distribution for this. Okay? So I kind of  
12 have in this preliminary finding and meeting, I gave you  
13 some top-line numbers, and I want to kind of give you a  
14 top-line on the regional distribution.

15 So of that \$7.7-billion and 77,200 jobs,  
16 if I remember correctly, spreading them out across the  
17 eight different regions that we looked at, about 32  
18 percent, so about one-third of the output. So output,  
19 again, is total economic activity; right? So one-third  
20 of the economy of the Southeast region is tied to the  
21 military. 20 percent of the Central region in dollar  
22 terms of the \$7.7-billion, 20 percent of that is in the  
23 Central region.

24 Okay. So now we interpret the jobs;  
25 right? Of the 77,200 jobs, 31 percent Southeast. You



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 can kind of go on down the list. So that's the breakout  
2 of that 7.7 and the jobs.

3 Now, what this chart is showing is  
4 actually that amount of money related to the overall  
5 size of the economy in that area. So even though 32  
6 percent of the economic output or economic value or  
7 impact from the military spending is going to Southeast,  
8 around New Orleans, and 30 percent of the jobs, that  
9 only really represents 2.1 percent of the total size of  
10 the New Orleans economy. Not pittance, but obviously,  
11 like I said, it's a significant breakout, but that's  
12 share of the total economy. So that's how to read this  
13 chart.

14 So what that it really means is that,  
15 for instance, in the Central region, the Central region  
16 up here, 20 percent, 24 percent. 10 percent of its  
17 overall economy is tied to those three categories in  
18 military spending. Four percent of the Northwest, you  
19 know, on down the line. Okay?

20 So let's move into the final kind of  
21 piece. So this is to kind of summarize all of this.  
22 And I apologize for showing you all of these tables and  
23 numbers, but, like I said, I hope it's been helpful on  
24 that.

25 But let's go into the summary points on



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 this. The impact of the military spending continues to  
2 be significant to Louisiana's economy. I showed you,  
3 over 2 percent of GDP, of its gross domestic product, of  
4 the economy, 3 percent of jobs.

5 Last time I was here, I showed a figure  
6 that talked about over 4 percent of jobs. That's  
7 because we looked at payroll jobs only. So what I'm  
8 showing you here is 3 percent this time, just to clarify  
9 for those who were here last time, is every job in the  
10 state, not employer jobs, et cetera. So, you know, it  
11 gives you a wowing number 3 percent. That's huge and  
12 significant.

13 If you just look at payroll employment,  
14 it's over 4 percent of payroll, the actual wage jobs in  
15 the state.

16 If you go out, why is this significant?  
17 This is significant, you know, we talk about 2, 3  
18 percent. There were 48,000 direct jobs reported from  
19 the facilities through the contracting based on retiree,  
20 this portion of retiree and the multiplier. 48,000  
21 direct jobs in Louisiana in this military. If you go  
22 out right now to the U.S. Cluster Mapping Project, which  
23 is kind of help up in economic development, like what  
24 are you good at in your state? What's your  
25 concentration? If you look at Louisiana right now, it



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 will tell you that oil and gas is a specialty in the  
2 state, about 7,000-plus jobs; construction, number two;  
3 military would be number 3. Right? Exactly in line  
4 with hospitality and tourism.

5 So, I mean, when you think about it that  
6 way, it's hugely significant. So don't let 2 percent  
7 and 3 percent, like, "Oh," you know, that's huge when  
8 you come to looking at the economy. So I got a little  
9 excited there, but it is an important number.

10 All right. And then, on top of that,  
11 you know, Louisiana, if you look at just hard DOD  
12 dollars, in this case, you have to look at it with the  
13 Corps of Engineers, because, you know, this is how they  
14 put out their topside numbers; right? So if you look at  
15 that, Louisiana always is about 31, 32 in the rankings.  
16 Of course, California, Maryland and Virginia, all of  
17 this comes down. So I think it hides how important the  
18 contracting piece is. Not only have we shown you the  
19 ship building and some of those specialties, but when  
20 you add the Coast Guard, and we're really talking about  
21 supporting the war fighters and supporting Homeland  
22 Security, you know, the things that DOD wants to hear  
23 when they're talking about the importance of your  
24 industry and supply chain base and -- DOD may be Number  
25 32 in '16. In Department of Homeland Security



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 contracting, Louisiana is Number 1. And so when you  
2 combine those two together, Louisiana is actually in the  
3 top 20 for contract award. So I think that's an  
4 important thing to look at when you kind of really look  
5 at it in that framework.

6           However, I will say this, compared to  
7 2002, spending is down by about a billion dollars. We  
8 had an \$8.7-billion impact the time before. About 5,000  
9 more jobs. Still significant, but it still shows you  
10 that, you know, there's also concern when you talk about  
11 BRAC or the repositioning and all of that, because it is  
12 a deep component.

13           And then the retirees, there are  
14 actually -- we've actually worked with regions around  
15 the country to make their areas around bases more  
16 attractive to retirees. There's housing developments  
17 that have gone up that are very specific to that, and  
18 attempts, marketing attempts. So this idea of using  
19 retirees as an economic development tool or, you know, a  
20 potential strategy for areas has really been prominent.  
21 And whether Louisiana, consciously or not, I wanted you  
22 to be aware that the military retirees seem to really be  
23 enjoying living in Louisiana because even in this  
24 four-year period since I was last here, there are more  
25 than 3,000 more retirees. That's 13 percent growth.



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 That's huge. That's huge. So whatever you're doing,  
2 keep doing it because that's a great segment to have.  
3 Of course, there's a lot of intangibles; right, you  
4 know, education, skill set in the military. We didn't  
5 include veterans. You know, that was kind of a separate  
6 piece. So this isn't -- you know there's hundreds of  
7 thousands of veterans, the whole system of hospitals all  
8 around. So it's easy, and I know you do it all of the  
9 time, talk about other things that the military brings  
10 as benefits, but we're trying to get you down to some  
11 hard numbers based on that. That's what we found, and I  
12 apologize if I ran over. I didn't get to see, but I  
13 think that's my presentation. So thank you very much  
14 for having me again.

15 MR. JAKES:

16 In slide 14, the output summary was  
17 7.7-billion. Does that include a multiplier?

18 MR. ROMITTI:

19 Yes. So -- and, like I said, I didn't  
20 have my notes in front of me, but the multiplier, this  
21 time around, just to let you know, economies don't  
22 change quickly, but they do change; right? So you do  
23 have, every few years, so four years is sometimes enough  
24 time to see that the industry connections that we had  
25 before in the modeling are a little bit different. So



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 it does include -- so 7.7-billion includes a multiplier.  
2 The multiplier was higher than it was in '12, which  
3 includes more of the density and more of the spending is  
4 actually staying within the state.

5 I believe the multiplier, it will be in  
6 the final report, but it was about 1.7 this time around.  
7 So 7.7-billion includes about .7 of the output as well.

8 MR. JAKES:

9 Okay. One other question, the eight  
10 Coast Guard district, last count I think touches 26  
11 states. Do we get credit for those 26 state or just the  
12 Coast Guard district headquarters?

13 MR. ROMITTI:

14 So this, I don't know if the Coast Guard  
15 is represented in here, but -- yeah.

16 So we had, in the '12 go around,  
17 specific Louisiana figures, and in this go around, we  
18 didn't necessary get official figures, but we had a  
19 source that we were directed to do that talked about  
20 Louisiana specific. So it is not the entire range, but  
21 it is, as best as we can, Louisiana-specific Coast  
22 Guard.

23 MR. GATTI:

24 Okay. On your last page, is there a  
25 correlation between -- I mean, we're taking care of all



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 of these retirees, 3,000, past, extra, but we're getting  
2 a billion dollars less. Are those two numbers  
3 correlated? I mean, I guess the question is what do we  
4 need to do as a state to get the money for taking care  
5 of the -- or have the money directed to toward the  
6 retirees?

7 MR. ROMITTI:

8 So the retirees were not -- when I said  
9 there was about billion dollars less, almost all of that  
10 was coming out of the facilities.

11 SECRETARY PIERSON:

12 That's probably a brigade in Fort Polk  
13 that we don't have anymore.

14 MR. REESE:

15 Some of that's military construction.  
16 Because back in 2012, you know, there may have been, you  
17 know, the national DOD, MILCON.

18 MR. ROMITTI:

19 Like I said, I don't want to draw -- but  
20 when we're talk about a billion, it's not really  
21 retirees. What we saw was suspending, particularly in  
22 construction. There was also jobs down. We're  
23 basically across almost all of the bases. The Coast  
24 Guard seemed to hold its own, but at least the major  
25 bases seemed to be driving that. Then I mentioned the



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



1 petroleum, that huge drop in petroleum. So you ended up  
2 having a smaller contracting base mostly driving by  
3 that. Retirees increased. It didn't decline.

4 SECRETARY PIERSON:

5 And particularly, we think of retirees  
6 as great things in economic development. They're going  
7 to bring their payroll with them, and that's going to go  
8 to your grocery stores. They don't put kids in your  
9 schools, they don't drive on your roads as much.  
10 They're a low-impact segment of the community for the  
11 most part. It does impact some healthcare, but for the  
12 most part, they're --

13 MR. ROMITTI:

14 But the healthcare is not included in  
15 this number; correct?

16 SECRETARY PIERSON:

17 Correct.

18 MR. REESE:

19 And, Robert, I can tell you, like for  
20 Fort Polk in this last study, that particular year, we  
21 had like \$350-million worth of construction contracts  
22 going on in Fort Polk, and that number today is probably  
23 closer to zero. That's just the nature of the Federal  
24 budget. So that's a big chunk of it.

25 MR. ROMITTI:



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1                   But it is true, though, that  
2 construction's important, too. It has an impact as  
3 well.

4                   SECRETARY PIERSON:

5                   And I want to ask you, the presentation  
6 is great, looks like it's focused on targets of what  
7 we've set out to achieve. And, if you will, you  
8 verbally briefed it in your final slide, but there's  
9 some points where we are a Number 1 state for military  
10 contracting or something, break those bullet points out  
11 that can be helpful to us. We'd like to see that  
12 included in the final report.

13                  MR. ROMITTI:

14                  All right. Great. Well, I can tell  
15 you, like I say, I work around communities with a lot of  
16 good things to say about Louisiana, so I wish everyone  
17 well, and thank you again.

18                  SECRETARY PIERSON:

19                  Any other questions?

20                  MR. REESE:

21                  I just had a question more for LED, I  
22 guess.

23                  I know you guys kind of researched  
24 departments, and one of things we got out of the first  
25 report was our ability to kind of compare more deeply



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 our various military installations and the results of  
2 these reports to other industries in our state and other  
3 facts and figures in our state. And I guess LED will be  
4 able to do that again in the future to help as we tell  
5 this story?

6 SECRETARY PIERSON:

7 Well, I think he verbally briefed that  
8 when he talked about where it ranks. You know, we can  
9 add that if it's something that doesn't make the final  
10 report, but it's maybe that kind of comparison that will  
11 be helpful.

12 MR. GOODE:

13 Yeah, we'll break that up for you.  
14 Being Number 3 is...

15 SECRETARY PIERSON:

16 Sometimes it helps more if they say it  
17 than we say it.

18 MS. MCCONNELL:

19 To suggest that it's the same impact as  
20 tourism in this state is mind boggling. I mean, talk  
21 about an eye opener. I think that would be very  
22 valuable.

23 SECRETARY PIERSON:

24 We do to need wrap up, but I do want to  
25 finish one last item that is on your agenda today, which



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 is Gold Star Legislation. You've each been provided  
2 with a copy of that for informational purposes just to  
3 see what we might call "situational awareness." I don't  
4 know if Secretary Strickland has any other comments  
5 regarding that.

6 SECRETARY STRICKLAND:

7 Just very quickly, we've been passed by  
8 the legislature to come up with a committee, which we've  
9 established already, and a program focused on Gold Star  
10 families in Louisiana. We are going Tuesday to a few  
11 that do not have a memorial in their honor, and we are  
12 going to fix that. The Governor directed that we create  
13 a memorial and we base it at the State of Louisiana  
14 State Veterans Memorial Park next to the Capitol. We  
15 are going to look at hosting a series of events around  
16 the state in their honor.

17 First we've got to see how many are out  
18 there. We have a good feel for the Iraq, Afghan  
19 veterans, but we've lost the population of Vietnam  
20 veterans and maybe World War II or Korea. So I just  
21 wanted to share the resolution with you just so that you  
22 would be aware of it because it's something we are going  
23 to be doing.

24 MS. MCCONNELL:

25 We also need an LMAC member



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 representative; right?

2 SECRETARY STRICKLAND:

3 Yes. And there is an LMAC member that  
4 is going to be on that committee. Let's see. I'm not  
5 sure who.

6 MS. MCCONNELL:

7 You had sent me that. I can look it up  
8 real quick.

9 SECRETARY PIERSON:

10 So once again, we would ask you to treat  
11 this preliminary information provided to you today as  
12 confidential and restricted and embargoed, but we would  
13 like to highlight the very important role that the  
14 Louisiana Military Advisory Council, the legislature and  
15 the Governor play in helping us gather this information  
16 and come up with some ways. And Ron, our communications  
17 department at LED, will help us shepherd that, but what  
18 I would anticipate is that we'll get a final program,  
19 completed study, in the not too distant future and that  
20 we'll wrap around that some comments and do a statewide  
21 media release on the very significant impact that the  
22 Department of Defense has on our states's economy so  
23 that we can continue to educate and highlight the  
24 important role these installations play in many ways, in  
25 the defense of our nation, in Homeland Security



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 obviously, but certainly adding to that the very  
2 important economic impact as well.

3 With that, I'll entertain any other  
4 comments for the good of the group.

5 (No response.)

6 SECRETARY PIERSON:

7 The meeting's hereby adjourned. Thank  
8 you for all of those who traveled far today to be here  
9 with us again. We really can't make a dial-in available  
10 in terms of being able to have a quorum and adopt, but  
11 it's very, very important work, as you've heard, that we  
12 are accomplishing. And thank you for the individual  
13 contributions that each of you make in your communities.

