

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

STATE OF NEW JERSEY  
DEPARTMENT OF COMMUNITY AFFAIRS

-----x

IN RE: :

Local Finance Board :

-----x

Location: Department of Community Affairs  
101 South Broad Street  
Trenton, New Jersey 08625

Date: Wednesday, May 14, 2025

Commencing At: 9:52 a.m.

RENZI LEGAL RESOURCES

Court Reporting, Videography & Legal Services

2277 STATE HIGHWAY #33, SUITE 410

HAMILTON SQUARE, NEW JERSEY 08690

TEL: (609) 989-9199 TOLL FREE: (800) 368-7652

www.RLResources.com No. 443412

1       HELD BEFORE:

2

3       MICHAEL ROGERS, Chairman

4       WILLIAM CLOSE

5       ALAN AVERY

6       ROBERT JACKSON

7       IDIDA RODRIGUEZ

8       DOMINICK DIROCCO

9

10      A L S O     P R E S E N T:

11

12      NICK BENNETT, Executive Secretary

13      ANNA MARIE CHIWANGA

14

15

16

17

18

19

20

21

22

23

24

25

1	I N D E X		
2	ITEM		PAGE
3	Ethics		5
4	Plainsboro Township		16
5	Branchburg Township		28
6	Downe Township		76
7	Union City		85
8	Elizabeth City		90
9	Vernon Township Board of Education		95
10	Hudson County Improvement Authority		99
11	Adjournment		106

12

13

14

## E X H I B I T S

15

16

ID

DESCRIPTION

PAGE

17

18

(NO EXHIBITS WERE MARKED.)

19

20

21

## R E Q U E S T S

22

23

(NO FORMAL REQUESTS WERE MADE.)

24

25

1 MR. BENNETT: Director, all members  
2 are present.

3 MR. ROGERS: Just to let the public  
4 know, we previously opened this meeting earlier  
5 today around 9 o'clock, so we are just moved out  
6 of closed session and we are going to start.

7 Do we have a motion to approve the  
8 April 9th 2025 meeting minutes?

9 MR. CLOSE: So moved.

10 MR. DIROCCO: Second.

11 MR. BENNETT: Mr. Close and Mr.  
12 DiRocco. Mr. Rogers?

13 MR. ROGERS: Yes.

14 MR. BENNETT: Mr. DiRocco?

15 MR. DIROCCO: Yes.

16 MR. BENNETT: Mr. Close?

17 MR. CLOSE: Yes.

18 MR. BENNETT: Mr. Avery?

19 MR. AVERY: Yes.

20 MR. BENNETT: Miss Rodriguez?

21 MS. RODRIGUEZ: Yes.

22 MR. BENNETT: And Mr. Jackson?

23 MR. JACKSON: Yes.

24 MR. BENNETT: Motion approved.

25 MR. ROGERS: Great. Anna Marie, can

1     you handle the ethics complaints?

2                   MS. CHIWANGA:    Yes.   Of course.

3     Thank you, Director.   The first matter is 19028.

4     And here the board is being asked to approve a  
5     motion to issue notices of determination to three  
6     LGO's dismissing the complaints for having no  
7     reasonable factual basis.

8                   MR. ROGERS:   Any questions from the  
9     board members?   Anyone from the public?   Hearing  
10    none, do we have a motion to --

11                   MR. JACKSON:   So moved.

12                   MR. ROGERS:   Yes.   Thank you.

13                   MR. BENNETT:   Mr. Jackson moving.

14     Is there a second?

15                   MR. DIROCCO:   I'll second.

16                   MR. BENNETT:   I did hear Mr. DiRocco  
17     first.   Mr. Rogers?

18                   MR. ROGERS:   Yes.

19                   MR. BENNETT:   Mr. DiRocco?

20                   MR. DIROCCO:   Yes.

21                   MR. BENNETT:   Mr. Close?

22                   MR. CLOSE:    Yes.

23                   MR. BENNETT:   Mr. Avery?

24                   MR. AVERY:    Yes.

25                   MR. BENNETT:   Miss Rodriguez?

1 MS. RODRIGUEZ: Yes.

2 MR. BENNETT: And Mr. Jackson?

3 MR. JACKSON: Yes.

4 MR. BENNETT: Motion approved.

5 MR. ROGERS: Okay. Second  
6 complaint?

7 MS. CHIWANGA: All right. The next  
8 matter is 20006. And I believe Mr. Close  
9 previously indicated that he will abstain from  
10 voting on matters involving Parsippany-Troy. As  
11 this matter does not involve a motion to issue a  
12 notice of violation, that will not be necessary  
13 here.

14 But here the board is being asked to  
15 approve a motion to issue a notice of  
16 determinations to two LGO's dismissing the  
17 complaints for having no reasonable factual  
18 basis.

19 MR. ROGERS: Do we have any  
20 questions from the board members? Public? Do we  
21 have a motion to dismiss this complaint?

22 MR. AVERY: So moved.

23 MR. ROGERS: Is there a second?

24 MR. JACKSON: Second.

25 MR. BENNETT: Mr. Avery and Mr.

1 Jackson. Mr. Rogers?

2 MR. ROGERS: Yes.

3 MR. BENNETT: Mr. DiRocco?

4 MR. DIROCCO: Yes.

5 MR. BENNETT: Mr. Close is  
6 abstaining. Mr. Avery?

7 MR. AVERY: Yes.

8 MR. BENNETT: Miss Rodriguez?

9 MS. RODRIGUEZ: Yes.

10 MR. BENNETT: Mr. Jackson?

11 MR. JACKSON: Yes.

12 MR. BENNETT: Motion approved.

13 MR. ROGERS: Next complaint.

14 MS. CHIWANGA: The next matter is  
15 21023. The board is being asked to approve a  
16 motion to issue notice of determination to one  
17 LGO dismissing the complaint for having no  
18 reasonable factual basis.

19 MR. ROGERS: Any comments?  
20 Questions? Do we have a motion to dismiss this  
21 complaint?

22 MR. JACKSON: I'll move it.

23 MR. AVERY: Second.

24 MR. BENNETT: I heard Mr. Jackson  
25 and Mr. Avery. Mr. Rogers?

1 MR. ROGERS: Yes.

2 MR. BENNETT: Mr. DiRocco?

3 MR. DIROCCO: Yes.

4 MR. BENNETT: Mr. Close?

5 MR. CLOSE: Yes.

6 MR. BENNETT: Mr. Avery?

7 MR. AVERY: Yes.

8 MR. BENNETT: Miss Rodriguez?

9 MS. RODRIGUEZ: Yes.

10 MR. BENNETT: And Mr. Jackson?

11 MR. JACKSON: Yes.

12 MR. BENNETT: Motion approved.

13 MR. ROGERS: Next complaint.

14 MS. CHIWANGA: The next matter is  
15 22013. Here the board is being asked to approve  
16 a motion to issue notice of determinations to  
17 three LGO's dismissing the complaints for having  
18 no reasonable factual basis.

19 MR. ROGERS: Any questions? Motion  
20 to dismiss this complaint?

21 MR. AVERY: So moved.

22 MR. ROGERS: Second anyone?

23 MR. DIROCCO: Second.

24 MR. BENNETT: I think I heard Mr.  
25 DiRocco first. Mr. Rogers?



1 MR. ROGERS: Yes.

2 MR. BENNETT: Mr. DiRocco?

3 MR. DIROCCO: Yes.

4 MR. BENNETT: Mr. Close?

5 MR. CLOSE: Yes.

6 MR. BENNETT: Mr. Avery?

7 MR. AVERY: Yes.

8 MR. BENNETT: Miss Rodriguez?

9 MS. RODRIGUEZ: Yes.

10 MR. BENNETT: And Mr. Jackson?

11 MR. JACKSON: Yes.

12 MR. BENNETT: Motion approved.

13 MR. ROGERS: Anna Marie.

14 MR. ROGERS: The next matter is  
15 23015. The board is being asked to approve a  
16 motion to issue notice of determinations for two  
17 LGO's dismissing the complaints for having no  
18 reasonable factual basis.

19 MR. ROGERS: Questions? Do we have  
20 a motion to dismiss this complaint?

21 MS. RODRIGUEZ: So moved.

22 MR. CLOSE: Second.

23 MR. BENNETT: Miss Rodriguez and Mr.  
24 Close. Mr. Rogers?

25 MR. ROGERS: Yes.

1 MR. BENNETT: Mr. DiRocco?

2 MR. DIROCCO: Yes.

3 MR. BENNETT: Mr. Close?

4 MR. CLOSE: Yes.

5 MR. BENNETT: Mr. Avery?

6 MR. AVERY: Yes.

7 MR. BENNETT: Miss Rodriguez?

8 MS. RODRIGUEZ: Yes.

9 MR. BENNETT: And Mr. Jackson?

10 MR. JACKSON: Yes.

11 MR. BENNETT: Motion approved.

12 MS. CHIWANGA: The next matter is  
13 24003. The board is being asked to approve a  
14 motion to issue notice of investigation to one  
15 LGO and investigate the claim for potential  
16 violations of Subsection D.

17 MR. ROGERS: Questions? Do we have  
18 a motion to issue notice of investigation to this  
19 one LGO investigating the claim for a possible  
20 violations of Subsection D?

21 MR. CLOSE: So moved.

22 MS. RODRIGUEZ: Second.

23 MR. BENNETT: Mr. Close and Miss  
24 Rodriguez. Mr. Rogers?

25 MR. ROGERS: Yes.

1 MR. BENNETT: Mr. DiRocco?

2 MR. DIROCCO: Yes.

3 MR. BENNETT: Mr. Close?

4 MR. CLOSE: Yes.

5 MR. BENNETT: Mr. Avery?

6 MR. AVERY: Yes.

7 MR. BENNETT: Miss Rodriguez?

8 MS. RODRIGUEZ: Yes.

9 MR. BENNETT: And Mr. Jackson?

10 MR. JACKSON: Yes.

11 MR. BENNETT: Motion approved.

12 MS. CHIWANGA: The next matter is  
13 19018. Mr. DiRocco previously indicated that he  
14 will be abstaining. The board is being asked to  
15 approve a motion to issue notices of violations  
16 to two LGO's.

17 The first notice of violation is a  
18 finding of violations of Subsection C and D and  
19 assessing a total fine of 1,000.

20 The second notice of violation is a  
21 finding of violation of Subsection C and  
22 assessing a total fine of \$500 while also  
23 determining to dismiss additional claims for lack  
24 of a jurisdiction and a lack of reasonable  
25 factual basis.

1 MR. ROGERS: Questions? Do we have  
2 a motion to issue the NOB's to the two LGO's as  
3 presented?

4 MR. JACKSON: So moved.

5 MR. AVERY: Second.

6 MR. BENNETT: Mr. Jackson and Mr.  
7 Avery move and second. Mr. Rogers?

8 MR. ROGERS: Yes.

9 MR. BENNETT: Mr. DiRocco?

10 MR. DIROCCO: Yes.

11 MR. BENNETT: Mr. Close?

12 MR. CLOSE: Yes.

13 MR. BENNETT: Mr. Avery?

14 MR. AVERY: Yes.

15 MR. BENNETT: Miss Rodriguez?

16 MS. RODRIGUEZ: Yes.

17 MR. BENNETT: And Mr. Jackson?

18 MR. JACKSON: Yes.

19 MR. BENNETT: Motion approved.

20 MS. CHIWANGA: The next matter is  
21 20019. The board is being asked to approve a  
22 motion to issue a notice of violation to one LGO  
23 finding violations of subsections D and E  
24 assessing a total fine of \$100 for each violation  
25 and waiving the assessed fine due to plausible

1     reliance on the guidance of counsel while also  
2     determining to dismiss additional claims for lack  
3     of jurisdiction and dismissing a final claim  
4     following an investigation.

5             MR. ROGERS:   Questions?  Do we have  
6     a motion to issue an NOB to the one LGO as  
7     presented?

8             MR. AVERY:    So moved.

9             MR. CLOSE:    Second.

10            MR. BENNETT:   Mr. Avery and Mr.  
11   Close.  Mr. Rogers?

12            MR. ROGERS:    Yes.

13            MR. BENNETT:   Mr. DiRocco?

14            MR. DIROCCO:   Yes.

15            MR. BENNETT:   Mr. Close?

16            MR. CLOSE:     Yes.

17            MR. BENNETT:   Mr. Avery?

18            MR. AVERY:     Yes.

19            MR. BENNETT:   Miss Rodriguez?

20            MS. RODRIGUEZ:  Yes.

21            MR. BENNETT:   And Mr. Jackson?

22            MR. JACKSON:   Yes.

23            MR. BENNETT:   Motion approved.

24            MS. CHIWANGA:   The next matter is  
25   22016.  To board is being asked approve a motion

1 to issue notices of violations to five LGO's  
2 finding one violation of Subsection A and  
3 assessing a fine of \$500 and finding five  
4 violations of Subsection B2 and C and assessing a  
5 total fine of \$2,350 consisting of 500 for the  
6 initial violation of B2 and \$100 each for each of  
7 the 16 separate violations of B2 and \$250 for one  
8 violation of Subsection C.

9 MR. ROGERS: Questions? Do we have  
10 a motion to issue the NOB's to the five LGO's as  
11 presented?

12 MR. JACKSON: I'll move it.

13 MR. AVERY: Second?

14 MR. BENNETT: Mr. Jackson and Mr.  
15 Avery. Mr. Rogers?

16 MR. ROGERS: Yes.

17 MR. BENNETT: Mr. DiRocco?

18 MR. DIROCCO: Yes.

19 MR. BENNETT: Mr. Close?

20 MR. CLOSE: Yes.

21 MR. BENNETT: Mr. Avery?

22 MR. AVERY: Yes.

23 MR. BENNETT: Miss Rodriguez?

24 MS. RODRIGUEZ: Yes.

25 MR. BENNETT: And Mr. Jackson?

1 MR. JACKSON: Yes.

2 MR. BENNETT: Motion approved.

3 MS. CHIWANGA: The final matter is  
4 19031. The board is being asked whether to  
5 approve a motion to transmit the matter to the  
6 Office of Administrative Law as a contested case.

7 MR. ROGERS: Questions? Do we have  
8 a motion to transmit the matter to OAL as a  
9 contested case?

10 MR. AVERY: So moved.

11 MS. RODRIGUEZ: Second.

12 MR. BENNETT: I have Mr. Avery and  
13 Miss Rodriguez. Mr. Rogers?

14 MR. ROGERS: Yes.

15 MR. BENNETT: Mr. DiRocco?

16 MR. DIROCCO: Yes.

17 MR. BENNETT: Mr. Close?

18 MR. CLOSE: Yes.

19 MR. BENNETT: Mr. Avery?

20 MR. AVERY: Yes.

21 MR. BENNETT: Miss Rodriguez?

22 MS. RODRIGUEZ: Yes.

23 MR. BENNETT: And Mr. Jackson?

24 MR. JACKSON: Yes.

25 MR. BENNETT: Motion approved.

1 MR. ROGERS: Great. Just I'll start  
2 with a few reminders. If you are not presenting  
3 in any way, please remain muted just to eliminate  
4 background noise.

5 Secondly, if you're just on audio  
6 only, please press six to mute and unmute your  
7 calls. And then when your application is up and  
8 you're intending to testify, please make sure  
9 your camera is on. So the when your application  
10 is being heard, please be visible.

11 And then just lastly, we are  
12 concluding the financial disclosure statement  
13 period which was -- the deadline, was April 30th.

14 And we are just encouraging  
15 everyone, and for those who, in your respective  
16 municipalities, or anybody on the call that has  
17 not, please do immediately because we will be  
18 finding any violations regarding the Local  
19 Government Ethics Law at our June meeting.

20 So please, if you know anybody or  
21 you're sitting there realizing you forgot, please  
22 get that in as soon as possible.

23 I guess we're going to move on to  
24 our first application which is the Township of  
25 Plainsboro.



1 MR. BENNETT: I believe we have Mr.  
2 Cancro and Mr. Swisher.

3 MR. SWISHER: Good morning  
4 everybody. Mr. Cancro, where are you?

5 MR. CANCRO: I'm here. Can you hear  
6 me?

7 MR. ROGERS: Yes. Can we see you?

8 MR. CANCRO: I'm on my end. I see  
9 myself, I see you.

10 MR. MAYERS: Greg Mayers, CFO. I'm  
11 here as well.

12 UNKNOWN SPEAKER: Suplee Clooney.

13 MR. SWISHER: And John Swisher,  
14 Suplee Clooney as well.

15 MR. ROGERS: If you're intending to  
16 testify, please have your video on. Do you have  
17 everybody from your team, Mr. Cancro?

18 MR. CANCRO: I think so. John, is  
19 Steve on?

20 MR. SWISHER: Yes.

21 MR. CANCRO: And Greg is here.  
22 We're all here, Director.

23 MR. ROGERS: Anybody just so we can  
24 have Lauren swear you in.

25 (At which time those wishing to

1     testify were sworn in.)

2                   MR. ROGERS:   Mr. Cancro, the floor  
3     is yours.

4                   MR. CANCRO:   Sure.   Director, Local  
5     Finance Board.   Good to see you again.   We came  
6     before the board on October 9th of last year  
7     requesting the dissolution of the Plainsboro Fire  
8     District Number 1.

9                   The board approved that request and  
10    made it effective January 1st.   So Friday will be  
11    100 days into the process of now having the fire  
12    district's former fire district be part of our  
13    operations.

14                   Our focus has been on consolidating  
15    the existing fire staff into what we called the  
16    Department of Public Safety within the township  
17    making them, the fire staff, aware of the  
18    procedures in the township structure and ensuring  
19    a high level of accountability of fire operation  
20    services.

21                   The major focus of the township is  
22    to create a path of success and environment,  
23    which I don't think existed before when they were  
24    a part of the district which is leadership  
25    management and fiscal responsibility.

1           With regard to some efficiencies  
2     that we've accounted over the last 90 plus days,  
3     the insurance coverage is now with our joint  
4     insurance fund and not separately as a district.

5           Gasoline and diesel is getting being  
6     obtained from our Public Works department through  
7     a state contract. We're maintaining all the  
8     property and landscaping under our existing  
9     contract.

10           We're doing an analysis on the  
11     existing LOSAP program which I think is long  
12     overdue and full oversight on all purchasing done  
13     by the department head and the CFO. We'll stop  
14     there.

15           And as you know, we have a very good  
16     fiscal team made up of Suplee and Clooney. We  
17     had them prior to the dissolution. We renewed  
18     our relationship again in post, and they worked  
19     very closely with our CFO, DLGS very well.

20           So with that, I'll conclude any  
21     remarks and if John, or anybody else, has any  
22     comments or the board or the director has any  
23     questions, we'll be glad to try to answer them.

24           MR. SWISHER: I'll jump in real  
25     quickly, Anthony, just to say what we had,

1 Director was a problem with internal controls at  
2 the former district particularly when it came to  
3 confirming orders and also staffing of the  
4 shifts.

5 And with the help of the division,  
6 Vince, I think is on this call, we were really  
7 able to work as a team during the final months of  
8 the district's operation to kind of bring things  
9 a little bit more under control.

10 But to echo what Anthony said,  
11 you're now bringing those internal control issues  
12 into an environment where the internal controls  
13 are already established, the orders are clean in  
14 Plainsboro. They've got a good team there.

15 And so those issues of internal  
16 controls and spending when orders were coming in  
17 and not being booked on the system, the way that  
18 the shifts were being staffed, those things are  
19 going to kind of go away now because they're in a  
20 much better fiscal environment. And I think  
21 that's going to be the case.

22 MR. ROGERS: Thank you, Mr. Swisher.  
23 Anyone else from your team? Any comments?

24 MR. GALLAGHER: As far as the  
25 request goes for the cap inclusion here, what

1 we're looking for is basically, we went and did  
2 the -- what we did was we sat down, we created  
3 the '25 budget for the fire district, worked with  
4 Greg, as well as, Anthony and a little input from  
5 John Swisher to create those numbers.

6 They're based off of last year's  
7 numbers with some adjustments for the rate  
8 increases in the utilities and the anticipation  
9 of hiring four new firefighters as well.

10 We kept the number of part-time  
11 firefighters the same as last year only because  
12 there's going to be a transitional type of issue  
13 while we wait to get the all the firefighters on  
14 board and that's the basis of our request.

15 MR. ROGERS: Anyone else? I guess I  
16 will start. I was not present for the  
17 dissolution application, so I apologize there  
18 might be some questions.

19 How many volunteer -- how many, I  
20 guess, firehouses did you have in Plainsboro that  
21 made up the district?

22 MR. CANCRO: One.

23 MR. ROGERS: You just had one. /-FT  
24 okay. And how many volunteers? Is it a small  
25 group that primarily provided those services?

1 MR. CANCRO: 15 and some volunteers.

2 MR. ROGERS: And you found the  
3 transition has been, I'm not going to say it's  
4 not difficult, but it seems like you've got  
5 things under control. It's not an easy thing to  
6 do, but it seems like you're in a place, in a  
7 better place any way, with it and you need --  
8 you're here before just to absorb the assumption  
9 of service calls. Okay. I don't have any  
10 additional questions. I'll open it up to the  
11 board and any members of the public.