14 (Meeting concludes at 12:13 p.m.)  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

1 REPORTER'S CERTIFICATE:  
2

3 I, ELICIA H. WOODWORTH, Certified Court  
4 Reporter in and for the State of Louisiana, as the  
5 officer before whom this meeting was taken, do hereby  
6 certify that this meeting was reported by me in the  
7 stenotype reporting method, was prepared and transcribed  
8 by me or under my personal direction and supervision,  
9 and is a true and correct transcript to the best of my  
10 ability and understanding;

11 That the transcript has been prepared in  
12 compliance with transcript format required by statute or  
13 by rules of the board, that I have acted in compliance  
14 with the prohibition on contractual relationships, as  
15 defined by Louisiana Code of Civil Procedure Article  
16 1434 and in rules and advisory opinions of the board;

17 That I am not related to counsel or to the  
18 parties herein, nor am I otherwise interested in the  
19 outcome of this matter.  
20

21 Dated this 11th day of December, 2017.

22 \_\_\_\_\_  
23 ELICIA H. WOODWORTH, CCR  
24 CERTIFIED COURT REPORTER  
25



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX



	<b>1.1</b> 75:17	85:6	<b>337th</b> 68:11
<hr/> <b>\$</b> <hr/>	<b>1.1-billion</b> 75:14	<b>2,000</b> 58:22	<b>34</b> 77:10
<b>\$1.1-million</b> 28:16	<b>1.5-billion</b> 75:17	<b>2,000-square-foot</b> 13:15	<b>35</b> 77:10
<b>\$1.2-billion</b> 14:25	<b>1.52</b> 70:23	<b>2.1</b> 83:9	<b>350</b> 20:21
<b>\$1.5-billion</b> 78:6 80:21	<b>1.52-billion</b> 71:6 74:23	<b>2.2</b> 80:8	<b>377</b> 81:9
<b>\$1.532-million</b> 77:9	<b>1.7</b> 88:6	<b>20</b> 17:4 72:2 82:21,22 83:16 86:3	<b>377th</b> 68:18
<b>\$10</b> 71:25	<b>1.78-billion</b> 70:10,19	<b>200</b> 12:4 80:5	<b>3A</b> 18:3
<b>\$10,000</b> 15:25	<b>1.8-billion</b> 80:21 81:5, 15	<b>2002</b> 86:7	<hr/> <b>4</b> <hr/>
<b>\$100</b> 50:1 53:3	<b>10</b> 15:10 21:21,23 40:8 42:22 48:3 69:17 71:21, 24 72:1,24 74:14,18,23 75:9 83:16	<b>2012</b> 47:6 65:13 69:17, 19 73:2 89:16	<b>4</b> 84:6,14
<b>\$2,000</b> 15:24	<b>10-year</b> 69:19	<b>2016</b> 47:7 70:22	<b>4-star</b> 35:16
<b>\$200-million</b> 72:8	<b>100</b> 18:1	<b>2019</b> 38:2	<b>4.5</b> 39:12
<b>\$280-million</b> 80:7	<b>100-million</b> 71:18	<b>2025</b> 22:21	<b>48,000</b> 84:18,20
<b>\$300-million</b> 72:18 73:4	<b>101</b> 16:9	<b>2040</b> 22:22	<hr/> <b>5</b> <hr/>
<b>\$350-million</b> 90:21	<b>101</b> 16:9	<b>2045</b> 22:22	<b>5,000</b> 86:8
<b>\$354,000</b> 28:16	<b>113</b> 28:21	<b>22</b> 14:14	<b>5,500</b> 82:5
<b>\$4</b> 74:19	<b>11th</b> 15:3	<b>22,000</b> 76:23	<b>50</b> 14:10 28:23
<b>\$4,000</b> 15:24	<b>12</b> 16:24 69:15 70:20 72:9,18 73:5 88:2,16	<b>231</b> 28:22	<b>50,000</b> 14:15 27:16
<b>\$400,000</b> 15:21	<b>129</b> 13:2	<b>24</b> 55:8 74:19 83:16	<b>500</b> 26:2
<b>\$450-million</b> 23:5	<b>12th</b> 14:19	<b>24/7</b> 35:25	<b>501</b> 32:19
<b>\$5.2-billion</b> 81:11	<b>13</b> 86:25	<b>25</b> 33:1	<b>52,200</b> 81:12
<b>\$660-million</b> 82:3	<b>14</b> 87:16	<b>26</b> 88:10,11	<b>549-billion</b> 41:19
<b>\$7.7-billion</b> 82:15,22	<b>15</b> 52:25 55:16 56:7	<b>27,000</b> 81:17	<b>58</b> 74:7
<b>\$7.76-billion</b> 80:3	<b>152nd</b> 30:15	<b>29th</b> 17:1	<hr/> <b>6</b> <hr/>
<b>\$700-million</b> 71:14	<b>16</b> 73:5 76:22 77:4 85:25	<hr/> <b>3</b> <hr/>	<b>603-billion</b> 41:18
<b>\$716-million</b> 82:4	<b>161</b> 12:24 13:2	<b>3</b> 71:11 80:9 84:4,8,11, 17 85:3,7 92:14	<b>64</b> 28:24
<b>\$8,000</b> 15:14	<b>18-month-type</b> 59:7	<b>3,000</b> 15:24 86:25 89:1	<hr/> <b>7</b> <hr/>
<b>\$8.7-billion</b> 86:8	<b>19</b> 17:20 43:2	<b>30</b> 12:23 64:4 83:8	<b>7</b> 72:16,19 88:7
<b>\$9-million</b> 14:13	<b>1994</b> 33:3	<b>31</b> 82:25 85:15	<b>7,000-plus</b> 85:2
<hr/> <b>1</b> <hr/>	<b>1st</b> 38:13	<b>310</b> 25:9 29:24 36:14	<b>7,500</b> 24:20
<b>1</b> 86:1 91:9	<hr/> <b>2</b> <hr/>	<b>32</b> 82:17 83:5 85:15,25	<b>7.7</b> 83:2
<b>1,000</b> 26:2 71:23	<b>2</b> 29:8 72:19 84:3,17	<b>337</b> 81:9	
<b>1,100</b> 14:6			
<b>1,500</b> 30:20			



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES  
www.torresreporting.com  
1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

<b>7.7-billion</b> 87:17 88:1,7	<b>accomplished</b> 10:24 44:2	<b>advancement</b> 29:3	<b>allowing</b> 27:17
<b>70</b> 16:19	<b>accomplishments</b> 11:6	<b>advancer</b> 64:24	<b>alluding</b> 70:9
<b>70,000</b> 16:7	<b>accurate</b> 81:21	<b>Advisors</b> 43:13 63:22	<b>alternative</b> 55:23
<b>700</b> 42:5	<b>achieve</b> 91:7	<b>Advisory</b> 31:25 34:16 46:10 63:9 94:14	<b>amendments</b> 47:6 48:4
<b>700-billion</b> 41:13,17	<b>acknowledged</b> 8:9	<b>Advocacy</b> 43:2	<b>amount</b> 67:3 70:13 83:4
<b>72</b> 75:17 76:10	<b>acres</b> 14:14 27:16	<b>advocate</b> 25:11,22	<b>amounts</b> 77:4
<b>75</b> 74:21	<b>acronym</b> 32:3	<b>advocated</b> 25:16	<b>analysis</b> 62:21 77:21
<b>77,000</b> 80:5	<b>acronyms</b> 43:24	<b>advocation</b> 51:23	<b>Andy</b> 9:1 22:20 41:15
<b>77,200</b> 82:15,25	<b>action</b> 12:14 28:18 37:17	<b>affairs</b> 9:8 11:13 16:24 17:6 35:1 44:25	<b>anecdote</b> 21:18
<hr/> <b>8</b> <hr/>	<b>active</b> 37:25 42:6 50:8	<b>affiliated</b> 40:3,12	<b>angle</b> 25:25
<b>8,300</b> 30:14	<b>active-duty</b> 24:21 25:13	<b>afforded</b> 15:12	<b>announcement</b> 45:18 58:18
<b>80</b> 72:2	<b>activities</b> 11:1 38:9 58:21 61:11 62:16	<b>Afghan</b> 93:18	<b>annual</b> 67:1
<b>800</b> 14:7	<b>activity</b> 13:15 59:15 61:16 71:4 77:10 79:6 82:19	<b>Afghanistan</b> 13:7 15:15	<b>answers</b> 48:17
<b>88</b> 37:16	<b>actual</b> 50:15 66:9 75:5 77:4 78:24 84:14	<b>agenda</b> 92:25	<b>anticipate</b> 94:18
<b>8th</b> 41:22	<b>add</b> 49:13 76:20 85:20 92:9	<b>aggressive</b> 15:6	<b>anymore</b> 20:7 89:13
<hr/> <b>9</b> <hr/>	<b>added</b> 63:25 68:12 70:18	<b>agree</b> 49:22,24	<b>AP</b> 28:21 29:1
<b>9,500</b> 81:6	<b>addition</b> 53:14 69:11	<b>Agriculture</b> 54:1	<b>apologize</b> 31:2 64:6,7 68:4,21 83:22 87:12
<b>90</b> 12:20 51:9	<b>additional</b> 28:4 68:11 78:9,14 79:3 82:4	<b>ahead</b> 11:3 65:9	<b>appears</b> 24:19
<b>900</b> 30:17	<b>address</b> 44:21 56:1	<b>air</b> 16:11 20:17,23 21:3, 7 22:17,23 23:3,11 31:19,21 33:22 37:1 38:8,18,19,21 39:7,8	<b>apples-to-apples</b> 65:14
<b>98</b> 37:12	<b>addressed</b> 44:21	<b>aircraft</b> 22:21	<b>apply</b> 53:2
<b>9:30</b> 64:5	<b>administration</b> 24:15	<b>airmen</b> 21:2	<b>appointees</b> 62:7
<hr/> <b>A</b> <hr/>	<b>administrators</b> 52:8	<b>airport</b> 64:3	<b>approach</b> 81:3
<b>ability</b> 24:9 26:9 40:13 46:25 51:4 91:25	<b>Admiral</b> 31:15 32:4 36:23 37:4,16 52:19	<b>alert</b> 38:17	<b>approaching</b> 16:7,19
<b>Abrams</b> 25:16 26:12 27:11 35:15,16,22 36:6 60:18	<b>admiral's</b> 55:1	<b>Alexandria</b> 17:25 18:1	<b>appropriated</b> 24:17 41:21
<b>abreast</b> 24:5 27:15	<b>adopted</b> 18:22	<b>Alexandrians</b> 18:1	<b>Appropriations</b> 41:5, 16
<b>absolutely</b> 34:18 35:24 62:5	<b>advance</b> 26:11	<b>alfa</b> 10:18	<b>approved</b> 14:13
<b>abstract</b> 81:19	<b>advanced</b> 28:17,21	<b>align</b> 62:16	<b>area</b> 22:22 24:22 43:5 64:13 70:5 77:9 82:7 83:5
<b>accentuate</b> 61:10		<b>aligned</b> 38:23	<b>areas</b> 81:22 86:15,20
<b>accomplish</b> 11:17		<b>aligning</b> 60:10	<b>arena</b> 59:7
		<b>Alliance</b> 31:9 32:24	
		<b>allocation</b> 61:9	



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES  
www.torresreporting.com  
1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

<b>arguments</b> 26:8	41:4	<b>baseline</b> 45:22	<b>bit</b> 10:14 14:11 17:5 18:20 22:20 32:25 36:7 39:2 47:3,23 48:23 58:7 66:21 73:23,24 87:25
<b>Arkansas</b> 56:17	<b>authorized</b> 24:16 41:12 42:8	<b>bases</b> 22:2,18,19,23,25 42:22 65:18,20 67:9,20 68:13 79:25 81:1,3,4,11 86:15 89:23,25	<b>block</b> 68:6
<b>armored</b> 72:16 73:6	<b>aviation</b> 37:23	<b>basically</b> 37:14 42:10 65:18 79:5 81:1 89:23	<b>blue</b> 36:12
<b>armors</b> 25:2	<b>award</b> 58:10 71:1,14 86:3	<b>basis</b> 44:19	<b>board</b> 8:7 13:19 22:10 34:24,25 44:4 47:8 48:7 54:5 55:14 57:2 80:7
<b>Army</b> 24:8,12,13,14,21 25:8,12,17 26:9,13,17 35:17 36:12 41:8 42:1,6 62:6 70:12	<b>awarded</b> 70:11 71:1 74:19	<b>Baton</b> 64:4	<b>board's</b> 12:18
<b>Army's</b> 27:1 36:17	<b>awardee</b> 75:5	<b>battle</b> 51:6	<b>boards</b> 47:22 48:13 49:19
<b>arraying</b> 60:9	<b>awards</b> 66:9 69:6,24 70:7,20 71:8,18 72:1 74:14,16,17 75:21,24 80:25	<b>Baxter</b> 9:3,4 45:7	<b>boat</b> 37:20,22 71:12 72:8 73:19 74:8
<b>Arsenal</b> 12:4,6	<b>aware</b> 47:22 54:11 86:22 93:22	<b>Bayou</b> 77:11	<b>boats</b> 71:13
<b>articulate</b> 34:1	<b>awareness</b> 40:10 54:13,22 61:1 93:3	<b>Beauregard</b> 28:17	<b>Bob</b> 35:15
<b>as-needed</b> 44:19	<b>awful</b> 51:24	<b>beautiful</b> 11:20,23 12:20	<b>Boeing</b> 39:13
<b>aspect</b> 70:17		<b>bed</b> 19:13	<b>bogging</b> 92:20
<b>asset</b> 37:5 45:23 79:25	<hr/> <b>B</b> <hr/>	<b>bedded</b> 19:2	<b>Bollinger</b> 74:18,20
<b>assets</b> 26:15 40:15,20 62:25 65:12,18 68:3		<b>beds</b> 12:25 13:2	<b>bolts</b> 68:1
<b>assistance</b> 25:12 26:4 34:1 66:7		<b>Beebe</b> 52:5	<b>bomber</b> 22:18,19,23,25 56:13 57:24
<b>Assistant</b> 37:1 42:17	<b>B21</b> 22:19 23:1	<b>begin</b> 32:21 59:6	<b>Bossier</b> 20:3,15,22
<b>assumed</b> 55:17	<b>B52</b> 39:6	<b>beginning</b> 33:10 50:20	<b>bottom</b> 22:15 53:4
<b>Assurance</b> 22:9	<b>back</b> 11:21 15:16 16:2 17:14 23:13 24:2,25 25:23 28:2 30:3 32:6 33:22 36:14 38:11 42:20 48:9,16 49:7 50:20 51:7 53:1 56:23 57:12 58:7,18 60:3 62:20 63:16 64:8,15 65:12,22 66:11 89:16	<b>Belle</b> 36:25 37:8,20,24 38:4,6,18	<b>bought</b> 79:6
<b>assure</b> 64:11		<b>bench</b> 60:6	<b>box</b> 27:7 57:9
<b>ate</b> 19:24		<b>beneficial</b> 44:17	<b>BRAC</b> 41:7 42:8,10,11, 14 86:11
<b>Athletic</b> 11:24	<b>background</b> 59:24 65:9	<b>benefits</b> 14:22 15:1,7 87:10	<b>Bragg</b> 25:16 27:12 58:15
<b>attempts</b> 86:18	<b>Barksdale</b> 8:24 14:5 20:10 22:4,10 23:1,4,6, 13 32:12 51:1 57:25 59:18 60:7 68:9	<b>Benning</b> 25:17 36:14	<b>branches</b> 24:14
<b>attend</b> 61:12	<b>base</b> 38:7,8 40:17 44:13 48:25 76:18 78:17 79:1 85:24 90:2 93:13	<b>bewildering</b> 48:5	<b>break</b> 28:11 80:13 91:10 92:13
<b>attention</b> 57:24 62:1	<b>based</b> 37:13 84:19 87:11	<b>big</b> 11:20 15:5 23:6,7 27:18 37:6 41:3,25 45:17 51:1,2 53:8 55:3 65:1 67:11 90:24	<b>breakout</b> 83:1,11
<b>attract</b> 24:9		<b>biggest</b> 13:6 73:1	<b>Breaux</b> 14:16
<b>attractive</b> 86:16		<b>bill</b> 11:16 17:13 25:7 37:4 41:5,6,16 47:5,6 48:2 50:23	<b>Brian</b> 8:15
<b>attributable</b> 80:3,6,11 81:6 82:5		<b>billion</b> 86:7 89:2,9,20	<b>bridge</b> 14:16 50:7
<b>attributions</b> 56:14		<b>billion-dollar</b> 52:1	<b>briefed</b> 91:8 92:7
<b>audiences</b> 63:1			
<b>authorities</b> 42:21			
<b>authority</b> 22:16			
<b>authorization</b> 17:11			



<b>briefing</b> 18:8 35:19	<b>call</b> 11:3 13:20 28:3 40:23 44:13,14 48:8 50:24 59:14 65:22 66:5 93:3	<b>celebration</b> 20:16	<b>Chihuahua</b> 15:6
<b>briefly</b> 24:2	<b>called</b> 8:7 16:12 58:19 69:7 75:3 77:23 78:15	<b>Cemeteries</b> 14:1	<b>Choice</b> 17:8,9,10
<b>brigade</b> 25:2,9,12 29:22,24 30:16 89:12	<b>calling</b> 43:15	<b>cemetery</b> 14:3,14	<b>choose</b> 60:4
<b>brigades</b> 26:3 29:20	<b>Camp</b> 8:19	<b>center</b> 13:15 17:23 58:20 60:7	<b>Chris</b> 9:22 22:7 23:9,10 35:8 40:1,18,24,25 43:22 44:19 47:25 58:7 61:7 64:23 72:11 77:16 78:21
<b>bring</b> 15:7,15 52:22 60:2 62:1 90:7	<b>camper</b> 56:20	<b>centers</b> 17:19,21 18:2 26:18	<b>chunk</b> 55:3 90:24
<b>brings</b> 37:3 87:9	<b>capable</b> 28:6	<b>Central</b> 9:17 77:11 82:21,23 83:15	<b>churn</b> 39:15
<b>broken</b> 77:6	<b>capacity</b> 12:21 46:17 61:23	<b>ceremony</b> 11:23 12:3 16:15	<b>circle</b> 8:2,6 49:7
<b>Brooks</b> 17:22	<b>capital</b> 10:17	<b>certificate</b> 16:15	<b>circling</b> 58:7
<b>brought</b> 14:24 37:4 40:11 57:23	<b>Capitol</b> 40:6 93:14	<b>certification</b> 47:8 55:10,23	<b>cities</b> 30:6 35:3
<b>Bryant</b> 8:20,21	<b>caps</b> 41:18	<b>certified</b> 58:1	<b>city</b> 8:16 12:24 20:3
<b>bucks</b> 53:3	<b>capture</b> 51:4 75:20 76:12	<b>cetera</b> 47:8 84:10	<b>Civil</b> 23:11
<b>budget</b> 41:18 65:23 66:3 78:24 90:24	<b>capturing</b> 70:25	<b>CGI</b> 59:22	<b>civilian</b> 17:11 65:24
<b>build</b> 14:13 43:1	<b>car</b> 64:3,4	<b>chain</b> 85:24	<b>clarification</b> 31:13
<b>building</b> 18:19 45:3 60:15 71:11,12,13 72:8, 13 73:7,19 74:3,8 85:19	<b>Card</b> 17:8,9,10	<b>chair</b> 11:19 31:17	<b>clarify</b> 84:8
<b>built</b> 23:4 52:1 78:2	<b>care</b> 13:13 14:15 17:19 88:25 89:4	<b>Chairman</b> 31:12 77:17	<b>class</b> 29:1
<b>bullet</b> 91:10	<b>career</b> 53:1	<b>Chairman's</b> 8:4 10:23 49:8	<b>classes</b> 28:21
<b>burials</b> 14:10	<b>careful</b> 80:19	<b>Challenge</b> 20:15,21	<b>clean</b> 11:16
<b>buried</b> 14:6	<b>carefully</b> 76:19	<b>Chamber</b> 9:17	<b>clear</b> 17:17 38:3 48:12, 22 50:21
<b>bury</b> 14:1	<b>Carter</b> 10:2,3 25:15 26:12	<b>chambers</b> 35:2	<b>clearance</b> 59:2,6
<b>busiest</b> 14:3,5	<b>case</b> 10:14,16,17,20,21, 22 35:25 56:16 66:1 85:12	<b>chance</b> 58:9 64:17	<b>clearances</b> 61:6
<b>business</b> 17:4 23:14 26:16 43:13 45:1 58:21 62:13 63:22 79:4,9	<b>cases</b> 21:9 50:4 75:4	<b>change</b> 87:22	<b>clearing</b> 30:5
<b>businesses</b> 71:9 75:18	<b>cash</b> 41:13	<b>changed</b> 64:21	<b>client</b> 40:17
<b>busy</b> 11:18 14:1	<b>categories</b> 65:16 80:4 83:17	<b>changing</b> 46:8	<b>climb</b> 69:21
<hr/> <b>C</b> <hr/>	<b>categorize</b> 66:3	<b>characterized</b> 73:9	<b>climbing</b> 73:20
<b>Cadets</b> 11:23	<b>category</b> 65:17 66:7 81:16	<b>Charles</b> 14:17 18:3 35:1	<b>clinics</b> 17:21 18:4
<b>calculated</b> 78:22 79:7	<b>caught</b> 36:7	<b>chart</b> 69:21 83:3,13	<b>clock</b> 14:3 16:20
<b>Calendar</b> 34:8,9	<b>caveat</b> 66:10	<b>Chasse</b> 36:25 37:8,20, 24 38:4,6,19	<b>close</b> 36:21 42:23 60:25 63:13
<b>California</b> 15:4 26:18, 20 38:23 85:16		<b>check</b> 27:6 57:9	<b>closely</b> 17:24 46:2 50:20 52:9 57:11
		<b>Chief</b> 35:17 43:9	<b>closer</b> 90:23
			<b>closing</b> 42:24



<b>closure</b> 42:12	<b>committee</b> 12:11,12, 14 21:19 31:25 34:16 35:1 93:8 94:4	<b>conclude</b> 29:14	91:10
<b>Cluster</b> 84:22		<b>concludes</b> 18:8	<b>contractors</b> 81:2
<b>CMS</b> 13:20	<b>communications</b> 44:15 94:16	<b>conducted</b> 13:21	<b>contracts</b> 40:3 66:13 69:20 70:11,25 71:2 79:1 81:2 90:21
<b>Coalition</b> 17:25	<b>communities</b> 22:24 42:12 48:25 91:15	<b>confidential</b> 63:5 94:12	<b>contrary</b> 41:15
<b>Coast</b> 10:1 52:20 58:11 61:9 66:12,13,16 70:18, 19 71:25 72:13 74:1,6, 7,9,20 85:20 88:10,12, 14,21 89:23	<b>community</b> 20:18 23:7 25:5 27:15,16 38:22 60:2,10 90:10	<b>confirmed</b> 62:7	<b>contribution</b> 80:2
<b>code</b> 10:14 67:2 81:20	<b>community-based</b> 17:20 18:4	<b>Congress</b> 42:23	<b>control</b> 28:3 30:19 38:19,21 39:2 70:15
<b>coded</b> 71:23	<b>companies</b> 59:6,21 66:10 67:10,21 69:7,18, 25 70:4,12 71:9 74:15, 23 75:25 76:2 77:5,8	<b>Congressional</b> 43:2	<b>controversial</b> 48:6
<b>codes</b> 73:18 77:2 81:1	<b>company</b> 22:5 58:19 60:4 75:1,4 79:5	<b>connect</b> 45:4 58:9	<b>conversation</b> 62:3 64:22
<b>coding</b> 71:22	<b>compare</b> 67:23 91:25	<b>connected</b> 74:5 81:1	<b>conversations</b> 60:17
<b>Cold</b> 13:5	<b>compared</b> 86:6	<b>connection</b> 45:1 59:19 61:2	<b>cookie</b> 35:18
<b>colleague</b> 63:23	<b>comparison</b> 92:10	<b>connections</b> 87:24	<b>coordinate</b> 61:16
<b>collected</b> 80:7	<b>comparisons</b> 65:15	<b>consciously</b> 86:21	<b>coordinator</b> 33:13
<b>colleges</b> 60:11	<b>compensation</b> 14:25	<b>conservative</b> 27:20	<b>copy</b> 93:2
<b>colonel</b> 16:12,16	<b>competition</b> 28:1	<b>consistent</b> 36:18	<b>core</b> 41:8 42:4,7 70:12
<b>combat</b> 25:2 29:22 73:20 74:3	<b>complete</b> 49:9	<b>construction</b> 66:5 70:15 78:25 85:2 89:15, 22 90:21	<b>Corps</b> 11:23 24:8 66:20 85:13
<b>combat-wounded</b> 13:11	<b>completed</b> 13:16 46:3 94:19	<b>construction's</b> 91:2	<b>correct</b> 43:10 90:15,17
<b>combine</b> 71:12 86:2	<b>complex</b> 10:14 50:13	<b>contact</b> 61:4	<b>correctly</b> 80:24 82:16
<b>comfortable</b> 65:8	<b>complexity</b> 50:17	<b>contemplating</b> 29:10	<b>correlated</b> 89:3
<b>command</b> 20:18 21:4 22:24 26:14 28:3 30:19 37:5 41:7 68:12	<b>component</b> 40:13 67:4,5 72:17 74:11 86:12	<b>content</b> 11:6	<b>correlation</b> 88:25
<b>Commander</b> 31:18 52:20 56:13 57:24	<b>components</b> 67:12	<b>context</b> 72:7 76:6 80:13	<b>cost</b> 26:6 55:2
<b>comment</b> 22:17 57:1	<b>compromise</b> 24:19	<b>continue</b> 8:4 16:20 22:18 24:23 25:3,11,21 27:22 40:20 60:25 69:23 94:23	<b>council</b> 11:6 46:10 51:7 52:21 63:9 94:14
<b>comments</b> 56:14 93:4 94:20	<b>computer</b> 76:25	<b>continued</b> 24:3 41:22	<b>council's</b> 61:1
<b>Commerce</b> 9:17	<b>concentration</b> 74:13 84:25	<b>continues</b> 25:6 26:10 84:1	<b>counsel</b> 9:4
<b>Commission</b> 42:11	<b>concern</b> 86:10	<b>contract</b> 40:2 66:9,22 67:9 69:1,4,6 70:7,19 71:14,25 74:14 75:20, 24 77:10 78:6 80:1,16, 22,25 86:3	<b>counselors</b> 14:22
<b>Commissioner</b> 54:2	<b>concerned</b> 54:25	<b>contracting</b> 69:18 70:8 72:1 77:15,20 81:15 84:19 85:18 86:1 90:2	<b>count</b> 80:19 88:10
<b>commissions</b> 47:22 48:14	<b>concert</b> 63:9		<b>country</b> 26:7 38:9 86:15
<b>Commitment</b> 34:8			<b>couple</b> 11:18 27:9 71:20
			<b>courses</b> 28:18
			<b>court</b> 8:12



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

**Baton Rouge, LA**  
225.751.0732  
225.752.7308 FAX

**New Orleans, LA**  
504.392.4791  
504.392.4852 FAX



<b>cover</b> 21:10	<b>day</b> 16:20 21:1 44:5 61:24	<b>department</b> 9:5 11:13 12:18 32:18 40:15 52:5 62:24 63:2 66:9 70:11 85:25 94:17,22	<b>disappointed</b> 27:14
<b>craft</b> 74:3	<b>days</b> 14:2 20:25 21:1 51:9	<b>departments</b> 91:24	<b>disastrous</b> 42:11
<b>crazy</b> 56:8	<b>DC</b> 41:3	<b>deploying</b> 15:14	<b>discussed</b> 58:15
<b>create</b> 12:14 36:21 44:10 57:5 93:12	<b>dead</b> 42:14	<b>Deputy</b> 37:1	<b>discussing</b> 27:3
<b>created</b> 78:9 79:4	<b>deal</b> 23:6,7 27:18	<b>description</b> 77:7	<b>discussion</b> 18:20 26:2 46:6 52:4 64:7
<b>creates</b> 17:15 24:10 46:9 77:22	<b>dealing</b> 42:12 53:20	<b>Desert</b> 13:6	<b>discussions</b> 55:14
<b>creating</b> 19:13	<b>Death</b> 11:19	<b>designate</b> 13:24	<b>distance</b> 65:7
<b>credit</b> 88:11	<b>Deborah</b> 9:16 54:16	<b>designated</b> 12:24 33:13	<b>distant</b> 94:19
<b>Creighton</b> 35:16	<b>decade</b> 33:8	<b>designations</b> 10:19	<b>distress</b> 15:13 16:1
<b>Crews</b> 30:25 31:1	<b>decadence</b> 51:25	<b>detail</b> 66:2	<b>distribute</b> 80:24 81:20
<b>Crime</b> 64:12	<b>decades</b> 33:5	<b>detailed</b> 66:1 69:9	<b>distribution</b> 82:11,14
<b>critical</b> 72:4	<b>December</b> 14:19 26:15 41:22	<b>details</b> 52:18	<b>district</b> 29:6 52:20 88:10,12
<b>cross</b> 60:8	<b>decided</b> 70:14	<b>detained</b> 35:9	<b>districts</b> 29:7
<b>CSR</b> 59:21	<b>decisions</b> 80:20	<b>determine</b> 80:17	<b>divisions</b> 62:24
<b>culminated</b> 20:18	<b>declaring</b> 58:20	<b>develop</b> 26:20	<b>divvy</b> 70:5
<b>currency</b> 67:19,22	<b>decline</b> 90:3	<b>developing</b> 45:3	<b>doable</b> 19:21
<b>current</b> 42:10 69:20	<b>dedicate</b> 13:17	<b>development</b> 9:5,11, 14 10:4 21:13 24:10 32:22 43:13 44:24 52:1 63:22 84:23 86:19 90:6	<b>DOD</b> 41:4 42:16 66:25 69:20 70:19 71:25 72:12 73:2 74:19 79:1,6 81:24 82:2 85:11,22,24 89:17
<b>customize</b> 78:1	<b>dedicated</b> 11:19	<b>development's</b> 32:16	<b>dog</b> 19:24
<b>customized</b> 60:22	<b>dedicating</b> 13:14	<b>developments</b> 86:16	<b>dollar</b> 10:16,22 74:14 77:4 82:21
<b>cyber</b> 26:9,10,13 36:16, 18 45:21 58:11,12,16 59:7 60:6	<b>deep</b> 60:6 86:12	<b>Dewolf</b> 37:16	<b>dollars</b> 24:17 41:21 73:2 74:7,8,21 75:2,25 77:12,21 78:1,7 85:12 86:7 89:2,9
<b>cycle</b> 62:20	<b>deeply</b> 91:25	<b>difference</b> 73:5	<b>domain</b> 27:17
	<b>defense</b> 22:13 29:25 32:19 40:15 41:6,13,14 42:18 62:24 63:2 66:9 69:24 70:11 94:22,25	<b>difficult</b> 47:1 55:12	<b>domestic</b> 79:14 84:3
<b>D</b>	<b>delegation</b> 37:13	<b>direct</b> 78:23 79:2,15 84:18,21	<b>domiciliary</b> 19:13,16
	<b>delegations</b> 63:10	<b>directed</b> 12:8 88:19 89:5 93:12	<b>dominate</b> 69:24
<b>D's</b> 37:25	<b>deliberate</b> 76:4	<b>directly</b> 15:1 45:4 54:1	<b>Don</b> 9:10
<b>Danny</b> 10:6 24:2	<b>delighted</b> 43:25	<b>Director</b> 39:8	<b>donate</b> 16:5
<b>data</b> 65:13,22 66:5 69:15 72:9	<b>delivered</b> 38:12	<b>directors</b> 16:24	<b>donated</b> 16:3
<b>database</b> 69:8 75:3	<b>delta</b> 10:15,21	<b>directs</b> 62:18	<b>doors</b> 36:20
<b>dataset</b> 73:13	<b>demand</b> 60:16	<b>disability</b> 14:25	
<b>date</b> 51:7 70:22 71:1	<b>density</b> 88:3		
<b>Dave</b> 49:17	<b>depart</b> 15:17		
<b>David</b> 10:3 26:24 44:5			