12 MR. CLOSE: Director, maybe they  
13 could just talk about the efforts they did in the  
14 last quarter of '24. I know they had issues that  
15 they were contending with and maybe they could  
16 just identify the steps they took to kind of  
17 right the ship so to speak, get things in line  
18 and what they saw as a result of those efforts  
19 because they identified the three things that  
20 kind of led to this in terms of leadership and  
21 management and fiscal responsibility with the  
22 purchasing relative to internal controls, so I  
23 wouldn't mind hearing some of the steps that they  
24 took to bring that about.

25 MR. SWISHER: Sure. I can jump in

1 on that. So again, we kind of came on the  
2 beginning of October, for the last three months,  
3 the former treasurer stepped down. He retired at  
4 the end of September and our firm was brought in  
5 to kind of bring things to a close.

6 And again, I'll go back to the  
7 couple, the main points, staffing of the jobs and  
8 the mix between the volunteers and the folks who  
9 were getting paid. There's a lot of folks who  
10 were getting paid. They were getting time  
11 and-a-half. They probably could have been  
12 handled with the specials.

13 Again, this, and the team at DLGS  
14 kind of helped us with to make sure that the  
15 proper services were being provided because at  
16 the end of the day, that was the key to make sure  
17 the fire protection services were being provided  
18 and staffing was a key to part of that.

19 And I'll let Steve jump on it in a  
20 second because he's one who handled the day to  
21 day. And that also, the purchasing. In a small  
22 organization like that, they're working with  
23 Quick Books, right. So there real accounting  
24 system.

25 And so what was happening is bills

1     were just kind of showing up and it was kind of  
2     interesting to watch because at the beginning of  
3     the process, maybe mid way through October, stuff  
4     was still showing up, but as Steve got in there  
5     and was really communicating, and the fire  
6     district did a good job with it as well.

7                 They were very open to the process,  
8     and what you started to see was a real chain of  
9     command in terms of approval of orders before  
10    they were placed as opposed to after the fact.

11                And so at the beginning, and Steve  
12    can put the numbers to you, that our projections  
13    as to what we thought the deficit and the budget  
14    was going to be, were not realized. It was less  
15    than we thought it was going to be.

16                We had to do an amendment to the  
17    district's budget in conformance with the law.  
18    And we also did what was called a Chapter 159  
19    that the township actually bore some of the cost,  
20    that overage. And these are just mechanisms to  
21    make sure they have appropriation power.

22                There is plenty of money left at the  
23    district and we're in the process still of  
24    winding down the accounts and making sure  
25    everything is taken care of before the money is



1 finally turned over to the township. Steve, you  
2 want to put some numbers to that?

3 MR. GALLAGHER: Yeah, sure. So just  
4 to go back to what we inherited. The former CFO  
5 left September 30. We were at September '24  
6 meeting which was supposed to be about the  
7 budget. And they were throwing around of a  
8 number of 300,000 of over expending --

9 MR. ROGERS: Mr. Gallagher, just one  
10 second. Somebody please just mute yourself, if  
11 you're not speaking. I appreciate it, everyone.  
12 Thank you. Mr. Gallagher, you can unmute  
13 yourself since you're talking.

14 MR. GALLAGHER: Sorry. So anyway,  
15 the thing is that this is what we inherited this  
16 300,000 deficit. We had some plans on what we  
17 needed to do to kind of address that, but first  
18 we had to get our hands on the financial records  
19 which were at the former CFO's house on two  
20 different computers that he had.

21 We took that information. We put it  
22 all on to one computer so we had payroll and the  
23 general ledger and budget from Quick Books on the  
24 new computer. And then we went in and basically  
25 just tightened up on everything.

1                   So my partner in crime, Gail, she  
2                   was processing payroll every two weeks. And  
3                   while we were doing the process, we found that  
4                   things like the Chapter 78 contributions that the  
5                   firefighters were paying were inaccurate.

6                   We adjusted those to the correct  
7                   amounts. As far as purchasing, we had the  
8                   deadline set up for them. Basically, they were  
9                   working with us, but we were still getting some  
10                  surprise bills as things were going along.

11                  And I got to tell you, the team from  
12                  the division was really, really helpful, Vince  
13                  and Ryan. Vince basically was saying things  
14                  about the repair bills that, you know, I could  
15                  only sit there and look at and say this is  
16                  unreasonable and he was able to, you know, kind  
17                  of hammer them about those and get things for a  
18                  lot less than what was initially being proposed.

19                  That, plus, you know, we were using,  
20                  or the fire department, they were talking about  
21                  the overtime. And what they did was they have a  
22                  provision in their contract which allowed them to  
23                  use regular firefighters as temporary  
24                  supervisors.

25                  So that when a captain went out on

1 vacation, they were replaced for essentially 10  
2 percent increase as a stipend for a regular fire  
3 guy to step into that position. The township was  
4 very helpful. We were working with them.

5 They provided us with 120,000 dollar  
6 grant as it were, plus the \$81,000 that we did as  
7 an emergency authorization in October provided us  
8 with enough funding to be able to make it to the  
9 end of the year.

10 We had about \$100,000 left over in  
11 our budget. \$50,000 of that would have been for  
12 '24 bills that came in, in '25. Part of that  
13 would have been some of the fees that we had  
14 billed that, you know, didn't make it until  
15 January. And so, the fire company ended up on a  
16 very positive note considering the disaster that  
17 it was in September.

18 MR. CLOSE: I appreciate the  
19 information, gentlemen. Thank you.

20 MR. ROGERS: Any additional  
21 questions board members? If there's nothing  
22 else, I don't have any additional questions, so  
23 do we have a motion to approve the assumption of  
24 services for costs related to the absorption of  
25 the recently dissolved fire district.

1 MR. CLOSE: So moved.

2 MR. BENNETT: I have Mr. Close  
3 coming in with the move. Miss Rodriguez, would  
4 you like to second?

5 MS. RODRIGUEZ: Yes.

6 MR. BENNETT: Mr. Close and Miss  
7 Rodriguez. Mr. Rogers?

8 MR. ROGERS: Yes.

9 MR. BENNETT: Mr. DiRocco?

10 MR. DIROCCO: Yes.

11 MR. BENNETT: Mr. Close?

12 MR. CLOSE: Yes.

13 MR. BENNETT: Mr. Avery?

14 MR. AVERY: Yes.

15 MR. BENNETT: Miss Rodriguez?

16 MS. RODRIGUEZ: Yes.

17 MR. BENNETT: And Mr. Jackson?

18 MR. JACKSON: Yes.

19 MR. BENNETT: Motion approved.

20 MR. CANCRO: Thank you very much.

21 MR. ROGERS: Thank you, Mr. Cancro  
22 and everyone. Second application. Branchburg  
23 Township. It looks like, I see the familiar  
24 faces there. Okay. Good morning, Mr. Bonin.  
25 Mayor, how are you. Good morning. Is that all

1     you have from your team right there in the room?

2                 MR. YOUNG:   Yes.   Just the five of  
3     us.   Richard Braslow was requested to be on here  
4     as well.   I think he may be on the call.

5                 MR. ROGERS:   Anyone who is going to  
6     contribute in any way, make sure your video is  
7     on.   We're going to have Lauren swear you in.

8                 (At which time those wishing to  
9     testify were sworn in.)

10                MR. ROGERS:   Mayor Young, would you  
11     like to start or Mr. Bonin?

12                MR. YOUNG:   I just have a quick  
13     opening statement just to give some context for  
14     the commissioners.   I want to thank everybody for  
15     giving us this opportunity this morning.

16                My name is Tom Young.   I'm the mayor  
17     of Branchburg Township here in Somerset County.  
18     And you know, on behalf of the governing body and  
19     the four volunteer fire services we have in town,  
20     we're here to seek and request approval for the  
21     establishment of a fire district.

22                We have been discussing this for a  
23     long time.   This is a decision we have not come  
24     to lightly.   We spent months in collaboration  
25     with our fire companies and leadership examining

1 all the issues, the fiscal measures, some of the  
2 demographic realities we have in our town, some  
3 of the operational challenges that confront our  
4 volunteer fire services.

5 And we've concluded unanimously as a  
6 governing body, this current structure that we  
7 have with volunteerism, it can't sustain the  
8 service that we require in Branchburg going  
9 forward.

10 Just to give some background, for  
11 the last 20 years, going back to the late '90's,  
12 our population stayed pretty steady around  
13 15,000. Like our census in 2000 was 15,000 and  
14 the census in 2020 was 15,000. So we had a  
15 pretty flat population.

16 But during that time, we saw school  
17 age children drop and the population essentially  
18 aged. So today we're sitting in our town with 25  
19 percent of our adult population as the 65 and  
20 over.

21 So this has changed dramatically,  
22 the volunteer recruitment and the demographics of  
23 the town. And it's made it very difficult for us  
24 to continue to support the old model of  
25 volunteerism.

1           So while this is happening, we're  
2   also dealing with, and I'm sure you guys are  
3   familiar with this, the expectations of the  
4   volunteers have grown significantly over the same  
5   time frame.

6           Today, a firefighter is expected to  
7   put in something in the order of maybe 400 hours,  
8   sometimes as much as a thousand hours. We've  
9   actually seen some of the fire people put in even  
10   substantially more than that.

11           Between everything from calls to  
12   drills to training certification education. And  
13   so anyway, this is all driving this diminishing  
14   or a change in the volunteerism.

15           So the issue of raising money with  
16   pancake breakfast and shake a Boot, that's kind  
17   of a visage of the past, if you will, because of  
18   the amount of time that's required. So anyway,  
19   so we're working now with the Affordable Housing.

20           So we're about to adopt our round  
21   four and we're in the build out right now of our  
22   round three. We're going to see our population,  
23   that's been fairly stable at 15,000, we projected  
24   to go to about 20,000 by the year 2030.

25           And you know, so when we look at

1     that and we say, okay, we got a two percent  
2     appropriation cap, a two percent levy cap, we  
3     can't keep up with the growth of the town and the  
4     increased inflation for the services that get  
5     required.

6                     So I'll give some examples. These  
7     are specific examples of the cost that's driving  
8     up because some of the cost is going up at 10 to  
9     15, 20 percent well above inflation. So as an  
10    example.

11                    The cost to outfit a single  
12    firefighter about doubled in the last few years.  
13    It was 15,000 probably before COVID. Now, it's  
14    approaching \$30,000 for a helmet, boots, jacket,  
15    Scott pack, et cetera.

16                    A fire engine, again, this is  
17    apparatus. You know, pick a fire engine that  
18    could have cost 600,000 a few years ago, now is  
19    over a million dollars. If you go on the high  
20    end, the ladder trucks, it's up 50, 60, 70  
21    percent.

22                    Safety equipment, we have to redo  
23    all of our radios in town to move to higher band.  
24    Just the cost of replacing the radios for our  
25    district, where our fire services would be over a



1 million dollars. I think our estimate is 1.2  
2 million dollars.

3 And so, the department, the  
4 volunteer departments, again, they have a lot of  
5 issues about maintaining their firehouses, and  
6 just even maintaining the cost of maintaining a  
7 building and a facility for them to operate out  
8 is going up as well.

9 They're deferring maintenance  
10 because it's just difficult to keep things going.  
11 The donations aren't there. And what we don't  
12 want to have happen is I find myself, as the  
13 mayor of the town, I've spent a lot of time with  
14 the leadership.

15 Too much of the conversation is  
16 about financial issues versus the public safety  
17 issues, and we want to -- we want to change that.  
18 We want to take the financial pressures off.  
19 That's going to preserve our volunteerism.

20 So that's why we think creating a  
21 fire district is the right move for us. It's  
22 going to allow our residents to directly vote on  
23 the budget and have a direct say in how much fire  
24 services that they want and the level of  
25 equipment and things like that.

1           So anyway, the second thing, as a  
2 governing body, we want to preserve the  
3 volunteerism as long as we can. Because if we  
4 don't, we're going to end up just like many other  
5 towns is shifting to a paid service.

6           Now, we have estimated that a paid  
7 service could cost as much as 10 million dollars  
8 a year to go after that. We'd probably have to  
9 have two companies, use a Pitman schedule.

10           We would have to have seven by 24 by  
11 365, and 10 million is our rough estimate.  
12 Further, we'd have to capitalize with new  
13 equipment. We'd have to buy the fire apparatus  
14 from their volunteer companies who are private  
15 501C3's.

16           So when we look at the cost of the  
17 district, the gross cost of the district,  
18 depending on what budget gets approved for the  
19 inauguration, will be just slightly over \$200 a  
20 household. That's an average household.

21           The cost of a paid service is  
22 probably closer to a thousand dollars. So we're  
23 trying to defer that, what I would consider, a  
24 big tax increase significantly. Now, the \$200  
25 that we see with the formation of a district,

1     that's a gross level.

2                 We think the net level is probably  
3     something closer to \$120 which, in the scheme of  
4     things, as long as nothing else changes on the  
5     property tax scheme from school board, county,  
6     municipal, 120, it feels like it's not a heavy  
7     lift, in my opinion, from a political  
8     perspective.

9                 So all four of our -- again, we've  
10    been in lots of conversations. All four of our  
11    independent fire companies support this request.  
12    We have two in town, North Branch and Neshanic.  
13    And we have two fire companies in adjacent towns  
14    who support our town, Readington Volunteer Fire  
15    Company and Country Hills out of Bridgewater.

16                So our goal is simple. We want to  
17    preserve our volunteer services for as long as  
18    possible. We think this does that. This buys us  
19    some time. Commissioner Rogers, we talked at the  
20    last meeting.

21                If we throw in our rescue squad  
22    services, they have a similar issue. They're not  
23    part of this, but we think we could probably lose  
24    our rescue squad volunteerism probably in the  
25    next five years because of the aging out of the

1 group when we go to a paid service.

2 And then for fire, we think we maybe  
3 have 10 years left. And now, what this does is  
4 it buys some time for us. And if we have take  
5 the financial burden off of the fire companies,  
6 they're more likely to be able to sustain that  
7 volunteer model.

8 So that's what we're here for. We  
9 appreciate you accepting and working with us.  
10 We've been working with you guys for a while,  
11 trying to make sure we get all our documents and  
12 we follow the procedures to do this.

13 So we respectfully ask you request  
14 our application to put commissioners on the  
15 ballot for the November election and for us to  
16 begin the process of a fire district for 2026.

17 MR. ROGERS: Thank you, Mayor.  
18 Anyone else from your team? I guess I will, I  
19 know that Mr. Granese, from our division, is  
20 present on the call. Maybe I'll just wait. I do  
21 have some questions that I'm just going to start  
22 with.

23 Mayor, you mentioned in the  
24 beginning in your remarks that you have spent a  
25 lot of time, which I can only imagine that it's

1     been probably a topic that you've been dealing  
2     with for some time and conversations.

3                 What, I guess, what other options  
4     did you consider? Aside from just the fire  
5     district concept, what other concepts did you  
6     explore in these discussions?

7                 MR. YOUNG: For the most part, our  
8     conversations have been how to properly fund the  
9     fire districts, I mean the fire companies. So we  
10    seek quite a bit of pressure in that and we're  
11    trying to get that within our current budget.

12                I guess our other option would be  
13    simply go to DCA and Local Finance Board and ask  
14    for some CAP waivers for the general budget and  
15    have us do that as a town.

16                I would say, politically, I would  
17    prefer to have, since it's going to be for the  
18    fire districts that we would be doing that, to  
19    have that as a stand alone basis. So we have to  
20    fund these issues. We have to replace old  
21    equipment.

22                We were just dealing with something  
23    this past week where we have a brush truck. This  
24    is for a truck that goes into fields and stuff  
25    like that. It's a 1997 truck. We have to

1 replace the engine and the skid and that's  
2 probably going to be close to \$30,000 to do all  
3 the installation and fix that.

4 We don't want our volunteers worried  
5 about the equipment that they're using to do  
6 this. So our other alternatives would be to do  
7 it through the general budget, but then it gets  
8 commingled with other issues, and I would rather  
9 separate that and have a very clean view.

10 At the end of the day, as long as  
11 we're consistent in our approach to what we would  
12 fund, this becomes an accounting issue in terms  
13 of separation.

14 I would say, as a chief executive, I  
15 would prefer to have it separated and give the  
16 voters the maximum visibility and say in the  
17 matter as to how much they're going to.

18 MR. ROGERS: Okay. The reason why I  
19 ask is that I know that two of the four volunteer  
20 squads are outside your municipal boundary.

21 And I was wondering if you had any  
22 discussions with those municipalities on some  
23 other fire service arrangement with those  
24 municipalities.

25 MR. YOUNG: Yeah. So Bridgewater

1 has a fire district. Hillsborough has a fire  
2 district. So Hillsboro fire district and  
3 Neshanic Volunteer is a contract agent for  
4 Hillsboro. And North Branch, as an example, is a  
5 contract agent for Bridgewater.

6 So we have a fire need with in the  
7 municipality of Branchburg and we choose to use,  
8 and we've always had, four companies satisfy that  
9 as sort of contract agents supporting our  
10 obligation to provide fire services. Two of them  
11 are in town.

12 And as you mentioned, two are out of  
13 town. So the one that's not in the fire district  
14 is Readington. So when we work with them, we  
15 will do joint purchases for equipment when that  
16 makes sense.

17 Like, we did a ladder truck with  
18 Readington and we split the cost of that. So we  
19 do some coordinated efforts. But at the end of  
20 the day, we have to provide fire services within  
21 the boundaries.

22 Now, over the years we've done  
23 studies. We've had studies come in and look at  
24 is four companies the right mix. What's the  
25 right coverage ratios. We've looked at things

1     like LOSAP and all kind of stuff like that.

2                     I would expect the commissioners to  
3     pick that up and figure out what's the best way  
4     to cover Branchburg. As I mentioned, when we  
5     look at the build out for the affordable housing,  
6     I see all the plans.

7                     I see where the development is  
8     coming. I see where it's planned. I see where  
9     commercial development is coming as well. North  
10    Branch Fire Company, in the north part of our  
11    town, is going to really get stressed out here.

12                    So their coverage footprint may  
13    change depending on the call volumes that happen.  
14    So when I look at call volumes for the north side  
15    of town, it's much higher than it is in the south  
16    part of town which is rural.

17                    So I expect the fire commissioners,  
18    if this is approved, to go look at that. Again,  
19    we're in constant communication with our adjacent  
20    communities about making sure we have mutual aid  
21    and services. But I don't think -- I think  
22    that's probably the extent of the answer.

23                    I don't think I could say we looked  
24    at ways where we could do a shared service across  
25    the region. We have not done that.



1 MR. ROGERS: Do any of your  
2 adjoining communities have any paid fire  
3 services? I mean, it seems like, when you say  
4 fire district, is there any aspects of those that  
5 are paid and the other community, is one of your  
6 houses in Readington? Because I know there's  
7 some equipment that I read was in there.

8 MR. YOUNG: Yeah. So we have --

9 MR. ROGERS: Because you mentioned  
10 Hillsborough. I was a little confused.

11 MR. YOUNG: So Hillsborough is a  
12 hybrid situation. They have one company in  
13 Hillsborough that's paid and the rest of them are  
14 volunteers. You know, that's in a fire district.  
15 That's hard to -- you can do that for a while.

16 That's hard to do when you have guys  
17 rolling and guys on one side is being paid, the  
18 other guys are being volunteers. I think that's  
19 hard to sustain that for a long time, so  
20 Hillsborough is a hybrid solution.

21 I don't think Bridgewater has any  
22 pay. They're all volunteer as is Readington.  
23 Now, Readington, their fire company is right on  
24 the border of our town and as is Country Hills.  
25 That's why we've always had this coverage.

1                   They cover the center part of our  
2 town. In fact, Country Hills has an auxiliary  
3 facility storage right across the street from our  
4 town hall. But the paid service, I think --  
5 look, we see it.

6                   It's coming. And it has just  
7 everything to do with the changing demographics,  
8 the social changes. You know, one thing that's  
9 really interesting is I'm going to say, we  
10 haven't done a hard pull on this, but I'm going  
11 to give you a rough idea, and I have Tom  
12 McCartney here who is the president of North  
13 Branch Fire Company.

14                   He can give you some examples. But  
15 I would say half the people in our town don't  
16 know that the fire services are volunteer in our  
17 town. Is that fair, Tom?

18                   MR. MCCARTNEY: Yeah, it's pretty  
19 common to go on a call, and kind of catches the  
20 resident by surprise. We kind of get the comment  
21 that, oh, sorry to trouble you guys to come out,  
22 you're hanging out at the firehouse anyway.

23                   We kind of got to sit back and say,  
24 no, we just left dinner with our families or we  
25 got an event for this and they're shocked to hear

1     that time and time again. I would say that also  
2     reflects in our current fund drive as well.

3                 We solicit every resident in town  
4     for funds. And the amount of donations that we  
5     come back comes in at like a nine percent clip.  
6     Only nine percent of current residents are  
7     donating because we are volunteer.

8                 So could I extrapolate that and say  
9     maybe only nine percent know that we are  
10    volunteer? Maybe. I would venture to say it's a  
11    little bit more than that, but it is staggering  
12    to hear that.

13                MR. YOUNG: Another thing I'll share  
14    with you. I spent some time in preparation for  
15    this, just talking to, I was down with Neshanic.  
16    I spent some time with some of their leadership,  
17    mostly old timers, right.

18                And we were just talking about all  
19    the things that got us to this point. And  
20    anyway, I was talking to one of the guys and I  
21    said, hey, you know, there is still this social  
22    component where you go down the firehouse and  
23    hang out.