<b>dots</b> 58:9	<b>economy</b> 67:16 78:11 79:14,15 80:3,9 82:20 83:5,10,12,17 84:2,4 85:8 94:22	<b>endeavor</b> 33:11	<b>exams</b> 28:22 53:11,12
<b>double</b> 80:19		<b>ended</b> 72:6 90:1	<b>excellent</b> 11:14
<b>doubled</b> 29:1,2		<b>endorse</b> 48:18	<b>excelling</b> 27:7
<b>downsize</b> 13:1	<b>educate</b> 94:23	<b>endorsement</b> 27:19	<b>exception</b> 12:21
<b>draw</b> 89:19	<b>education</b> 28:13 29:12 50:25 87:4	<b>energy</b> 22:5,8 26:22 27:1 37:2 42:18 43:4 44:8	<b>excited</b> 14:17 44:11 45:10 63:19 85:9
<b>drawn</b> 24:25	<b>educational</b> 43:23 60:21	<b>enforcement</b> 50:25	<b>exercising</b> 20:17
<b>drive</b> 90:9	<b>Edwards</b> 20:23	<b>engaged</b> 13:9	<b>exiting</b> 45:20
<b>driving</b> 24:8 89:25 90:2	<b>effect</b> 14:20 78:15 82:5	<b>engagement</b> 34:3 63:5,13	<b>expand</b> 45:25
<b>drop</b> 70:24 73:4,7 90:1	<b>effective</b> 17:9 48:12 49:5	<b>Engineer</b> 23:11	<b>expanding</b> 18:17
<b>dropped</b> 64:2 66:20 72:18	<b>effectiveness</b> 62:17	<b>engineering</b> 44:7	<b>expect</b> 78:16
<b>drops</b> 73:1	<b>effects</b> 78:23 79:3,8,9, 12,16,20,23 80:2,18,24	<b>engineers</b> 30:18,19 70:12 85:13	<b>expedited</b> 57:7,11
<b>drove</b> 16:13 38:7	<b>effort</b> 61:4	<b>Engineers'</b> 66:20	<b>expenditure</b> 66:2
<b>Drum</b> 79:23	<b>efforts</b> 22:25 40:5 62:2	<b>enhance</b> 66:16	<b>experience</b> 45:22
<b>Ds</b> 37:25	<b>element</b> 62:13	<b>enjoying</b> 86:23	<b>explain</b> 66:21
<b>duty</b> 50:9	<b>elements</b> 60:21 62:2, 19	<b>ensure</b> 36:19	<b>extended</b> 15:12 41:23 71:2
<b>DXC</b> 45:18 58:19 59:5, 22	<b>eliminate</b> 53:24	<b>Entergy</b> 27:1	<b>extra</b> 89:1
<b>dynamics</b> 48:9	<b>Ellen</b> 63:23	<b>entire</b> 11:23 64:7 88:20	<b>extradite</b> 50:7
<hr/> <b>E</b> <hr/>			
<b>earlier</b> 21:11 45:18 59:12 66:24 74:22	<b>embargoed</b> 94:12	<b>entities</b> 21:8,9	<b>extremely</b> 15:2 17:3
<b>early</b> 23:2 44:6 65:22	<b>emerging</b> 72:25	<b>environment</b> 36:18, 19,22 37:2 42:18 58:16, 17 72:23	<b>eye</b> 72:5 92:21
<b>easily</b> 54:19	<b>eminent</b> 27:17	<b>environmental</b> 72:23	<hr/> <b>F</b> <hr/>
<b>easy</b> 87:8	<b>emotional</b> 16:18	<b>ESGR</b> 31:17	<b>F15</b> 38:16,22 39:13,16
<b>echo</b> 10:15,16,21	<b>employed</b> 65:24	<b>essentially</b> 64:19 72:18 73:2 74:10,16	<b>F15c</b> 38:22
<b>economic</b> 8:21 9:5,10, 13 10:3 15:13 16:1 23:8 24:10 32:16,22 46:2 62:20 63:2 67:14,17 68:4 75:8 77:20,23 78:14,16,23 81:12 82:19 83:6 84:23 86:19 90:6	<b>employees</b> 58:22	<b>establish</b> 8:1 33:12 50:16	<b>F15cs</b> 37:10 39:4
<b>Economics</b> 78:7	<b>employer</b> 84:10	<b>established</b> 32:11,23 33:25 93:9	<b>F15s</b> 38:20
<b>economies</b> 87:21	<b>employment</b> 79:15 84:13	<b>estimated</b> 79:18	<b>F18</b> 37:10,19,25 38:3
<b>economist</b> 64:16	<b>employments</b> 55:19	<b>estimates</b> 78:11	<b>F18as</b> 38:2
	<b>enabling</b> 62:13	<b>Europe</b> 24:24,25	<b>F18s</b> 37:24 43:5
	<b>encountered</b> 50:22	<b>events</b> 93:15	<b>F35s</b> 38:1
	<b>encourage</b> 33:15 40:21	<b>evidence</b> 53:23	<b>face</b> 36:12
	<b>end</b> 23:9 41:23 82:10		<b>faced</b> 36:14
			<b>facets</b> 26:8
			<b>facilitated</b> 44:23,25





<b>facilities</b> 13:24 25:20 26:6 32:15,20 65:18,19 68:8,13 73:7,21 79:25 81:11 84:19 89:10	<b>figures</b> 88:17,18 92:3	<b>footprint</b> 18:17 32:11	<b>function</b> 32:5 71:10
<b>facilities'</b> 73:21	<b>file</b> 57:10	<b>force</b> 16:12 20:17,23 21:3,7 22:17,23 23:3,11 25:12,13 26:4 37:2,25 48:25 50:19 51:12 54:9 56:24	<b>fund</b> 15:9,10 16:3,4,6 28:19
<b>facility</b> 18:19,21 19:13 23:4,13 38:17,21 52:1 67:9 71:17 72:21	<b>files</b> 79:2	<b>forces</b> 30:16 36:1	<b>fundamental</b> 46:8
<b>facility's</b> 68:2	<b>Filipino-based</b> 57:4	<b>Ford</b> 10:5,6 24:2	<b>funds</b> 58:11 61:9 67:10
<b>fact</b> 21:18 22:16 31:6 37:13 53:20	<b>final</b> 63:6 79:20 83:20 88:6 91:8,12 92:9 94:18	<b>formation</b> 58:21	<b>future</b> 23:2 51:7 92:4 94:19
<b>facts</b> 92:3	<b>finally</b> 17:4 62:8	<b>formed</b> 32:19	<b>FY</b> 43:2 69:15 70:22 76:22
<b>fairly</b> 65:1	<b>find</b> 11:5 45:12 48:8	<b>forming</b> 58:14	<hr/> <b>G</b> <hr/>
<b>Fallon</b> 38:5	<b>finding</b> 47:16 48:20 78:20 82:12	<b>Fort</b> 9:20 14:8 23:23 24:7,12 25:5,10,16,17, 18 26:1,5,10,16,18,21 27:2,4,11,13,25 28:4,6, 9 29:20,22 30:9 32:13 34:24 35:23 36:14,17 44:3 55:8 58:15,17 61:17 68:9 89:12 90:20, 22	<b>galvanize</b> 67:22
<b>familiar</b> 22:20 43:9	<b>findings</b> 45:13 63:3,7, 19 64:19	<b>Forty-two</b> 74:9	<b>gap</b> 50:7
<b>families</b> 12:16 14:7 93:10	<b>fine</b> 66:4	<b>forward</b> 8:24 20:11 31:7 32:12 45:6 52:22 63:8 64:6	<b>Garmin</b> 19:24
<b>family</b> 15:9 16:1,4,6 30:3 34:12 55:25	<b>fine-detailed</b> 73:24	<b>Foster</b> 26:14	<b>Gary</b> 31:9 33:13,24 36:24 37:9 43:2,22 44:14 65:20
<b>fashion</b> 50:22	<b>finish</b> 92:25	<b>found</b> 34:23 87:11	<b>Gary's</b> 35:8 39:21
<b>Faststart</b> 45:2	<b>firm</b> 40:11 43:11	<b>Foundation</b> 11:24	<b>gas</b> 85:1
<b>February</b> 42:22 45:8, 10 61:18	<b>fiscal</b> 65:13 71:1	<b>four-year</b> 60:11 62:19 86:24	<b>gather</b> 94:15
<b>federal</b> 14:12 17:8,16 19:16 50:6 90:23	<b>five-star</b> 13:23,24	<b>framework</b> 76:5 86:5	<b>gathered</b> 53:16
<b>federally</b> 62:15	<b>fix</b> 17:14 48:21 54:5 93:12	<b>French</b> 37:4	<b>Gatti</b> 8:17,18 56:25 57:18 68:15 88:23
<b>Feds</b> 14:19 74:1	<b>fixed</b> 18:6 54:4	<b>Friday</b> 12:2 14:2 61:13	<b>gave</b> 16:16 56:6 64:4 82:12
<b>feedback</b> 27:11	<b>flavor</b> 72:7	<b>friends</b> 11:12	<b>GDP</b> 84:3
<b>feel</b> 10:24 93:18	<b>flew</b> 54:19	<b>front</b> 71:19 75:15 87:20	<b>gears</b> 40:23
<b>feeling</b> 44:2	<b>flood</b> 70:15	<b>fruit</b> 50:14 51:5	<b>general</b> 16:3 23:11 25:16 26:12,14 27:11 28:5 33:22,24 48:4 51:1 60:18 78:16
<b>fellow</b> 62:23	<b>floods</b> 15:23	<b>fuelling</b> 73:3	<b>generally</b> 52:9 78:16
<b>felt</b> 54:20	<b>floor</b> 11:20 41:10	<b>full</b> 28:5	<b>generate</b> 81:11
<b>fence</b> 36:3	<b>Florida</b> 15:4 38:23 75:23 76:2	<b>full-time</b> 46:16 55:18 79:16	<b>generated</b> 82:4
<b>Ferguson</b> 36:25	<b>flows</b> 76:3	<b>fully</b> 27:14	<b>gentleman</b> 16:16
<b>field</b> 11:22	<b>flying</b> 35:25		<b>geographies</b> 76:18
<b>fighter</b> 66:16	<b>focus</b> 37:8 43:1 50:19		<b>geography</b> 81:20
<b>fighters</b> 85:21	<b>focused</b> 33:11 61:25 91:6 93:9		<b>Germany</b> 59:16
<b>figure</b> 43:24 84:5	<b>folks</b> 16:4 20:21 21:12, 19,20,21 22:8 36:1 51:11 56:14 64:8		
	<b>follow</b> 39:17		