24                The guys admittedly corrected me,  
25    said you know that's sort of like the Norman

1 Rockwell view of volunteer fire services. Where  
2 they go down, they hang out, watch the game,  
3 maybe have a beer and hang out with the guys.

4 He goes, we don't have time to do  
5 that anymore. There is so much training and the  
6 call volumes and the requirements to do things,  
7 that that is a rare event where people are doing  
8 that.

9 And that was a little shocking to me  
10 because I had this view of you can go down to the  
11 firehouse and hang out like it's Cheers. It's  
12 not that anymore. And it may have been that 20,  
13 25 years ago. And so it was just a reminder to  
14 me, that, hey, and I'm not trying to fight this.

15 We're trying to react and plan for  
16 it proactively. The world is changing, our  
17 community is changing. And what we're trying to  
18 do is proactively get in front of it and preserve  
19 this aspect of volunteerism which we think is so  
20 important to our community.

21 When we have states of emergency,  
22 I've been on the committee for a long time, like  
23 27 years. I've been around a long time. I would  
24 say we've had five or six states of emergency.  
25 Sometimes it's gotten so bad, we've had to call

1 out the National Guard once to cover things in  
2 town. It was so bad with some of the flooding.

3 When we have an emergency, we tap  
4 these guys and we could have 125, 150 volunteer  
5 fire personnel come out and help us with managing  
6 an emergency in town and they're committed  
7 because this is their town.

8 We could never do that with paid  
9 service. We wouldn't have as many people doing  
10 it, right, because that's not the way it works.  
11 So I would hate to lose that as a town because we  
12 will have another emergency in the future, and  
13 again, this is such a huge integral part.

14 I've been around for a long time. I  
15 would hate to lose. A paid service is coming,  
16 but I really don't want to lose the volunteers  
17 and any time sooner than we have to. And my  
18 judgment is that making sure that we take  
19 financial pressures off of the volunteers will  
20 extend that somewhat.

21 Now, will the spending go up?  
22 Absolutely. That's really the point of this  
23 whole exercise. We want them to make sure that  
24 they're getting -- they're not sweating assets.

25 They're getting what they need and

1 doing all these things and we're focused on  
2 training issues, fire safety and recruitment for  
3 a new volunteers so we can keep this going for  
4 the next 10 years.

5 MR. ROGERS: So Mayor, what kind of  
6 community outreach have you done as far as just  
7 that the municipality understands what this fire  
8 district is? I mean, it's creating another tax  
9 entity in your community.

10 Have you done -- you know, what have  
11 you done is really my question to get a sense of  
12 -- the petition provided you enough of what you  
13 needed to do to put it on as a referendum, but  
14 what has the community done to be aware of what  
15 this is?

16 MR. YOUNG: So we talk about it in  
17 public meetings. We've had a few public meetings  
18 where we've mentioned this. And I would say  
19 we've done more informal reach outs where when we  
20 have focus groups and town meetings and I do  
21 monthly meetings, Coffee with the Mayor, we'll  
22 bring up these kind of issues and talk about it  
23 with people who are engaged. What we haven't  
24 done, and I don't want to mislead the  
25 commissioners and Finance Board. We haven't done

1 an advertising campaign where we say, hey, we're  
2 gonna go do this. But we have been forthright  
3 that we need to do this, and I would tell you,  
4 for example, we had one meeting. We call it a  
5 public meeting and we had it at the local  
6 firehouse to talk specifically. It was a one  
7 agenda item for the meeting. It was a public  
8 meeting at the firehouse to discuss this. We had  
9 some members of the public show up and we  
10 addressed the concerns. You know, people have a  
11 lot of questions about what does this mean. And  
12 when I explain it to people, I would say any  
13 initial -- so I think an initial reaction is, oh,  
14 I don't want that because it's a new tax. And  
15 then I explain to them what it is and why it's  
16 being done. And I got to say, maybe people are  
17 just being polite to me, but people, for the most  
18 part, don't object after I explain it. And the  
19 big thing is that I say to residents all the  
20 time, these guys live in our town, they live in  
21 the nearby area. They're volunteering hundreds  
22 of hours. And the answer should be, not I don't  
23 want a tax. The answer should be thank you to  
24 these guys. And because if we lose it, it's  
25 going to 10 million dollars a year because we

1 have an obligation to provide services and we  
2 know how much paid service costs. It's not a  
3 cheap endeavor. So to me, this is going to  
4 increase the cost slightly. We've calculated  
5 about what that's going to be, but I think it's  
6 an investment in preserving our volunteerism and  
7 avoiding this 10 million dollar bill that's only  
8 going to go up in time with the paid service.

9 MR. ROGERS: With the volunteer  
10 squads outside the municipality, does the  
11 municipality -- like, do you have shared service  
12 agreement in place with them?

13 Because now you would be creating a  
14 fire district taxing your residents and these are  
15 firehouses outside of your municipality, which  
16 isn't typical, but I'm sure there's some examples  
17 out there that exist. How are you handling that?

18 MR. YOUNG: So I would separate the  
19 four companies with a fire district. The fire  
20 district would be an entity that would be  
21 responsible for covering fire services from the  
22 north to the south to the east to the west, the  
23 entire town.

24 Now, how they do that, they would  
25 contract with, right, today the way we do it as a



1 municipality, we contract with the four companies  
2 and there's coverage maps and there's ratios  
3 about who's going to do what. There is mutual  
4 aid.

5 There is who is going to roll for  
6 certain types of calls and we support our  
7 surrounding communities with mutual aid  
8 agreements. The same would be true here. It  
9 just now would be managed by a fire district.

10 Now, they can say, we only need  
11 three companies or they could change the coverage  
12 maps. They could reduce North Branch's coverage  
13 area because of the density of calls.

14 They could change the relationship  
15 with Hillsboro with the south and, say, we want  
16 more from Hillsborough to come in to support  
17 Neshanic.

18 If Neshanic volunteers dropped off  
19 and we couldn't cover it, we may contract with  
20 Hillsborough from our fire district, and say,  
21 Hillsborough, we want you to come in and support  
22 the south end of town, so all of that would be  
23 determined by the commissioners.

24 MR. ROGERS: That's fine. I just  
25 wanted to -- I know we spoke about the shared

1 service. I wasn't sure if the municipality had  
2 shared service agreements with currently with the  
3 other municipalities.

4 MR. YOUNG: So Commissioner Rogers,  
5 let me say this because we talked about in our  
6 last prep call. It's our plan, as a  
7 municipality, to enter into shared services with  
8 the fire district.

9 So our view, and again, we'd have to  
10 discuss this with them, but the working plan is,  
11 we would provide administrative services to them  
12 and we would do things like, we have a fuel depot  
13 where we would provide a shared service for the  
14 fuel depot.

15 So we would try to maximize as much  
16 as we could do to keep the cost down and keep  
17 their operation efficient to do that. And it's  
18 our plan to do the maximum amount of shared  
19 services for that.

20 MR. ROGERS: So the administration  
21 would still be in house. You would be handling  
22 that internally and for the fire district. That  
23 would be the shared service agreement.

24 MR. MAYER: Commissioner, that's  
25 fair. I mean, think about insurance. As a

1     municipality, we cover a lot of the insurance.  
2     We'll probably continue to do that for the fire  
3     district and just create a shared service for  
4     that.

5                     MR. ROGERS:    Okay.

6                     MR. YOUNG:    Their insurance needs  
7     may change a little bit because of the separate  
8     legal entity, but that's the kind of stuff we  
9     would go do.   This is mostly, at least I want to  
10    think of it this way, this is almost an  
11    accounting difference when they separate out from  
12    us.

13                    They follow the DCA and Local  
14    Finance rules around a fire district, if they go  
15    over their two percent, they got to go to the  
16    voters.   Any capital, they got to go to the  
17    voters.

18                    That's kind of exactly what we want  
19    to do, but we want them to do that and  
20    rationalize that.   I think the fire commissioners  
21    will probably do a better job than we can do as a  
22    governing body around the rationalization of  
23    equipment and things like that.

24                    Now, they got to be accountable to  
25    the voters.   In fact, we just saw Bridgewater put

1 out a couple capital items to the voters and they  
2 didn't do a good job of communicating the need  
3 and they failed. Didn't it fail? District 3?

4 MR. MCCARTNEY: Correct. There was  
5 mention it failed because of the way they went to  
6 the voters.

7 MR. YOUNG: So it's not a rubber  
8 stamp around here, and I don't think it would be  
9 here either. The town will vote down things  
10 where you don't make a case. And again, we're  
11 going to see lots of pressures in Branchburg.

12 And as a mayor, I'm sitting there  
13 and I'm saying, we're going to see pressures  
14 outside of the Board of Education, not from us,  
15 but it's going to be a result of the build out.

16 When we go from 15 to 20,000 people  
17 after a 20 year population, put a lot of pressure  
18 on the board, Board of Education for the school,  
19 so they're going to be going to the voters.

20 So the voters are going to be  
21 starting to pay attention a lot when the fire  
22 district comes for something, the Board of Ed  
23 comes for something. And if we have to do  
24 something as a municipality, maybe expand our  
25 police department.

1                   Like, I'm sitting here and I just  
2                   had a conversation with our chief of police, this  
3                   is a related matter, I guess, and we're at 28  
4                   police officers today. By 2030, we need to get  
5                   to 40. If our population is going to go to  
6                   20,000, we have to go to 40.

7                   Why 40? It's about two per  
8                   thousand. We're running slightly under that.  
9                   But the nature of our call volumes, what's  
10                  happening with the population and the population  
11                  growth is going to force us to get to 40.

12                  Well, there's a lot of challenges to  
13                  go to 40. First of all, it's expensive. You got  
14                  to go recruit probably three cops per year.  
15                  That's hard for us to do because you got to take  
16                  three cops out of service and train them for a  
17                  few months.

18                  The second thing is our police  
19                  headquarters doesn't have the capacity to go to  
20                  40. It's not DOJ compliant, it's not OSHA  
21                  compliant. So we have a lot of upward pressures  
22                  outside of the fire district.

23                  Now, what happens when we keep the  
24                  fire services with the general budget. It gets  
25                  commingled with all these other things and

1 they're fighting in the budget process just like  
2 the police would, the fire guys and things we  
3 have like DPW and other things like that, so we  
4 kind of want to carve it out, let it be its own  
5 thing.

6 There's an established protocol  
7 within the state for fire district. We think  
8 that's the best way for us as a community.  
9 That's why we've petitioned permission from Local  
10 Finance Board and DCA to move forward to go do  
11 that.

12 MR. ROGERS: Thank you, Mayor. Just  
13 in the interest of time, I want to open this up  
14 to any board members for any questions.

15 MR. JACKSON: Yes, Mr. Chairman.  
16 Mr. Mayor, I want to commend you for your obvious  
17 engagement of this issue and command of the  
18 subject.

19 My question is if I'm just looking  
20 at your numbers, 5,000 people, probably looking  
21 somewhere in the thousand to 2,000 units of  
22 housing. And my question is what onus are you  
23 putting on the developers to pick up some of this  
24 cost of the new public safety requirements?

25 It sounds like this extra 5,000

1 people are probably driving 75 percent, at least,  
2 of this change that's being forced upon you.  
3 What are the developers, what are they being  
4 asked to do because they have an inordinate  
5 amount of driving costs.

6 And I haven't heard any discussion  
7 about what those, what that group is doing, is  
8 being made to do to pick up some of this cost.  
9 It seems to me if the existing residents that  
10 this is being foisted upon the existing residents  
11 doesn't seem to be equitable to me.

12 And I would think that this would be  
13 an opportunity, particularly if you look at  
14 capital costs, just ongoing budgetary cost, where  
15 are they picking up?

16 MR. YOUNG: So we're building out an  
17 affordable housing, probably 2500 residential  
18 units, thereabouts. My understanding is you  
19 can't charge developer impact fees for these  
20 kinds of things.

21 Now, we're also seeing some  
22 development from non commercial. We have, what  
23 I'll call, a soft conversation. Meaning, it's  
24 not a requirement, but we encourage our non  
25 residential requirements.

1           For example, we have ROSH across the  
2 street and we have Eli Lilly who has a big  
3 facility here. Both have donated, made special  
4 donations at our request to help support the fire  
5 services but it's typically, typically a one off.

6           They may donate a half a million  
7 dollars or 400,000 or buy some equipment, but we  
8 do, do that. But you can't charge developer  
9 impact fees for projects other than it comes into  
10 the ratable base and it helps us spread out the  
11 tax burden, but I hope that answers the question.  
12 Did I say that right?

13           MR. JACKSON: Well, I think there  
14 are other -- some of your urban neighbors do  
15 PILOTs and other kind of things that allow you to  
16 get more creative. But it would seem to me that  
17 there is a nexus between these costs and what's  
18 going on developmentally, and I think that would  
19 be something to just entertain. You can just  
20 have them absorb more of this burden.

21           MR. YOUNG: In round four, we are  
22 doing the PILOT for one of our projects to meet  
23 the round four obligation, so we hope to have  
24 that codified that money would go into the  
25 municipal budget.



1           We haven't inked that deal yet, and  
2   it's not public, but that's where we're working  
3   at. But in terms of a direct charge, we would be  
4   open to hear about that. But my understanding is  
5   that we can't force developers to pay that impact  
6   fee.

7           What we try to do is we try to  
8   negotiate as best we can when it makes sense.  
9   Like the Lilly is a great example and ROSH.  
10   Because when they come in and do a development,  
11   it does put a burden on the emergency services  
12   and we communicate that to them, so we let them  
13   know that.

14           One thing that we've been  
15   experimenting with, or at least having  
16   discussions with, is requiring our industrial  
17   facilities in town to go through fire safety  
18   inspections a couple times a year which would  
19   help with a few things.

20           One is we could charge for it and we  
21   can't be egregious. We'd have to make sure the  
22   fees make sense, but it also helps our firemen in  
23   the inspection process to be familiar with the  
24   sites and the locations of the firefighting  
25   apparatus, the hose connects and things like that

1 and do a quick inspection of what's happening on  
2 site.

3 Like, I just did a tour with Jim  
4 Schworn who is here with me on our committee. We  
5 did a half day tour of Lilly, a hard hat tour. We  
6 went through all their facilities. It's a  
7 fantastic facility. It's great.

8 But there's a lot of fire issues  
9 there and that's the kind of thing where we would  
10 want our firemen to go through that once or twice  
11 a year to be familiar if there's ever a problem  
12 there.

13 MR. JACKSON: I understand. I just  
14 wanted to -- I think some of your -- some of the  
15 financial agreements that are associated  
16 particularly with PILOTs get very creative about  
17 what is incorporated in an agreement in order to  
18 have the PILOT. Just bear that in mind going  
19 forward.

20 UNKNOWN SPEAKER: The PILOTs like we  
21 have them make sense, they have to make financial  
22 sense, so almost all of our residential explosion  
23 in housing has been caused by the need for low  
24 and moderate income.

25 It wasn't because we have developers

1 coming here and just coming with a plan and we  
2 don't make an agreement. It's because it's all  
3 being driven by the low and moderate housing and  
4 you don't have a lot of flexibility there to ask  
5 for more.

6 MR. YOUNG: The thing on the PILOT  
7 programs, PILOT programs for residential  
8 development are fairly controversial politically  
9 because it's taking -- there's going to be an  
10 impact to the schools and you're taking the taxes  
11 away from the schools.

12 We get a lot of -- we have a good  
13 relationship with our Board of Ed members. They  
14 would give us a hard time when we talk about  
15 PILOTs. PILOT for non residential is exactly  
16 where we target our PILOT programs.

17 For example, if someone wanted to  
18 put their headquarters here and create a lot of  
19 great jobs, we could absolutely cut a PILOT for  
20 them. The PILOT that we're doing for round four  
21 has some unique characteristics.

22 And it has to do with we're giving a  
23 developer a PILOT for the renewal of expiring  
24 affordable housing from 30 years ago. So the way  
25 the math works ask if we renew those and you

1 can't renew them for free.

2 If we renew those, we get a big  
3 credit against our obligation which helps us  
4 avoid building, in this case, the PILOT program  
5 will help us avoid build 550 extra units in town.

6 We're already building 2500 against  
7 5500, so it's a huge expansion, so we don't want  
8 to build anymore than we have to which is why we  
9 cut that PILOT. But we would cut PILOT's if  
10 somebody --

11 MR. ROGERS: Mayor, I thank you. I  
12 just want to move on because there's some other  
13 questions and we're way behind right now on our  
14 agenda, so I want to move to some other members  
15 that might have questions. Mr. Avery or Mr.  
16 Close.

17 MR. CLOSE: Mayor, first, thank you  
18 for all your comments today. I concur with Mr.  
19 Jackson, my colleague. Nice to see you so  
20 engaged in it and really appreciate your  
21 participation today on behalf of the community.

22 You talked about, in looking at the  
23 initial projected budget for the fire district,  
24 it's significantly higher than the amount  
25 included in the municipality's budget.

1                   Is there any -- are you  
2                   contemplating a reduction in your budget in 2026  
3                   to correspond with the increase if this district  
4                   were formed so as to minimize the impact on the  
5                   taxpayer?

6                   You talked about that as part of  
7                   your presentation. I was curious, are you  
8                   looking at that as a corresponding action by the  
9                   municipality.

10                  MR. YOUNG: Yeah. So we are going  
11                  to reduce our budget. I'm looking at the  
12                  numbers, I think it's 220. So the property tax  
13                  impact is on the gross for the projected budget  
14                  for the district.

15                  We projected at around \$210 per  
16                  household. We're going to take out probably  
17                  around a hundred and change. So the net effect  
18                  would be \$100, \$120, something along those lines.

19                  But I would say qualitatively, our  
20                  answer is, the money that we have in our budget,  
21                  that we're using for fire services, we're going  
22                  to take out, right.

23                  And so it's not like now all of a  
24                  sudden we can go spend the money on whatever the  
25                  hell we want. We're going to take it out and

1 it's going to go to offset that. There will be  
2 an increase.

3 Again, that is the whole point of us  
4 doing that. With the increase, we think is going  
5 to be several hundred thousand dollars. I think  
6 the increase is 600,000; 700,000, something like  
7 that, maybe as high as a million dollars.

8 But as we spread out against the  
9 base, it's roughly \$120 a household.

10 MR. CLOSE: It's significantly  
11 higher. I'm not sure -- in the financials that I  
12 saw, the justification for the total amount of  
13 the increase that's projected for that wasn't  
14 clear in my estimation completely.

15 So you're saying that you would  
16 reduce the entire amount of all fire monies  
17 allocated with the presentation?

18 MR. YOUNG: I would say,  
19 Commissioner Close, we would say we're going to  
20 take out what we spend. Now, when the fire  
21 district puts their inaugural budget together,  
22 they'll have to sit with DCA and Local Finance  
23 Board and review that.

24 It will be a different amount than  
25 what we spend. And it will be higher. The issue

1 is how much higher and will have to go through  
2 that. Then it will go to the voters for approval  
3 with full clarity of how much it's higher than  
4 what it was.

5 And again, let's just say that they  
6 go overboard and say, hey, we want all this extra  
7 money, the voters say, no, we're not doing that.  
8 That would be a disaster for the fire district.

9 So we would discourage that  
10 profligacy in an inaugural budget because we're  
11 trying to create some energy around this  
12 district. We would not want them to go out and  
13 be, I'll call it, piggish on the budget from an  
14 inaugural perspective.

15 That said, there are lots of  
16 expenses that have been sort of, we've been  
17 snowplowing out, so this inaugural budget kind of  
18 takes care of all of that stuff. So to answer  
19 your question, we're going to take out what they  
20 spend and they're going to replace that with our  
21 budget and then some.

22 And that's where I think the issue  
23 is what the commissioners might be concerned  
24 about is how much of an increase is legitimate  
25 and what is the role of the voters in voting for

1     that inaugural budget.

2                   DCA, Local Finance board have to  
3     make sure that procedurally it is correct and it  
4     has validity before it goes to the voters.

5                   MR. CLOSE: Thank you, mayor. I  
6     appreciate your comments and your time. Thank  
7     you.

8                   MR. ROGERS: Mr. Avery?

9                   MR. AVERY: Thank you, Chairman.  
10    And thank you, Mayor, and your folks for the  
11    information that you've provided. I'm a little  
12    confused as to how this works with the two  
13    surrounding towns. What role do they play?

14                   Do they make contributions to those  
15    districts that are outside of your municipal  
16    boundaries. Are they going to continue to make  
17    financial contributions to those fire companies?

18                   MR. YOUNG: Yes. So separate out  
19    the fire operations for our town versus the four  
20    companies. Each of the companies has contract  
21    services with Branchburg.

22                   All four of them have contract  
23    relationships with other municipalities. North  
24    Branch gets some of their money from Bridgewater.  
25    North Branch is in Branchburg. The other company



1     that is in Branchburg is Neshanic.

2             It gets money from Hillsborough,  
3     from Hillsborough district. Country Hills in  
4     Bridgewater, sits right on the border of  
5     Branchburg, covers the central part. They get  
6     money from Bridgewater and they get money from  
7     us.

8             And Readington gets money from us to  
9     cover the central part of town and they get money  
10    from Readington. So a way to think of it as each  
11    town has their obligation and there are various  
12    volunteer fire companies that act as contract  
13    agents to support fire emergency services within  
14    those districts and they have, a, let's call it,  
15    commercial relationship to do that.