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

**Baton Rouge, LA**  
225.751.0732  
225.752.7308 FAX

**New Orleans, LA**  
504.392.4791  
504.392.4852 FAX

<b>give</b> 35:8 40:24 61:4 63:7 64:20 69:3,13 72:7 82:13	39:19 41:14 43:3 47:21 58:5 59:24 60:4,15 66:6 87:2 90:6 91:6,14	<b>H</b>	61:20 62:10,21 83:23 91:11 92:11
<b>giving</b> 36:10 65:8	<b>greater</b> 32:21 33:14 53:5	<b>hairdressers</b> 55:5	<b>helping</b> 27:16 30:3 94:15
<b>glean</b> 69:11	<b>Green</b> 23:12	<b>half</b> 31:15 64:1	<b>helps</b> 25:9 67:22 76:25 92:16
<b>global</b> 20:15,17,20 21:3 22:24 60:1	<b>grew</b> 28:21	<b>hall</b> 56:12	<b>Hewitt</b> 47:4 48:8 50:22
<b>goal</b> 25:8	<b>groceries</b> 79:11	<b>halls</b> 40:5,6	<b>hides</b> 85:17
<b>Godfather</b> 35:6	<b>grocery</b> 90:8	<b>hand</b> 21:22,24,25	<b>high</b> 24:24 60:16
<b>Gold</b> 12:9,12,14,16 93:1,9	<b>gross</b> 79:13 84:3	<b>handful</b> 69:23 71:24 74:15	<b>high-paying</b> 59:25 60:5
<b>Gonzales</b> 64:8	<b>ground</b> 30:12 40:19	<b>handling</b> 76:24	<b>high-water</b> 69:16
<b>good</b> 8:15 11:11,16 14:11,20 17:19 18:25 19:8 21:3 22:16,23,24 24:4 27:9 33:18 37:18 38:10,15,22 39:10,16 42:9 43:5 50:18 55:24 63:21,25 64:2,8,9,24 71:3,5 75:20 84:24 91:16 93:18	<b>group</b> 9:22 13:6 21:19 22:8 29:23 35:11 40:1 61:10 63:4 72:3 75:6	<b>handout</b> 65:3	<b>higher</b> 28:8 72:9 73:4 88:2
<b>Goode</b> 9:21,22 23:10 35:12 41:1 62:4 76:8 92:12	<b>Group's</b> 40:17	<b>hands-on</b> 21:3	<b>highest</b> 69:19
<b>Goode's</b> 47:25	<b>groups</b> 40:4 51:10 76:19	<b>happen</b> 18:6 22:12 41:24	<b>highlight</b> 94:13,23
<b>government</b> 13:22 24:4 71:22	<b>grow</b> 18:23 26:16 27:16 28:17	<b>happened</b> 39:5 41:24	<b>highlights</b> 71:20
<b>governmental</b> 21:7,8	<b>growing</b> 24:14 40:14 60:6	<b>happening</b> 39:15 43:3, 6	<b>Hill</b> 38:12
<b>Governor</b> 12:3,4,8 13:17 20:22 25:24 48:21 61:22 93:12 94:15	<b>grows</b> 25:8	<b>happy</b> 11:15 13:25 15:2 16:18 17:3 32:9 56:20 60:25 64:15	<b>hire</b> 24:17
<b>Governor's</b> 16:14 63:7	<b>growth</b> 29:13 86:25	<b>hard</b> 56:16 77:12,21 78:6 85:11 87:11	<b>hit</b> 17:13 69:19
<b>governors</b> 48:13	<b>guarantee</b> 20:20	<b>Harpel</b> 63:23	<b>hold</b> 89:24
<b>grand</b> 79:24	<b>guard</b> 8:19 10:1 15:11 36:7 38:18 39:8 52:20 58:11 61:9 66:12,13,16 70:18,19 71:25 72:13 74:1,6,7,9,20 85:20 88:10,12,14,22 89:24	<b>he'll</b> 37:6 45:16	<b>hollering</b> 20:20
<b>grant</b> 28:16 48:18 51:23	<b>guarding</b> 57:3	<b>headache</b> 17:15	<b>home</b> 12:22,25 13:2,15 15:8,16 16:10,15 18:18, 23 19:6 43:10
<b>grants</b> 51:24	<b>guards</b> 15:14	<b>headquarters</b> 75:10 88:12	<b>Homeland</b> 66:14 70:18 85:21,25 94:25
<b>Gras</b> 61:11	<b>guardsmen</b> 15:16	<b>health</b> 11:16 51:16,20	<b>homeless</b> 19:14
<b>great</b> 11:5 17:22 26:22 27:11,15 32:12 35:19 36:9,16 37:5,7 38:7	<b>guess</b> 21:1 26:14 89:3 91:22 92:3	<b>healthcare</b> 13:21 90:11,14	<b>homes</b> 12:20 13:12,19, 23 18:16,17 19:7
	<b>guests</b> 8:8	<b>hear</b> 32:4 48:9 68:4 85:22	<b>honest</b> 56:15
	<b>guy</b> 35:15 37:7	<b>heard</b> 16:9 27:11 43:21 50:25	<b>honor</b> 11:19 12:6,9 16:7,17,22,23 93:11,16
	<b>guys</b> 44:18 91:23	<b>hearing</b> 8:1 64:6	<b>honored</b> 11:10,25 12:10,15 13:12,18 15:7 16:17
		<b>Heather</b> 20:23	<b>hooting</b> 20:19
		<b>heels</b> 15:6	<b>hope</b> 38:4 44:9,17 61:11 76:20 83:23
		<b>helpful</b> 28:15 31:18,24 32:4 33:21 53:24 57:17	



<b>hoping</b> 46:17	94:21	<b>information</b> 32:25 44:16 65:23 66:4,6,18 69:5,10 71:8 73:15,25 77:15 81:19 94:11,15	<b>inventory</b> 38:2
<b>hospital</b> 17:11	<b>impacted</b> 8:3 35:4		<b>investigate</b> 61:8
<b>hospitality</b> 85:4	<b>impacts</b> 65:16 78:1		<b>investigation</b> 11:15
<b>hospitals</b> 52:5 87:7	<b>IMPLAN</b> 77:23	<b>informational</b> 93:2	<b>investments</b> 42:1
<b>hosting</b> 93:15	<b>importance</b> 85:23	<b>informed</b> 44:16	<b>involved</b> 17:14 55:3
<b>hour</b> 64:1	<b>important</b> 8:11 15:18 24:12 26:11 27:4 33:11 35:15 36:8 58:5 62:2 63:1 67:4,19,23 69:10 71:15 74:10 75:7 76:16 85:9,17 86:4 91:2 94:13,24	<b>infrastructure</b> 60:19	<b>involvement</b> 34:25 35:2,3
<b>hours</b> 58:4		<b>initially</b> 15:10	<b>involving</b> 12:3
<b>House</b> 16:25 41:10		<b>initiative</b> 21:5,6 27:5 28:13 29:12 45:2	<b>Iraq</b> 13:7 15:15 29:25 30:6 93:18
<b>household</b> 79:8,12		<b>initiatives</b> 44:8,12	<b>ISIS</b> 30:6
<b>housekeeping</b> 62:15 73:21	<b>inaudible</b> 9:2,18,24	<b>Innovation</b> 60:7	<b>issue</b> 36:5,13 49:1,18 50:13,17 51:1,11
<b>housing</b> 25:19 26:6 86:16	<b>include</b> 51:25 66:12 67:4 87:5,17 88:1	<b>inside</b> 36:3,12	<b>issues</b> 24:5 35:24 37:9 44:20 46:4 49:18 51:6 52:21 55:7 56:2
<b>huge</b> 17:13 23:5 29:3 42:6 57:8 82:7 84:11 85:7 87:1 90:1	<b>included</b> 66:17 68:13 81:10 90:14 91:12	<b>installation</b> 24:12 37:3,5 61:19	<b>item</b> 68:12 92:25
<b>hugely</b> 85:6	<b>includes</b> 70:10 88:1,3, 7	<b>installations</b> 24:5 26:7 27:5 32:19 37:2 42:18 81:10 92:1 94:24	<b>items</b> 24:7
<b>hundreds</b> 87:6	<b>including</b> 80:2	<b>instance</b> 83:15	
<b>hunt</b> 25:19	<b>income</b> 79:19 81:25 82:3	<b>instances</b> 53:25	<b>J</b>
<b>hurry</b> 44:21	<b>incorporated</b> 33:3 34:12	<b>institutional</b> 36:13	
<b>husbands</b> 81:25	<b>increase</b> 24:21 41:8 42:4 45:13 74:6 82:7	<b>instruments</b> 22:11	<b>J.D.</b> 31:13,14,15,18
<b>I</b>	<b>increased</b> 90:3	<b>intangibles</b> 87:3	<b>Jackson</b> 12:21,22 19:6
<b>IBC</b> 59:22	<b>incredibly</b> 29:9	<b>intelligence</b> 69:11	<b>Jakes</b> 8:14,15 31:11,22 34:6,14,19 51:13,22 52:11 68:17,23 87:15 88:8
<b>idea</b> 39:11 42:10 58:15 61:2 76:3 78:14 86:18	<b>independent</b> 29:7 52:14	<b>intensive</b> 13:21 20:16	<b>January</b> 38:2 45:5
<b>ideas</b> 27:9	<b>indirect</b> 79:3,12,15	<b>intent</b> 50:22	<b>Jennings</b> 14:15 18:2
<b>identified</b> 24:24	<b>individual</b> 56:17	<b>interaction</b> 40:11	<b>Jimmy</b> 9:24
<b>identifies</b> 27:6	<b>individuals</b> 31:6	<b>interest</b> 10:13 18:17 58:23 59:1 60:15	<b>job</b> 17:23 21:16,25 24:4 42:20 46:16 55:17,24 59:19,25 60:5 61:2 79:15 84:9
<b>identify</b> 24:23 25:3 51:5 59:9 61:20	<b>induced</b> 79:8,11,12,15	<b>interested</b> 42:14 46:7, 20	<b>jobs</b> 21:11,12 45:4 59:5 61:3 67:17 78:24 79:2,3 80:5,10 81:6,12 82:5, 15,24,25 83:2,8 84:4,6, 7,10,14,18,21 85:2 86:9 89:22
<b>II</b> 13:5 16:9 93:20	<b>industries</b> 69:23 71:10,21,22,23,24 72:2, 3 74:14 92:2	<b>interesting</b> 44:7 64:15 73:12 74:4	<b>Joel</b> 10:1 21:11
<b>immediately</b> 55:25	<b>industry</b> 60:15 71:14 73:16 74:5 78:3 81:5 85:24 87:24	<b>interim</b> 64:21	
<b>impact</b> 23:8 36:9 46:3 56:10 58:13 62:20 63:2 66:4 67:17 68:4 69:12 75:8 77:20 78:14,16 79:14 80:15 83:7 84:1 86:8 90:11 91:2 92:19		<b>interpret</b> 82:24	
		<b>introduced</b> 24:1	
		<b>introductions</b> 8:5,7 10:24	



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

**Baton Rouge, LA**  
225.751.0732  
225.752.7308 FAX

**New Orleans, LA**  
504.392.4791  
504.392.4852 FAX

<b>Joey</b> 9:7	<b>labor</b> 79:19	<b>legislature</b> 12:13 93:8 94:14	<b>long</b> 16:21 27:21 32:17 39:6 77:17
<b>joined</b> 43:8	<b>lack</b> 28:3 54:22	<b>legs</b> 30:2	<b>long-term</b> 22:7,12 37:15
<b>joining</b> 31:7	<b>Lafayette</b> 18:2	<b>lengthy</b> 59:7	<b>longer</b> 12:6
<b>joint</b> 36:2	<b>Lake</b> 14:16 18:3 34:25	<b>level</b> 19:1 24:4 33:16 62:1 69:19 72:12	<b>looked</b> 55:16 69:17 76:10 82:17 84:7
<b>JRTC</b> 29:23 35:24 36:2, 5	<b>land</b> 26:5 27:24	<b>leverage</b> 26:1	<b>loopholes</b> 47:15
<b>Julie</b> 9:4	<b>landing</b> 73:20	<b>Lewis</b> 12:9	<b>Lorenz</b> 20:2
<b>jump</b> 75:15	<b>language</b> 37:14	<b>license</b> 47:1 53:6,8	<b>lose</b> 55:20
<b>jumped</b> 72:21	<b>large</b> 13:10 60:9	<b>licenses</b> 48:18 50:2,11, 14 57:8	<b>losing</b> 13:4
<hr/>	<b>larger</b> 34:13	<b>licensing</b> 48:7 49:19	<b>lost</b> 30:1,2,14 93:19
<b>K</b>	<b>largest</b> 38:18 70:6 78:17	<b>licensure</b> 46:22 47:8, 10,13,21 48:4 52:24 54:15 57:3	<b>lot</b> 17:15,25 20:19 24:13 27:20 36:17,22 37:3 39:15 41:13,20 43:5 44:7 51:24 54:15 57:3, 5,13 62:9 63:1 69:5,10 70:14 72:22 73:5,11 75:24 76:17,20 81:14 87:3 91:15
<hr/>	<b>lastly</b> 27:10 28:12 66:23	<b>Lieutenant</b> 12:3 39:9	<b>Lots</b> 11:11
<b>Kathleen</b> 36:25	<b>late</b> 25:25	<b>life</b> 54:15	<b>louder</b> 40:9
<b>Katrina</b> 38:10	<b>latest</b> 14:24 29:5	<b>likelihood</b> 22:15	<b>Louisiana</b> 8:18,21 9:5, 10,13,17 10:3,6 12:7 15:8 16:17 17:20 21:9, 21,24 27:5,19 32:17 38:24 40:20 42:9 45:1, 19 46:9 56:11,18 58:14 59:18 60:1,3 61:2 67:15,16 69:15,18 70:2, 11 71:16 72:1 75:2,8, 14,16,25 76:1 78:2,3,12 81:18 84:21,25 85:11, 15 86:1,2,21,23 88:17, 20 91:16 93:10,13 94:14
<b>keeping</b> 24:4 44:16	<b>law</b> 46:9 47:2 48:12,21 50:6	<b>lima</b> 10:15,20	<b>Louisiana's</b> 14:13 80:3,5,9 84:2
<b>Keithville</b> 14:5,7	<b>laws</b> 54:16	<b>linchpin</b> 81:14	<b>Louisiana-specific</b> 88:21
<b>key</b> 45:14 61:19	<b>layer</b> 60:21	<b>lined</b> 68:12	<b>love</b> 36:1
<b>keying</b> 35:14	<b>layout</b> 69:3	<b>lines</b> 22:3 44:15	<b>loved</b> 15:18,20
<b>kids</b> 90:8	<b>lead</b> 34:3	<b>link</b> 52:5	<b>low-hanging</b> 50:14 51:5
<b>kilo</b> 10:18,22	<b>leading</b> 74:5	<b>linkages</b> 78:3	
<b>kind</b> 11:15 23:8 29:4 31:14 33:18 44:2,9,20 51:7 52:17 54:17,18 57:12,19 59:9 60:12,15 61:3 63:17 64:14,18,20 65:14 67:19 68:1,6,9,12 69:2,3,13,14,16 70:5 71:11,12,19 72:4,7,14 73:8,17 74:11 76:4,5 77:14,15,20 78:20 79:19,23 81:3,4,5,13 82:11,13 83:1,20,21 84:23 86:4 87:5 91:23, 25 92:10	<b>leads</b> 35:5	<b>linked</b> 51:15 80:10	
<b>knowing</b> 57:7	<b>learned</b> 46:23	<b>list</b> 71:19 73:22 74:21 81:6 83:1	
<b>Korea</b> 67:7 93:20	<b>learning</b> 43:23	<b>live</b> 19:15 81:18	
<b>Korean</b> 13:5	<b>leave</b> 51:14	<b>living</b> 86:23	
<hr/>	<b>leaving</b> 59:2	<b>LMAC</b> 11:11 93:25 94:3	
<b>L</b>	<b>led</b> 10:10 21:13 40:18 45:2 91:21 92:3 94:17	<b>Lo</b> 19:22 20:2	
<hr/>	<b>Leesville</b> 14:8 18:19	<b>Lobbying</b> 10:6	
<b>I-e-d</b> 10:14	<b>left</b> 30:20	<b>lobbyist</b> 54:14	
	<b>legal</b> 9:4	<b>local</b> 33:15 79:18 82:5	
	<b>legislation</b> 46:5 50:18 62:14,18 93:1	<b>location</b> 75:10	
	<b>legislative</b> 63:10	<b>locations</b> 67:3	
	<b>legislators</b> 62:23	<b>logo</b> 11:21	





<b>low-impact</b> 90:10	<b>matching</b> 59:15	<b>messaging</b> 63:8	<b>modules</b> 60:23
<b>lower</b> 10:14,16,17,20, 21,22 69:22 70:22	<b>matter</b> 22:11 47:10 48:21	<b>met</b> 37:11,12,16,17 47:12	<b>Monday</b> 13:16 14:2 58:19
<b>lowest</b> 26:6	<b>Mayor</b> 19:23 20:2,4	<b>methodology</b> 65:12	<b>money</b> 15:1 16:1,2,3 36:17 55:3 66:15,20,25 67:15 70:13 75:4,9 76:1,3 78:8,9,10 81:2 82:2 83:4 89:4,5
<b>Lucian</b> 42:19,22 62:9	<b>Mayor's</b> 31:25 34:15	<b>MIA</b> 11:21	<b>month</b> 15:23 17:2
<b>luncheon</b> 61:12	<b>Mayors</b> 35:1	<b>Michael</b> 9:20	<b>monthly</b> 44:14
<hr/> <b>M</b> <hr/>			
<b>made</b> 22:17 27:15 48:8 49:8 66:10	<b>Mcconnell</b> 9:12,13 35:7 43:18,19 45:9 47:19 49:10,21 50:10 53:18 54:12 55:4 57:16 92:18 93:24 94:6	<b>Mike</b> 29:17,19 32:10 33:6 35:14 44:4,14 47:16 54:2 65:20	<b>months</b> 11:7 20:16 55:9,20
<b>mail</b> 16:19	<b>Mcgowan</b> 47:18	<b>Mike's</b> 35:19 42:3 44:8	<b>morning</b> 8:15 63:21 64:2
<b>major</b> 8:18 23:11 27:5 51:10 58:20 60:8 89:24	<b>meaningless</b> 41:16	<b>MILCON</b> 89:17	<b>motion</b> 49:1
<b>make</b> 8:6 11:3 22:11,25 23:12 26:20 38:14 40:21 46:12,18 48:11, 15 50:21 51:8 53:7 62:17 63:4 71:24 76:23 80:19 86:15 92:9	<b>means</b> 19:13 70:25 78:8 83:14	<b>miles</b> 64:4	<b>move</b> 21:15 30:3 35:10 50:24 51:5 55:19 62:12 74:12 77:16 78:4 82:9 83:20
<b>makework</b> 57:19	<b>meant</b> 65:15	<b>military</b> 15:9 16:4,6 24:5,21 26:17 27:6 29:4,10 31:9,25 32:14, 24 34:15 35:1 40:3 45:20 46:9,24 47:9 56:11 57:9,14 59:3,9 60:2,19 61:5 62:20 63:9 65:17,24 66:24 67:1,7, 11,24 70:17 72:16 73:3, 6 74:5 77:22 80:4,12 82:21 83:7,18 84:1,21 85:3 86:22 87:4,9 89:15 91:9 92:1 94:14	<b>movies</b> 79:10
<b>making</b> 17:9 26:24 61:3 82:1	<b>measure</b> 71:3	<b>Miller</b> 37:16	<b>moving</b> 45:6 70:8
<b>manage</b> 40:13	<b>MEB</b> 30:17	<b>mind</b> 61:24 64:20 66:17 70:25 80:17 92:20	<b>MPS</b> 30:18
<b>managing</b> 28:6	<b>medal</b> 16:11,14,17	<b>Mindon</b> 8:19	<b>multiplier</b> 78:14 80:23 84:20 87:17,20 88:1,2,5
<b>mandate</b> 47:7 50:6	<b>medals</b> 16:8,13,19	<b>minimum</b> 47:11	<b>Multipliers</b> 78:8
<b>mandates</b> 46:10 47:2	<b>media</b> 94:21	<b>minus</b> 70:12	<b>multiyear</b> 71:3
<b>manner</b> 51:15	<b>medical</b> 17:12,13,19, 21,23 18:2 53:11,12	<b>minutes</b> 8:13	<b>Murray</b> 8:24 20:10 23:19 33:1 43:2 44:8,14 46:23 65:20
<b>manufacturing</b> 72:17 75:10	<b>meet</b> 16:25 22:8	<b>missed</b> 32:2	<b>Murray's</b> 35:5
<b>Mapping</b> 84:22	<b>meeting</b> 14:18 23:11 26:23,25 32:1,2 36:9 37:18 44:4,6 45:1 46:11 57:2 82:12	<b>mission</b> 11:17 27:25 30:15 38:19 39:16	<hr/> <b>N</b> <hr/>
<b>Mardi</b> 61:11	<b>meetings</b> 44:23	<b>missions</b> 28:5	<b>nation</b> 13:4 15:3 94:25
<b>mark</b> 68:21 69:16	<b>member</b> 27:2 31:24 40:17 59:10 93:25 94:3	<b>Mize</b> 33:22 49:17	<b>national</b> 8:18 22:13 29:25 38:18 39:7,8 66:15 69:25 72:12 89:17
<b>marketing</b> 86:18	<b>members</b> 8:7 26:25 50:8 61:5	<b>model</b> 78:5,11,22 80:2	<b>nature</b> 90:23
<b>Marty</b> 43:10 63:21 76:9	<b>memorial</b> 12:7,8 93:11, 13,14	<b>modeling</b> 77:23 78:19 87:25	<b>naval</b> 31:19 33:22 37:15,23 38:8
<b>Maryland</b> 75:23 76:2 85:16	<b>mentioned</b> 54:1 63:18 66:23 81:16 89:25	<b>models</b> 78:2	
<b>Massachusetts</b> 38:20, 24 39:1,9	<b>mentioning</b> 44:4		
<b>match</b> 76:21 77:2	<b>message</b> 62:25		



<b>Navy</b> 31:15 37:14 72:13 74:9	<b>nurses</b> 55:24	<b>opportunity</b> 18:23 21:1 45:11,19 59:18 61:4,8 62:22 63:8	<b>Paige</b> 25:15 26:12
<b>nearest</b> 78:17	<b>nursing</b> 18:18 57:20	<b>opposed</b> 48:3,8	<b>par</b> 76:13,14
<b>needed</b> 27:3	<b>nuts</b> 68:1	<b>ops</b> 29:23	<b>parents</b> 15:20
<b>negatively</b> 56:10	<hr/> <b>O</b> <hr/>	<b>order</b> 50:2 79:6 80:23	<b>Parish</b> 28:16,17,20 29:5
<b>network</b> 33:25 34:2	<b>objections</b> 48:2,3	<b>Oregon</b> 38:23	<b>park</b> 12:5,6,7,9 93:14
<b>networking</b> 33:15	<b>observation</b> 29:19	<b>organization</b> 32:23 33:1,12	<b>part</b> 8:13 20:20,25 22:25 34:12 40:4 58:24 60:24 63:8 68:3 90:11, 12
<b>newest</b> 14:9 39:13	<b>occurred</b> 24:16	<b>organizations</b> 32:14 34:2 40:12	<b>participate</b> 28:19 44:14
<b>news</b> 14:11 36:16 38:10,15 50:18 71:5	<b>occurring</b> 27:25 28:13	<b>organize</b> 67:22	<b>participated</b> 27:23 28:25 38:25
<b>nice</b> 16:15	<b>offered</b> 45:24	<b>original</b> 13:2	<b>participating</b> 27:8 29:12
<b>Niemeyer</b> 42:19	<b>offerings</b> 29:2	<b>originally</b> 12:24	<b>participation</b> 40:22
<b>night</b> 20:19	<b>office</b> 14:23 16:21 22:8 25:19 27:1 47:25 63:7	<b>Orleans</b> 8:16 14:4 17:22 31:23,25 32:17, 22 33:14 37:6 52:2,20 58:20 64:3 70:4 77:9 83:8,10	<b>partner</b> 21:10
<b>non-commissioned</b> 55:1	<b>Officer</b> 37:17	<b>out-based</b> 17:20	<b>partners</b> 29:4,10
<b>North</b> 8:21	<b>officer's</b> 55:2	<b>out-of-state</b> 47:1	<b>partnership</b> 8:22 60:25
<b>northeast</b> 14:9 38:21	<b>official</b> 65:7 88:18	<b>outcomes</b> 29:2	<b>partnerships</b> 21:7
<b>Northwest</b> 21:8 83:18	<b>officials</b> 27:20	<b>outline</b> 77:3	<b>parts</b> 33:17
<b>note</b> 61:25	<b>oil</b> 85:1	<b>outpatient</b> 18:4	<b>pass</b> 50:23 54:18
<b>notes</b> 76:24 87:20	<b>Olson</b> 9:23,24 31:13, 14,16,18,20 32:4 33:20 34:4,17 39:18 49:12,16, 23	<b>output</b> 79:13 81:12 82:18 83:6 87:16 88:7	<b>passed</b> 12:13 13:20,22 48:2 53:11 93:7
<b>Nothing's</b> 41:24	<b>One-star</b> 28:4	<b>outreach</b> 35:21	<b>passion</b> 51:11
<b>noticeable</b> 32:15	<b>one-third</b> 82:18,19	<b>outstanding</b> 10:25 33:16	<b>password</b> 10:13
<b>noticed</b> 48:2	<b>onerous</b> 53:9	<b>overrun</b> 34:11	<b>past</b> 15:19 38:16 41:9 62:8 89:1
<b>notified</b> 14:12	<b>ongoing</b> 21:6 22:25	<b>overseas</b> 15:17 39:14	<b>Paul</b> 43:8 46:14
<b>November</b> 38:13	<b>open</b> 36:21 44:15	<b>Overton</b> 17:22	<b>pay</b> 15:15 16:2 17:14 41:6 67:3 79:2,9 81:24
<b>Novice</b> 39:3	<b>opener</b> 92:21	<b>overview</b> 33:18 40:24 79:24	<b>payer</b> 25:7
<b>NP</b> 37:12	<b>operating</b> 36:3	<b>owner</b> 18:19 19:15	<b>payments</b> 19:16
<b>NTC</b> 36:19	<b>operation</b> 14:20	<hr/> <b>P</b> <hr/>	<b>payroll</b> 65:24 78:24 84:7,13,14 90:7
<b>nuclear</b> 23:14	<b>operation's</b> 26:7	<b>packets</b> 65:4	<b>pension</b> 14:25
<b>number</b> 8:3 12:16 13:10 28:8 29:1,7 30:11 31:5 32:18 40:19 42:5,6 46:7 60:7 71:11,17 72:16,19 84:11 85:2,3, 9,24 86:1 90:15,22 91:9 92:14	<b>operational</b> 66:2		<b>Pentagon</b> 40:6 61:19
<b>numbers</b> 41:21 78:24 81:21 82:13 83:23 85:14 87:11 89:2	<b>operations</b> 65:25 73:22 78:25		
	<b>opinion</b> 17:24		
	<b>opportunities</b> 27:3 60:5		



<b>people</b> 8:3 14:2 15:20 21:22 27:1 48:3 55:15, 25 59:17 60:2,3,18 66:25 76:17	<b>pitching</b> 16:5	<b>Post-it</b> 76:24	<b>problems</b> 52:9 57:6
<b>percent</b> 10:15,21 12:21 72:2 74:7,9,21 75:17 76:10 77:11 80:8,9 82:18,21,22,25 83:6,8, 9,16,18 84:3,4,6,8,11, 14,18 85:6,7 86:25	<b>pittance</b> 83:10	<b>potential</b> 72:12 86:20	<b>proceed</b> 11:3
<b>perform</b> 63:12	<b>place</b> 19:15 50:19 51:3 70:2 75:3,12,22 76:21 77:2 78:18	<b>potentially</b> 25:6 48:6	<b>Proceeding</b> 10:23
<b>performance</b> 70:3 75:3,12,22 76:22 77:2	<b>placement</b> 28:17,21	<b>POW/MIAS</b> 11:20,25	<b>proceedings</b> 8:11
<b>period</b> 64:21 69:20 71:3 86:24	<b>places</b> 38:4 75:9 78:10	<b>power</b> 22:5	<b>process</b> 12:15 22:4,7, 12 27:8 32:21 50:8 57:8 58:25 59:8
<b>permanent</b> 47:13	<b>plan</b> 37:15,23 38:3 43:2	<b>powerful</b> 40:13 59:12 62:21	<b>producing</b> 56:18
<b>person</b> 24:21 59:23 64:11	<b>planning</b> 61:17	<b>practice</b> 46:25 50:15	<b>product</b> 73:15,18 79:14 84:3
<b>personnel</b> 45:20 47:10	<b>plaque</b> 11:21	<b>practices-type</b> 34:3	<b>production</b> 32:13
<b>perspective</b> 32:16 41:3 42:4 60:20 61:2 64:21	<b>plate</b> 28:5	<b>practicing</b> 47:21	<b>profession</b> 46:25 47:9 57:6,14
<b>petroleum</b> 73:3,6 90:1	<b>play</b> 42:17 94:15,24	<b>precarious</b> 24:22	<b>professional</b> 46:22 52:23
<b>physical</b> 57:1,4,25	<b>players</b> 60:8	<b>preference</b> 63:5	<b>program</b> 17:9 22:6 35:20 36:8 45:3 93:9 94:18
<b>picked</b> 56:14	<b>pleased</b> 44:22 45:16	<b>preliminary</b> 45:13 63:3,19 64:19 82:12 94:11	<b>progress</b> 9:20 23:23 27:13 32:13 34:24 40:21 51:8
<b>piece</b> 36:16 44:25 70:8 81:5 82:2 83:21 85:18 87:6	<b>pocket</b> 15:2	<b>prepared</b> 35:8 36:6	<b>project</b> 8:10 22:5,9,12 23:5 63:24 84:22
<b>pieces</b> 45:15	<b>point</b> 8:5 23:2 31:13 56:1 69:16 70:23 71:20 74:25	<b>present</b> 63:19	<b>prominent</b> 86:20
<b>Pierre</b> 32:7	<b>points</b> 83:25 91:9,10	<b>presentation</b> 65:8 87:13 91:5	<b>proof</b> 53:2
<b>Pierson</b> 9:9,10 10:11 20:1,9 23:18,21 29:16 30:24 31:4 32:8 33:4,9, 23 34:10 39:20,24 43:7, 14 49:3,14 50:12 51:14, 17 52:3 53:22 54:7 56:22 58:3 62:11 89:11 90:4,16 91:4,18 92:6, 15,23 94:9	<b>Pol</b> 28:1	<b>preservation</b> 37:15	<b>properly</b> 18:4 25:8,9 28:6
<b>pipeline</b> 45:24	<b>Polk</b> 9:20 14:8 23:23 24:7,13 25:6,10,18 26:1,5,10,16,19,21 27:2,4,13 28:4,6,9 29:20,23 30:9 32:13 34:24 35:24 36:17 44:3 55:8 58:17 61:17 68:9 89:12 90:20,22	<b>President</b> 9:16 17:1,7	<b>protect</b> 25:9
<b>pitched</b> 26:12	<b>policy</b> 41:6	<b>press</b> 10:9 27:23	<b>protectionism</b> 54:17
	<b>political</b> 54:5	<b>pretty</b> 13:5 22:16 35:4 38:23 41:9 46:10 48:12 55:24 63:13 69:9,17 75:20 76:9	<b>proud</b> 16:22 30:7
	<b>pool</b> 21:15	<b>previous</b> 28:22,23 46:16 49:20 66:11 72:9	<b>provide</b> 24:11 65:23 76:6
	<b>population</b> 93:19	<b>prime</b> 74:16	<b>provided</b> 73:16 93:1 94:11
	<b>portal</b> 59:14,20	<b>Principal</b> 37:1	<b>providing</b> 33:11 69:25
	<b>portal</b> 59:14,20	<b>Principle</b> 78:7	<b>proving</b> 44:17
	<b>portion</b> 82:10 84:20	<b>prior</b> 69:17	<b>PT</b> 57:2
	<b>positions</b> 79:17	<b>priorities</b> 24:23,24 25:3,7	<b>PTAS</b> 57:14
	<b>positive</b> 58:14	<b>private</b> 21:9 45:23	<b>PTS</b> 57:13
	<b>possibly</b> 46:12	<b>privileged</b> 9:1	
	<b>post</b> 11:22	<b>problem</b> 22:1 28:8,9 53:24 58:5	