16            All of them are 501C3, but they're  
17    private entities, and they have a charter that is  
18    towards fire services. Now, if the fire district  
19    determines that they need to change the topology  
20    of that contract relationship, instead of four,  
21    maybe go to three.

22            If they want to change the financial  
23    arrangement between the four by changing coverage  
24    areas or what services are required moving  
25    forward, the types of equipment, all that kind of

1 stuff, that would be the purview of the governing  
2 body in this case, hopefully the fire district  
3 would do that.

4 But it's important to think it  
5 through that these are private entities that two  
6 of them happen to sit in town and two sit on our  
7 border.

8 MR. AVERY: But as I understand it,  
9 if the district is created, then the  
10 commissioners will then send tax bills, if you  
11 will, fire tax bills, to the residents that are  
12 within that company's defined jurisdiction,  
13 correct?

14 MR. YOUNG: No, no, no. This is  
15 only for Branchburg. And it really has nothing  
16 to do with the four companies. There would be a  
17 tax bill that go to the Branchburg residents.  
18 And that money would be pooled into a single  
19 place.

20 And then the commissioners, who  
21 manage that pool of funds, would then contract  
22 with the four companies that are currently  
23 serving Branchburg.

24 As I mentioned, they could change  
25 that relationship over time based on the needs of

1 the community.

2 MR. AVERY: But you haven't got to  
3 that point yet where you can have a budget that's  
4 based on, I'm going to use the word reality, but  
5 the reality of what the needs are when this  
6 change is made.

7 It's kind of difficult to make an  
8 assessment of what's financially best in this  
9 case, which is what our role is with the  
10 information that we have now. I mean, I  
11 understand your strategies.

12 I'm familiar with fire districts and  
13 how they work in other places and how they  
14 struggle to maintain volunteer services while  
15 using some paid level of firefighters to meet  
16 gaps in that volunteer coverage.

17 And it's like -- based on what I  
18 understand from the submission, that's all to  
19 come should this district be approved. The  
20 commissioners will all work that out next year.

21 MR. YOUNG: So we have worked with  
22 the fire companies to propose, what we think, is  
23 the inaugural budget for that fire district. It  
24 is subject to review.

25 Once the commissioners are put in

1 place, they would review that, adjust it, tweak  
2 it. They would then work with DCA and Local  
3 Finance Board or an inaugural budget submission  
4 to the voters to go do that.

5 It would look similar in terms of  
6 its topology to what was currently being spent in  
7 Branchburg today with the exception of, and I'll  
8 say this forthrightly, it will be higher. That  
9 is again, the reason we're doing this is to spend  
10 more money.

11 I don't want to sugar coat it at  
12 all. The goal here is to spend more money. We  
13 want to be reasonable in how much more we spend,  
14 and we want the voters to have that final say  
15 just like they do in Bridgewater and Hillsborough  
16 where they have fire districts.

17 They don't green light everything.  
18 If they don't make a good case for it, it goes  
19 down. So what we've been saying, Commissioner  
20 Avery, is that nothing is going to change other  
21 than we're going to carve out the taxation  
22 component that is coming from the municipality,  
23 making it a fire district and allowing them, I'll  
24 use this phrase, sing for their own supper, is to  
25 go through the process and work with DCA, Local

1 Finance Board and the voters to make sure that  
2 they get what they need, but they're going to  
3 have to make the case and it doesn't get  
4 commingled with the budget of the municipality.

5 MR. AVERY: I understand your  
6 concept. Thank you.

7 MR. ROGERS: Any other board member  
8 questions? Anybody else? Anyone from the  
9 public? Mr. Granese, do you have anything to add  
10 while you're here? Mr. Granese?

11 MR. GRANESE: Yes, yes. I have  
12 concerns on a few things. One's the LOSAP.  
13 You're asking for \$100,000 --

14 MR. BENNETT: Mr. Granese, we have  
15 to get you sworn in.

16 (At which time those wishing to  
17 testify were sworn in.)

18 MR. ROGERS: Go ahead, Mr. Granese.

19 MR. GRANESE: One of the concerns is  
20 the LOSAP. Right now, it's being provided by the  
21 other four companies, Readington, and provides it  
22 for Readington. Hillsborough provides it for  
23 Neshanic which is in their community.  
24 Bridgewater and provides it -- their fire  
25 district provides it for North Branch and Country

1 Hills.

2 So that's being provided that LOSAP  
3 is in place, why would there be a line item of  
4 \$100,000 for that particular item.

5 MR. YOUNG: So I believe I guess I  
6 mentioned the four fire companies, all sever  
7 other towns. And the relationship with those  
8 other towns, there is a LOSAP component. Is that  
9 right, Tom? But we don't have it in Branchburg,  
10 not at this time.

11 MR. BONIN: This is Greg Bonin, the  
12 administrator. The township provides a clothing  
13 allowance, in lieu of a LOSAP, which is a line  
14 item in our budget which comes out to somewhere  
15 around 60 to \$80,000.

16 It's difficult for us to install a  
17 LOSAP program because my recollection is that the  
18 LOSAP that we provided would have to be the same  
19 as our adjoining communities, and it's not right  
20 now. A district could negotiate and figure out a  
21 LOSAP program. So we'd be transferring that  
22 clothing allowance to a LOSAP program within the  
23 district.

24 MR. GRANESE: So you already have  
25 the clothing that's proposed in there and you

1 have LOSAP above and beyond that.

2 And LOSAP is a fund that's put aside  
3 every year, so it's already in place by these  
4 other municipalities or districts and that's been  
5 done for years. So I have concerns with that.  
6 That's one of the things.

7 MR. BONIN: The budget we submitted  
8 has a clothing allowance of zero. If you look at  
9 the budget we submitted --

10 MR. GRANESE: Yeah. I have it right  
11 in front of me. I see that.

12 MR. BONIN: We kept that there  
13 because there's a clothing allowance in the  
14 Branchburg account. We wanted you to see that  
15 and the LOSAP is at \$100,000 in lieu of the  
16 clothing allowance.

17 MR. YOUNG: Vince, let me say it  
18 this way. Each of the four companies serve two  
19 towns. Branchburg does not have LOSAP. We deal  
20 with clothing allowance. The other towns do  
21 LOSAP.

22 Our clothing allowance, let's call  
23 it, \$75,000, goes away and likely the district  
24 would put in a LOSAP to have consistency across  
25 the region and that number is \$100,000. So 75

1 goes away, 100,000 comes back, so we go -- we  
2 lose the clothing allowance, we pick up LOSAP.

3 But again, this detail is something  
4 we would expect the commissioners to go work out.  
5 We haven't done that as a municipality. The  
6 clothing allowance conversation, I remember the  
7 LOSAP conversations were 20 years ago.

8 We haven't really revisited that,  
9 but we would expect there to be some  
10 normalization once the fire district gets, if you  
11 guys approve it, the commissioners would then  
12 normalize that across the region.

13 MR. BONIN: I would also add that  
14 there is differences in LOSAP depending on the  
15 town. There's different levels to it, right. So  
16 how much each person participating in it can get,  
17 so it might look different from Hillsborough from  
18 where it does to Bridgewater.

19 With the idea being we want to  
20 preserve volunteerism and encourage volunteerism.  
21 And if Branchburg can come up with a structure  
22 that is more competitive from a LOSAP  
23 perspective, then the firefighters responding in  
24 either town may opt to participate Branchburg  
25 LOSAP program or drop out of a Bridgewater



1 program or drop out of a Hillsborough program.

2 The idea here is to preserve and  
3 encourage volunteerism. And LOSAP, quite  
4 honestly, is a great tool to be able to do that.

5 MR. ROGERS: Anything else to add,  
6 Mr. Granese for the benefit of the board?

7 MR. GRANESE: Another one was  
8 insurances. They have \$150,000 out for district  
9 insurance. Right now, the insurance is by the  
10 companies.

11 And the only thing that I was told  
12 that it was paid to, that Branchburg is actually  
13 paying for, is the insurance is the insurance on  
14 their motor vehicles.

15 UNKNOWN SPEAKER: And workers comp.

16 MR. BONIN: And workers comp and the  
17 vehicles, yes, that we own. We cover that. The  
18 workers comp --

19 UNKNOWN SPEAKER: The workers comp  
20 is a lot on that many volunteers. That's why  
21 it's in there. Again, it's a guess. The budget,  
22 if you guys -- and that looked wonky in the  
23 budget, you tell them, no, that's too much, but  
24 we are trying to figure out. The workers comp  
25 rate on volunteer firemen is high. Obviously,

1     it's a dangerous thing.

2                   MR. GRANESE:   They were my main  
3     concerns.

4                   MR. ROGERS:   Okay.   Thank you, Mr.  
5     Granese.   Anyone else from the board?   Public?  
6     Before we get a vote, I just want to say thank  
7     you for all the time and effort.   I know the  
8     division has been working with you for some time.

9                   I know it's not an easy thing to do  
10    to consider this and go through this process.   I  
11    think you can appreciate at least the board  
12    historically has, over the last 10 years or so,  
13    seen more dissolutions of fire districts for a  
14    lot of the reasons you've previously heard in the  
15    first application.

16                   There's a lot of concerns around  
17    fire districts and I hear that you have a pretty  
18    sound volunteer group.   I understand the concerns  
19    that you have about volunteerism because that's  
20    not just a unique thing to Branchburg, it's  
21    certainly around the state and even the country.

22                   And then trying to make this all  
23    work with all of the demands that are happening  
24    in your community, particularly demographic  
25    changes as well as population, a projected

1 population increases which is one of the things  
2 that you had mentioned that concerns me a great  
3 deal.

4 Understanding that there's only so  
5 much volunteers, even if they stay the same, can  
6 manage a big growth of your community. And I  
7 think you've recognized that you're going to have  
8 to go to a paid service. It's just a question of  
9 how you do that.

10 Personally, I think it gets a little  
11 more complicated with starting a fire district  
12 and then going to that. I think I've seen other  
13 communities coexist with volunteer squads and  
14 paid as you're kind of moving in that direction.

15 There's just concerns that I  
16 personally have, and we'll certainly get to the  
17 vote. But those are the things that I think  
18 there's just realities there that you've  
19 expressed as well as what I know is happening in  
20 other communities about this. It's not easy. I  
21 understand. I've been on that side of it and  
22 we're trying to make it work and the demand for  
23 resources.

24 So I'll just leave it at that. If  
25 I'm not hearing anyone else from this, I think I

1 am probably just given the time, I guess I'm just  
2 going to -- do we have a motion to approve the  
3 creation of a fire district for Branchburg.  
4 Anyone?