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

**Baton Rouge, LA**  
225.751.0732  
225.752.7308 FAX

**New Orleans, LA**  
504.392.4791  
504.392.4852 FAX



<b>public</b> 29:8	<b>Rand</b> 51:1	<b>recognizing</b> 17:5 54:6	<b>removed</b> 70:17
<b>public-private</b> 21:6	<b>Randolph</b> 9:15,16	<b>Record</b> 76:22	<b>renamed</b> 12:5
<b>pump</b> 41:13	<b>range</b> 28:2 59:4 88:20	<b>recorded</b> 8:12 69:7	<b>renewing</b> 53:6,8
<b>purchase</b> 27:24 35:20 36:8	<b>rankings</b> 85:15	<b>records</b> 69:9	<b>rental</b> 64:3,4
<b>purchased</b> 73:25	<b>ranks</b> 92:8	<b>recreate</b> 41:7	<b>repairing</b> 71:11,13
<b>purposes</b> 93:2	<b>rapidly-changing</b> 24:6	<b>recruitment</b> 58:24	<b>replaced</b> 38:1
<b>pursuing</b> 27:7	<b>rate</b> 75:20 76:12	<b>rededicated</b> 12:5	<b>report</b> 14:24 23:15 29:14 35:9,10 37:14 38:11,14 39:21 40:24 67:1 79:20 88:6 91:12, 25 92:10
<b>pushing</b> 25:24 60:11	<b>Rayville</b> 14:9	<b>reduce</b> 62:17	<b>reported</b> 84:18
<b>put</b> 14:19 29:5 36:17 37:13,21,22 38:3 42:22 45:19 48:25 56:23 58:6 59:18 61:21 67:2 80:12 85:14 90:8	<b>re-spent</b> 78:10	<b>Reed</b> 30:4	<b>reporter</b> 8:12
<b>puts</b> 15:3	<b>reach</b> 60:1 61:15	<b>reemphasizing</b> 73:12	<b>reports</b> 11:4 49:8 64:14 92:2
<b>putting</b> 12:11 81:2	<b>reached</b> 59:1	<b>reenlistments</b> 59:4	<b>repositioning</b> 86:11
	<b>reaching</b> 59:16	<b>Reese</b> 9:19,20 18:11,15 19:3,9,18 23:24 29:17, 21 30:13 33:7 34:21 35:14 39:22 47:17 55:6 89:14 90:18 91:20	<b>represent</b> 9:2 12:1 24:3 38:20 49:17 60:24
	<b>read</b> 10:20 47:14 65:6 77:12 83:12	<b>referred</b> 62:14	<b>representative</b> 30:25 94:1
	<b>reads</b> 28:24	<b>refineries</b> 73:3	<b>representatives</b> 11:24
	<b>ready</b> 25:19,20 59:9 60:8	<b>regard</b> 46:21 49:6	<b>represented</b> 54:15 88:15
<b>Q</b>	<b>real</b> 29:13 51:8 53:9 64:15 80:14 82:7 94:8	<b>region</b> 32:17 35:4 70:4 82:20,21,23 83:15	<b>representing</b> 8:16 9:18,24 76:18
<b>qualifying</b> 28:23,24	<b>Rear</b> 31:15	<b>regional</b> 9:17 32:22 80:18 82:11,14	<b>represents</b> 20:3 83:9
<b>question</b> 18:12,18,25 32:7 67:13 88:9 89:3 91:21	<b>reason</b> 13:3 27:23 59:11 60:9	<b>regionally</b> 75:8	<b>request</b> 42:23
<b>questioning</b> 54:18	<b>recapitalization</b> 37:10	<b>regions</b> 70:6 77:3,5,13 82:17 86:14	<b>requested</b> 41:17
<b>questions</b> 18:9 20:7 23:16,19 29:15,17 77:14 91:19	<b>recapitalizing</b> 39:12	<b>related</b> 51:6 83:4	<b>requests</b> 15:24
<b>quick</b> 38:16 41:2 80:14 94:8	<b>receive</b> 19:16	<b>relationship</b> 39:10	<b>require</b> 49:19 53:13
<b>quickly</b> 31:14 43:21 52:18 87:22 93:7	<b>received</b> 16:23 27:19 74:19	<b>relative</b> 11:6	<b>required</b> 28:18 53:14 55:18
<b>quorum</b> 8:2 49:5	<b>receiving</b> 82:3	<b>release</b> 94:21	<b>requirements</b> 47:11 50:3 53:5,7,14
	<b>recent</b> 15:22 38:9 58:10	<b>Relief</b> 15:9 16:4,6	<b>requires</b> 49:1
<b>R</b>	<b>recently</b> 39:7 40:16	<b>remark</b> 52:17	<b>research</b> 46:21 47:4,23 48:10,24
<b>radar</b> 54:20	<b>reciprocity</b> 46:22 48:18 50:5	<b>remarks</b> 8:4 10:23 49:8 56:15	<b>researched</b> 91:23
<b>raise</b> 41:7	<b>recognizance</b> 40:10	<b>remediation</b> 71:18 72:22 73:8	<b>reserve</b> 13:15 15:11
<b>raised</b> 21:22,24,25	<b>recognize</b> 24:1 45:17 64:11 74:11	<b>remember</b> 82:16	
<b>ramping</b> 58:22	<b>recognized</b> 47:3,11	<b>removal</b> 72:23	
<b>ran</b> 87:12			



37:23	<b>ridding</b> 30:6	<b>sate</b> 13:4	<b>Senate</b> 41:10 42:13 47:5 62:8
<b>Reserves</b> 31:19	<b>ripple</b> 78:15	<b>satisfactory</b> 17:24	<b>Senator</b> 48:8 50:22
<b>reservists</b> 15:16	<b>risk</b> 25:6	<b>satisfy</b> 50:3	<b>senators</b> 40:8
<b>residing</b> 16:10	<b>road</b> 64:8	<b>Sawyer</b> 43:9	<b>send</b> 52:18 53:17 65:21
<b>resiliency</b> 22:5 26:22 43:4 44:6,9	<b>roadmap</b> 22:15	<b>scene</b> 73:8	<b>sending</b> 25:15
<b>resolution</b> 12:13 41:22 93:21	<b>roads</b> 90:9	<b>school</b> 28:22,23 29:6,7, 8,11 57:5	<b>separate</b> 40:2 61:16 70:16 87:5
<b>resource</b> 46:23	<b>Rob</b> 8:18	<b>schools</b> 28:25 90:9	<b>separated</b> 57:10
<b>resources</b> 28:14 33:12 58:6 62:16	<b>Robert</b> 90:19	<b>scores</b> 28:23,24 29:5	<b>series</b> 93:15
<b>respond</b> 59:23	<b>robust</b> 26:9,19	<b>Scott</b> 37:11	<b>served</b> 67:6
<b>response</b> 20:8 23:20 37:17	<b>rock</b> 78:15	<b>season</b> 37:25 38:4 63:17	<b>service</b> 22:21 24:15 73:15,18
<b>rest</b> 21:25 25:15	<b>role</b> 94:13,24	<b>secretary</b> 9:7,9 10:9,11 11:8,9,10 17:1,8 18:9, 13,24 19:5,11,20 20:1, 6,9,13,23 22:17 23:15, 18,21,25 25:14,24 26:24 29:16,18 30:10, 22,24 31:4,12 32:8 33:4,9,23 34:10 37:1 39:20,24 42:17 43:7,14, 17,20 44:24 45:18 48:24 49:3,14 50:12 51:14,17,19 52:3,7,13 53:22 54:7 55:21 56:5, 22 57:22 58:3,24 62:6, 11 89:11 90:4,16 91:4, 18 92:6,15,23 93:4,6 94:2,9	<b>services</b> 71:17 72:21, 22,23
<b>restation</b> 24:25	<b>roll</b> 79:23		<b>session</b> 24:6
<b>restricted</b> 94:12	<b>rolled</b> 38:1 79:16		<b>sessions</b> 38:25
<b>result</b> 24:20	<b>Romeo</b> 10:17,22		<b>set</b> 15:10 23:10 25:7,17 44:9 87:4 91:7
<b>results</b> 33:16 92:1	<b>Romitti</b> 43:10,12 46:3 63:15,22 68:19,25 76:11 87:18 88:13 89:7, 18 90:13,25 91:13		<b>sets</b> 38:14 62:22
<b>resumé</b> 59:19,24	<b>Romitti's</b> 45:12		<b>setup</b> 67:25
<b>resumés</b> 59:23	<b>Ron</b> 10:9 94:16		<b>SFAB</b> 36:10
<b>retain</b> 40:14	<b>room</b> 8:6 10:25 11:2 65:1		<b>shape</b> 11:14 19:8 51:15
<b>retake</b> 53:12	<b>Roosevelt</b> 9:22 22:7 35:11 40:1,17 61:10		<b>share</b> 27:10 32:6 44:10 70:6 83:12 93:21
<b>retired</b> 10:1 16:11,16 31:14 66:25 67:1	<b>rotated</b> 59:17		<b>sharing</b> 44:16
<b>retiree</b> 80:1 82:8 84:19, 20	<b>rotations</b> 36:4	<b>sector</b> 45:23	<b>Sharon</b> 47:4
<b>retirees</b> 66:24 67:7,11, 21 79:2 81:17,18 86:13, 16,19,22,25 89:1,6,8,21 90:3,5	<b>Rouge</b> 64:5	<b>sectors</b> 72:4	<b>Sheena</b> 8:21
<b>retirement</b> 59:3 82:3	<b>Round</b> 42:10	<b>secure</b> 28:15	<b>shepherd</b> 94:17
<b>revenue</b> 56:18,19	<b>rumor</b> 37:19	<b>securities</b> 45:21	<b>Sherri</b> 9:13 26:24 32:2 43:17 59:11 62:14 63:25
<b>Review</b> 22:14	<b>rumors</b> 39:3	<b>security</b> 25:11 26:4 30:16 36:20 58:12 59:2, 6 60:6 61:5 66:14,16 70:1,18 85:22,25 94:25	<b>shift</b> 40:23 75:12
<b>revisit</b> 64:17	<b>run</b> 77:16	<b>sees</b> 60:4	<b>ship</b> 71:10,13 72:8 73:7,18 74:2,8 85:19
<b>Rice</b> 39:9	<b>running</b> 23:1 77:17	<b>segment</b> 87:2 90:10	<b>shipping</b> 75:25
<b>rich</b> 32:18	<b>rural</b> 12:24	<b>selected</b> 16:25	<b>ships</b> 72:13 73:20
<b>rid</b> 37:23 42:11		<b>SEMA</b> 32:1,5 40:16 43:22 44:1,11	<b>Shipyard</b> 74:18
	<b>S</b>		
	<b>sacrifice</b> 27:15		



<b>shooting</b> 35:25	<b>slide</b> 64:24,25 68:2 71:7 74:22,25 76:4,7 81:8 82:9 87:16 91:8	<b>specialty</b> 85:1	<b>started</b> 14:20 36:24 44:13 47:6 58:1 63:16
<b>shortly</b> 43:16		<b>specific</b> 53:25 73:15 86:17 88:17,20	<b>starting</b> 13:10 43:24 75:12
<b>show</b> 69:21 75:13	<b>Slidell</b> 14:4,6	<b>specifically</b> 46:19 78:2 80:16	<b>state</b> 9:8 11:1,14 12:7 13:1,3 14:4,13,23 15:3 16:4,24 18:16,22 19:1 21:17 24:3 26:14,18 27:19 28:14,18 29:6,8 31:17 32:15 33:11,17 36:4 38:20 40:2,12,15 45:4,14 46:25 47:11 48:7 49:19,20,25 50:1,5 53:5,6,13,15 55:22 56:11,19 60:9,10 61:21 63:3 66:10 67:21 71:9 74:5 75:19 77:6,22 79:18 80:12,18 82:6 84:10,15,24 85:2 88:4, 11 89:4 91:9 92:2,3,20 93:13,14,16
<b>showed</b> 74:22 84:2,5	<b>slides</b> 65:5	<b>spend</b> 15:25 73:11 79:11	<b>state's</b> 26:15 60:20
<b>showing</b> 65:5 82:10 83:3,22 84:8	<b>small</b> 15:3 74:3	<b>spending</b> 61:24 66:22 67:10,14 69:2,4,6 77:22 80:1,4,6,11,16 81:7 82:5 83:7,18 84:1 86:7 88:3	<b>states</b> 15:5 31:15 40:7 48:1 50:16 52:25 53:2 55:16 56:7 76:10,15 77:25 88:11
<b>shown</b> 75:1 85:18	<b>smaller</b> 90:2	<b>spent</b> 15:14,21 20:24 43:21 44:3 78:11	<b>states's</b> 94:22
<b>shows</b> 14:24 77:7 86:9	<b>smart</b> 51:4	<b>spoke</b> 45:18 47:16	<b>statewide</b> 94:20
<b>Shreveport</b> 16:10,14 17:22 20:14,22	<b>snowball</b> 60:13	<b>spouse</b> 50:2,8 53:21 55:9 56:16,19 57:24	<b>station</b> 29:10 33:22 38:8
<b>Shulkin</b> 17:1	<b>software</b> 77:23	<b>spouse's</b> 56:12	<b>stationed</b> 24:10 27:25 28:4,7
<b>sic</b> 32:7 47:18 68:11	<b>sold</b> 39:13	<b>spouses</b> 46:24 47:9 57:14 81:25	<b>stations</b> 59:17
<b>side</b> 24:21 26:18 50:18 59:19,21 72:20 82:8	<b>soldier</b> 30:1,2,4	<b>spread</b> 21:1 72:3 74:24 75:7 78:12	<b>status</b> 44:13 47:12
<b>sign</b> 10:15,16,21,22 51:12	<b>soldiers</b> 24:9,25 25:4 26:3 28:9 30:11,17,21 55:8	<b>spreading</b> 82:16	<b>stay</b> 21:16,17,21,24 25:13 76:10
<b>significant</b> 32:14 56:20 58:11 70:2,13 72:10 83:11 84:2,12,16, 17 85:6 86:9 94:21	<b>solution</b> 51:2	<b>spreads</b> 78:18	<b>staying</b> 45:14 56:17 88:4
<b>Silbert</b> 31:10 33:14	<b>Solutions</b> 10:7	<b>ss</b> 79:18	<b>stays</b> 75:18
<b>silly</b> 48:17	<b>solve</b> 22:1	<b>Staci</b> 47:18,20 48:17 53:19	<b>steady</b> 70:24
<b>similar</b> 53:7 73:23 79:13	<b>somebody's</b> 17:4	<b>staff</b> 33:14 35:17 43:9 55:15	<b>steal</b> 11:1
<b>simple</b> 46:13 48:15	<b>someplace</b> 21:23	<b>staffed</b> 18:4	<b>stealth</b> 22:19
<b>simply</b> 48:13 57:8	<b>son</b> 16:11 35:16 53:21	<b>stage</b> 44:10 62:22	<b>steep</b> 70:24
<b>single</b> 50:5	<b>sort</b> 35:17 60:1,22 61:8 73:8	<b>stages</b> 44:6	
<b>sir</b> 18:14 33:19	<b>sorts</b> 39:3	<b>stand</b> 68:7	
<b>sit</b> 47:12	<b>sound</b> 76:24 80:22	<b>standard</b> 50:15 77:24	
<b>site</b> 79:22	<b>source</b> 71:16 88:19	<b>standpoint</b> 43:4	
<b>sitting</b> 76:24	<b>sources</b> 81:25	<b>Star</b> 12:9,12,14,16 93:1, 9	
<b>situational</b> 40:10 93:3	<b>Southeast</b> 31:9 32:17, 24 40:20 70:4 77:8 82:20,25 83:7	<b>Stars</b> 59:16	
<b>situations</b> 40:9	<b>space</b> 25:20 28:2 41:7, 20 42:7 45:21	<b>start</b> 42:24 43:1 56:1 63:17 69:1 72:14	
<b>six-month</b> 63:13	<b>speak</b> 8:11 35:9 40:9 45:16 46:3,14 54:16		
<b>size</b> 25:9 83:5,9	<b>spear</b> 29:25 30:5		
<b>skill</b> 87:4	<b>special</b> 36:1 61:4		
<b>slew</b> 62:7	<b>specialization</b> 71:15		
	<b>specialties</b> 85:19		



<b>step</b> 59:5	<b>substantively</b> 46:20	<b>tables</b> 65:2 83:22	<b>term</b> 22:14
<b>steps</b> 50:4	<b>subtract</b> 80:25	<b>tackle</b> 28:11	<b>terms</b> 39:4 67:16 70:16 77:12 82:22
<b>stick</b> 39:6	<b>succeed</b> 40:14	<b>TAG</b> 39:9	<b>terrific</b> 71:15
<b>stood</b> 44:1	<b>success</b> 34:23	<b>takes</b> 55:9 76:20	<b>test</b> 29:5
<b>stop</b> 74:22 77:18	<b>successful</b> 35:5	<b>taking</b> 39:10 73:17 78:18 79:25 88:25 89:4	<b>tests</b> 28:21 29:3
<b>Stoppers</b> 64:12	<b>sudden</b> 17:12	<b>talent</b> 21:15	<b>Texas</b> 15:5
<b>storage</b> 23:4,14 43:5	<b>suggest</b> 51:9 92:19	<b>talk</b> 12:12 17:7 18:5 19:16,19 22:9 24:13 25:1,24 44:7 52:23 55:15 58:2 62:23 64:18 67:23 77:21 84:17 86:10 87:9 89:20 92:20	<b>thankful</b> 29:11
<b>stores</b> 79:11 90:8	<b>suggested</b> 47:20 48:24	<b>talked</b> 25:16 36:11 64:1 74:4 78:6 84:6 88:19 92:8	<b>Thanksgiving</b> 41:11
<b>Storm</b> 13:7	<b>sum</b> 42:4	<b>talking</b> 21:11 49:25 72:11 85:20,23	<b>Theater</b> 68:11,18
<b>story</b> 92:5	<b>summarize</b> 83:21	<b>talks</b> 67:2	<b>therapist</b> 57:2,25
<b>Strain</b> 54:2	<b>summary</b> 83:25 87:16	<b>tango</b> 10:16,21	<b>therapists</b> 57:4
<b>strategy</b> 22:13 29:25 86:20	<b>Summer</b> 63:17 65:22	<b>Tanks</b> 72:17	<b>Thibodeaux</b> 10:8,9
<b>streamline</b> 21:14	<b>supplies</b> 79:5	<b>tap</b> 69:9	<b>thing</b> 17:18 29:4 30:16 35:14 38:22 54:13 57:8, 23 66:8 70:16 74:2 76:5 86:4
<b>Strickland</b> 9:6,7 11:8,9 18:13,24 19:5,11,20 20:6 29:18 30:10,22 44:24 51:19 52:7,13 55:21 56:5 57:22 58:24 93:4,6 94:2	<b>supply</b> 85:24	<b>tardiness</b> 31:3 64:7	<b>thing's</b> 60:13
<b>strict</b> 47:7	<b>support</b> 15:11,22 16:6 17:21 32:14,20 40:3 63:6 67:11,17 69:25 71:17 72:21 73:22 76:19 79:6	<b>targets</b> 61:19 62:9 91:6	<b>things</b> 11:19 21:11,14 24:11 28:13 35:22 40:7 43:3,4,6 46:8,11,15 48:15 57:15 67:20 72:11,15 73:13 78:13 80:19 85:22 87:9 90:6 91:16,24
<b>Strike</b> 20:15,17,21 21:4 22:24	<b>supported</b> 79:17	<b>task</b> 48:25 50:19 51:12 54:9 56:24	<b>thinking</b> 72:14
<b>string</b> 69:9	<b>supporting</b> 77:13 85:21	<b>tax</b> 41:24 56:19	<b>Thomas</b> 52:19
<b>Stripes</b> 59:16	<b>supportive</b> 27:13	<b>taxes</b> 78:13 79:18 80:7	<b>Thomson</b> 8:25 9:1
<b>strong</b> 40:5 58:23 59:1	<b>supports</b> 37:3	<b>teachers</b> 55:23 57:20	<b>thousands</b> 87:7
<b>structure</b> 24:8 30:20 41:8 42:5	<b>supposed</b> 38:12	<b>team</b> 23:10 25:2,15 27:2 29:22 40:18	<b>threat</b> 27:17
<b>studies</b> 64:16 77:25	<b>surface</b> 31:19	<b>tech</b> 39:1	<b>three-day</b> 13:21
<b>study</b> 46:3 66:11 70:14 90:20 94:19	<b>surprised</b> 17:3 42:22	<b>telling</b> 48:13	<b>throwing</b> 28:2 78:15
<b>subcommittee</b> 46:11	<b>surveys</b> 13:20,21,22	<b>tells</b> 55:10	<b>thrown</b> 42:7
<b>subcontracting</b> 75:6, 19	<b>suspending</b> 89:21	<b>template</b> 32:12	<b>thrust</b> 72:11
<b>subject</b> 18:9 29:14	<b>Sustainment</b> 68:11	<b>temporary</b> 47:12	<b>thunder</b> 11:2
<b>subsequent</b> 47:6	<b>system</b> 29:11 51:16,21 70:1 87:7	<b>tenant</b> 30:8 38:18	<b>tied</b> 82:20 83:17
<b>substance</b> 48:5	<b>Systems</b> 30:16	<b>tend</b> 17:10	<b>tier</b> 50:16
<b>substandard</b> 57:5	<b>table</b> 27:3 76:17 77:7		<b>ties</b> 58:18
	<hr/> <b>T</b> <hr/>		



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES  
www.torresreporting.com  
1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX

<b>Tiger</b> 11:24	<b>train</b> 24:9 26:4 28:1 36:2	75:24	<b>veteran's</b> 15:2
<b>till</b> 36:12 41:23	<b>trained</b> 14:22	<b>umbrella</b> 34:13	<b>veterans</b> 9:8 11:13 12:4,6,7,20,22 13:4,6,8, 11,16 14:6,14,16 15:12, 22,24 16:10,24 17:5,10, 18,25 19:14 21:12 44:25 45:4,14,20 52:10 58:23 67:5 87:5,7 93:14,19,20
<b>Tim</b> 23:12	<b>training</b> 20:17 25:20 26:10,17,19 27:24 28:5 30:15 36:3 45:22 58:16 60:23	<b>unable</b> 31:10	<b>veterinarian</b> 52:25 53:11
<b>time</b> 8:5 15:16,19 18:7 30:5 39:6 43:22 44:3 48:16 55:12,19 61:14 68:14 73:11 76:21 84:5, 8,9 86:8 87:9,21,24 88:6	<b>transactions</b> 76:23 77:1 79:4	<b>understand</b> 11:18 48:11 52:12 54:8	<b>vets</b> 55:5
<b>timeframe</b> 22:22 61:18	<b>transitioning</b> 21:12,20	<b>understanding</b> 21:3 50:21 58:8,10	<b>Vice</b> 37:4
<b>timely</b> 62:5	<b>translate</b> 67:20 80:8	<b>underway</b> 22:14	<b>vicinity</b> 40:22
<b>times</b> 47:14	<b>trap</b> 36:20	<b>unique</b> 36:5	<b>Vietnam</b> 13:6,11 67:7 93:19
<b>tip</b> 29:24 30:5	<b>treat</b> 20:24 94:10	<b>unit</b> 30:8,17	<b>view</b> 68:6
<b>today</b> 8:2 31:10 35:9 44:1 45:13 46:4,6 62:13 63:4,20 70:21 90:22 92:25 94:11	<b>treats</b> 63:4	<b>United</b> 31:15	<b>Virginia</b> 75:23 76:2 85:16
<b>told</b> 38:15 48:17 80:21	<b>tremendous</b> 65:21 71:15	<b>units</b> 27:25 28:4	<b>Viser</b> 8:23,24 20:10,12 33:2 56:9
<b>Tom</b> 32:6	<b>trend</b> 69:22 70:24 71:5	<b>universities</b> 60:11	<b>visit</b> 15:17 21:2 39:16 61:19
<b>tool</b> 86:19	<b>trendline</b> 58:14	<b>up-to-date</b> 44:20	<b>vocal</b> 31:24
<b>top</b> 29:6 36:11 71:21 73:19 79:22 85:10 86:3	<b>tricks</b> 42:17	<b>upfront</b> 69:14	<b>voice</b> 8:10 40:9
<b>top-line</b> 82:13,14	<b>tripled</b> 29:1,2	<b>upgrade</b> 58:11	<b>volunteer</b> 33:25
<b>topic</b> 52:18	<b>true</b> 37:21 91:1	<b>upgrading</b> 58:16	<b>vote</b> 42:13
<b>topside</b> 85:14	<b>Trump</b> 41:17	<b>upper</b> 10:22 31:15	
<b>total</b> 30:11 41:13 77:11 79:14 80:2,10,20,22 82:19 83:9,12	<b>Tuesday</b> 93:10	<b>USASPENDING.GOV</b> 69:8	
<b>touched</b> 59:11	<b>tune</b> 66:4		
<b>touches</b> 88:10	<b>tup</b> 72:24	<b>V</b>	
<b>tough</b> 35:18	<b>turns</b> 36:20	<b>VA</b> 14:12 17:16,19,21, 23 18:2,16,17,23 51:16, 20 52:6 56:4	
<b>tour</b> 38:16 43:22 50:9	<b>tweaks</b> 62:15	<b>Valley</b> 11:19	
<b>tourism</b> 85:4 92:20	<b>type</b> 26:16,19 35:20 53:23 65:25 70:15 71:4	<b>valuable</b> 29:9 92:22	<b>wage</b> 79:9 84:14
<b>town</b> 56:12	<b>types</b> 69:24 71:8,9 78:3,13,22	<b>vehicle</b> 32:23 72:16 73:6	<b>wages</b> 79:19
<b>track</b> 23:12 38:11,13	<b>typical</b> 76:9	<b>vehicles</b> 28:7	<b>waiting</b> 31:6
<b>Tracking</b> 50:11	<b>typo</b> 68:20	<b>verbally</b> 91:8 92:7	<b>walk</b> 69:2,4,14
<b>traffic</b> 14:4		<b>Vernon</b> 28:16,20 29:5	<b>Walker</b> 19:23 20:2,4
<b>trail</b> 50:1	<b>U</b>	<b>version</b> 39:13	<b>wall</b> 24:2
	<b>U.S.</b> 66:12 70:12,19 84:22	<b>versus</b> 78:12	<b>Walter</b> 30:4
	<b>ultimately</b> 50:5 67:18	<b>vessels</b> 73:20	<b>wanted</b> 46:6 52:22 70:16,23 75:13 86:21 93:21
		<b>veteran</b> 15:25 16:9	





LMAC MEETING MINUTES

**war** 13:5 16:9 66:16  
85:21 93:20

**warfare** 37:12

**Washington** 61:11

**watch** 41:5 79:10

**watching** 41:4

**ways** 48:20 58:17  
94:16,24

**weapons** 23:4,14 43:4

**weather** 8:3

**weather-delayed** 31:5

**website** 59:12

**website's** 59:13

**week** 11:18 14:2 20:14  
24:20 37:12 41:10

**weeks** 16:8 26:23 30:1

**weld** 40:8

**well-paying** 59:5

**white** 16:25 41:20

**Whitehead** 9:25 10:1  
46:5 52:16 54:3,10,24  
55:13 56:3

**wife** 52:24 55:1,2

**Wifi** 10:13

**Wilson** 20:23

**win-win** 22:2,3

**winding** 63:18

**winning** 75:2

**wives** 81:25

**wonderful** 12:3 58:18  
67:20

**word** 59:13,14 63:25

**work** 17:24 22:1 30:7  
34:16 42:19 45:20,24  
50:20 52:9 55:10,11  
57:11 59:6 60:23,25  
63:12 70:3 71:4 75:5,11  
76:1,20 77:5 78:6 79:6,  
10 91:15

**worked** 52:25 55:16  
86:14

**workers** 65:24

**workforce** 13:8 21:13  
44:24 51:25 60:12

**working** 21:13 22:4  
23:3,9 24:20 31:7 36:24  
39:3 40:7 46:2 51:10  
63:23 71:3 82:1

**works** 27:9

**World** 13:5 16:9 93:20

**worth** 77:9 90:21

**wowing** 84:11

**wrap** 92:24 94:20

**wraparound** 32:5

**writer** 51:23

**wrote** 37:17

---

**Y**

---

**y'all** 33:6 56:23

**year** 12:14 14:23 15:13,  
23 28:15,20,22,23,24  
29:3 41:6,23,24 42:15  
47:5 55:11,18 65:13  
71:2 90:20

**years** 12:23 15:10 16:9  
17:4 25:1 27:21 42:2,20  
46:16 53:10 54:14  
58:22 64:13 69:17 82:8  
87:23

**yesterday** 22:17 62:7

**you-all** 12:19

**young** 13:8 15:15,19  
21:2 55:7

---

**Z**

---

**ZIP** 67:2 77:2 81:1,20



**TORRES REPORTING & ASSOCIATES, INC.**

COURT REPORTING & LITIGATION SERVICES

[www.torresreporting.com](http://www.torresreporting.com)

1.866.982.6878 Toll Free

Baton Rouge, LA  
225.751.0732  
225.752.7308 FAX

New Orleans, LA  
504.392.4791  
504.392.4852 FAX