5 MR. DIROCCO: I'll make a motion.

6 MR. ROGERS: Second? Anyone have a  
7 second? I will second it so we can get to a vote  
8 and we can move on.

9 MR. BENNETT: Mr. Rogers?

10 MR. ROGERS: No.

11 MR. BENNETT: Mr. DiRocco?

12 MR. DIROCCO: Yes.

13 MR. BENNETT: Mr. Close?

14 MR. CLOSE: No.

15 MR. BENNETT: Mr. Avery?

16 MR. AVERY: No.

17 MR. BENNETT: Miss Rodriguez?

18 MS. RODRIGUEZ: No.

19 MR. BENNETT: And Mr. Jackson?

20 MR. JACKSON: No.

21 MR. BENNETT: The motion was  
22 defeated.

23 MR. ROGERS: All right, gentlemen.  
24 We're going to move on to Downe Township  
25 application. Who's here for Downe Township?

1 MS. SBROLLA: Nancy Sbrolla. I'm  
2 the auditor from Ford, Scott and Associates. I  
3 believe the mayor and the CFO are on as well.

4 MR. ROTHMAN: Mike Rothman, the  
5 mayor of Downe Township.

6 MR. ROGERS: Okay. If you're  
7 testifying or speaking, please put your video on  
8 so we can get you sworn in. Lauren?

9 (At which time those wishing to  
10 testify were sworn in.)

11 MS. SBROLLA: I will start. We're  
12 asking for an appropriation CAP waiver of  
13 \$115,028. 26,028 is an operating loss that we  
14 have to raise this year. Our revenues were a lot  
15 lower than expected this year, especially our  
16 taxes.

17 Our tax collection rate decreased as  
18 well as our delinquent taxes did not come in as  
19 we expected. We also have \$89,000 in sewer debt  
20 that we have to pay.

21 As the board is aware, we have  
22 started a sewer project that was delayed several  
23 years and we had to take out a Bond Anticipation  
24 Note in order to pay our professionals for there  
25 services before that.

1                   So we now have interest and  
2                   principal due on the note. As soon as the sewer  
3                   plant is up and running, we expect it to be  
4                   self-liquidating so this will not be an issue and  
5                   we do expect it to be self-liquidating hopefully  
6                   by the end of this year.

7                   MR. ROGERS: Anyone else from your  
8                   team?

9                   MS. SBROLLA: I would like to add,  
10                  this will have no additional impact on the  
11                  taxpayers for this years budget.

12                  MR. ROGERS: Okay. It will have an  
13                  impact on next years as a deferred charge?

14                  MS. SBROLLA: If we raise it this  
15                  year.

16                  MR. ROGERS: Or do you have it on  
17                  the 2025?

18                  MS. SBROLLA: Yes.

19                  MR. ROGERS: Did you take the hit  
20                  this year in the 2025?

21                  MS. SBROLLA: Yes.

22                  MR. ROGERS: Okay. I guess you sort  
23                  of indicated that the project you're projecting  
24                  the project to be completed by the end of the  
25                  year? Is that correct?

1 MS. SBROLLA: Mayor, do you want to  
2 answer that?

3 MR. ROTHMAN: Yes, it's under  
4 construction now. It's projected to be done at  
5 the end of the year. Again, as Nancy had said,  
6 it's self-liquidating and this shouldn't be a  
7 problem in the future, but it's under  
8 construction as we speak right now.

9 MR. ROGERS: Okay. What would you  
10 say as far as the completion of the project? Are  
11 you out 50 percent, 60 percent? I'm just  
12 curious. I know this has been an ongoing  
13 project?

14 MR. ROTHMAN: Probably somewhere in  
15 the area of 50 percent. The part of it in the  
16 plant, right now we are in the one to four  
17 restriction of the (inaudible), so we have the  
18 plant on hold for a little bit, but it is being  
19 manufactured once it gets here.

20 It's kind of a plug in play plant.  
21 We can take it any time to get it done and we're  
22 looking for the whole system to be completed  
23 going into next year.

24 MR. ROGERS: Okay.

25 MR. ROTHMAN: We're not anticipating

1 anything this year.

2 MR. ROGERS: You have an agreement  
3 with the county and the IBank. Who oversees that  
4 agreement?

5 MR. ROTHMAN: On Downe Township  
6 side, the county and our CFO.

7 MR. ROGERS: Yeah, on your side of  
8 it.

9 MR. ROTHMAN: It will be our CFO.  
10 Judd Moore, our CFO.

11 MR. ROGERS: Okay. Great. Any  
12 things just as far as change orders, how are  
13 things going there?

14 MR. ROTHMAN: Do you want to know  
15 the truth about things? The way that the IBank,  
16 the USDA and the funded sources are working  
17 together with the county and ourselves, the truth  
18 of the whole thing is I'm very surprised on how  
19 smooth it is working.

20 MR. ROGERS: Okay. That's good.

21 MR. ROTHMAN: It is going incredibly  
22 smooth the way that this is progressing forward  
23 with the draw downs against the different funding  
24 sources and everything has been on time and  
25 there's been no delays.



1                   MR. ROGERS: Great. And just on the  
2 municipal side, you had some tax collection  
3 issues. Anything unusual happen there, or was it  
4 just one of those years and are you taking any  
5 steps to perhaps avoid that next year?

6                   MR. ROTHMAN: I don't think it's a  
7 unique problem that's just to Downe. I think  
8 it's all over the county in different counties  
9 included. I don't think it's just to our area.  
10 But what we are doing is we're aggressively  
11 sending out notices for delinquent taxes and tax  
12 liens, and we've been doing this since the  
13 beginning of the year.

14                   We're having a sale on the 27th of  
15 next month I was just notified. So we are  
16 aggressively trying to up that number as far as  
17 the collection and rate.

18                   MR. ROGERS: That's good. That's  
19 what you need. Did you build a little bit more  
20 in your reserve fund collected taxes this year,  
21 maybe a little bit low than what you had  
22 collected?

23                   MS. SBROLLA: Nancy. Yes, we did.

24                   MR. ROGERS: Just to make it build  
25 up some surplus in there?

1 MS. SBROLLA: Yes.

2 MR. ROGERS: Because I know your  
3 surplus took a hit. I will open it up to other  
4 board members for questions at this time.

5 MR. JACKSON: I have one question.  
6 What specific number did you use for tax  
7 collections this year?

8 MS. SBROLLA: We used the three year  
9 average because we were so low that that was our  
10 only option was to use a three year average. I  
11 believe it was --

12 MR. ROGERS: And what was that?  
13 What's the number?

14 MS. SBROLLA: Hold on one second.  
15 Let me see if I can plug in. I apologize. I am  
16 not in my office today.

17 MR. JACKSON: So that fabulous  
18 picture behind you isn't where you are?

19 MS. SBROLLA: Unfortunately, no.  
20 I'm in Michigan. My son is moving today, so I am  
21 here to help him move.

22 MR. ROGERS: Michigan looks like a  
23 beautiful state.

24 MS. SBROLLA: It is lovely. Just  
25 give me one minute. I just want to bring up the

1 budget real quick. I apologize.

2 MR. ROGERS: While you're trying to  
3 pull that up, I will open it up to anyone else?  
4 Questions for the mayor?

5 MR. AVERY: While she's looking, I'd  
6 figure I was just curious if the mayor knows how  
7 close your construction estimates were to the  
8 actual construction? Has it been higher or  
9 lower, about the same? I know construction is  
10 expensive now.

11 MR. ROTHMAN: It's been consistent.  
12 We're working through a couple proposed change  
13 orders that we're really not seeing with our  
14 engineer. Our engineer is not seeing it inside  
15 the design.

16 So there's a few things, but as far  
17 as the proposals themselves, it's been on point.  
18 Again, with any project that you're going forward  
19 with, especially one of this size, you're gonna  
20 have hiccups that come and you work your way  
21 through it. But there's nothing significant as  
22 of right now that we have to deal with.

23 MR. AVERY: That's good to hear.  
24 Good luck finishing it out.

25 MR. ROTHMAN: It's been interesting.

1 As you guys know, we've been before you on a  
2 number of things and we appreciate everything you  
3 do for Downe Township and seeing how we're doing.  
4 We are trying to complete this. It will help the  
5 economic area that we're in.

6 And it's already being seen as far  
7 as sale of properties, people coming and going in  
8 the area, so it's definitely already started to  
9 have some sort of an impact on the Downe Township  
10 area.

11 MR. AVERY: Big project for your  
12 town. Good luck.

13 MR. ROTHMAN: Thank you, sir.

14 MS. SBROLLA: The township rate we  
15 used was 92.8 percent.

16 MR. JACKSON: Thank you very much.

17 MR. ROGERS: That's the three year  
18 average?

19 MS. SBROLLA: That's the three year  
20 average, yes.

21 MR. ROGERS: Okay. Great. Anyone  
22 else? Any comments? Questions? Hearing none,  
23 do we have a motion to approve the CAP waiver?

24 MR. CLOSE: So moved.

25 MS. RODRIGUEZ: Second.

1 MR. ROGERS: I heard Mr. Close move  
2 and Miss Rodriguez second. Mr. Rogers?

3 MR. ROGERS: Yes.

4 MR. BENNETT: Mr. DiRocco?

5 MR. DIROCCO: Yes.

6 MR. BENNETT: Mr. Close?

7 MR. CLOSE: Yes.

8 MR. BENNETT: Mr. Avery?

9 MR. AVERY: Yes.

10 MR. BENNETT: Miss Rodriguez?

11 MS. RODRIGUEZ: Yes.

12 MR. BENNETT: And Mr. Jackson?

13 MR. JACKSON: Yes.

14 MR. BENNETT: Motion approved.

15 MR. SBROLLA: Thank you very much  
16 for your time. Thank you.

17 MR. ROGERS: We're on to Union City.  
18 Who is leading us? Mr. Eismeier?

19 MR. WINITSKY: No, it's Jeff  
20 Winitsky from Parker McCay for the City of Union  
21 City. No problem at all. Didn't mean to step on  
22 you there, Tim. Yeah, so with us today is Tim  
23 Eismeier from NW Financial who's the financial  
24 advisor. Tammy Zucca who is the CFO of the city.

25 And Tammy, I don't know if anybody

1 else is with you on your side. And if they are,  
2 they can go ahead and identify themselves.

3 MS. ZUCCA: No, it's just me.

4 MR. WINITSKY: So I'll let everybody  
5 get sworn in.

6 MR. ROGERS: Let's get everybody  
7 sworn in. Thank you.

8 (At which time those wishing to  
9 testify were sworn in.)

10 MR. WINITSKY: Excellent. Thank  
11 you. So we are here on behalf of the city of  
12 Union City seeking approval pursuant to N.J.S.A.  
13 40A:3-1 et seq to issue not to exceed \$6.747.000  
14 of qualified general obligation bonds which bonds  
15 will be entitled to the benefits of the Municipal  
16 Qualified Bond Act.

17 The proceeds of these bonds will be  
18 used to permanently finance the maturing  
19 principal of the city's outstanding Bond  
20 Anticipation Notes that have been previously  
21 issued as part of the city's participation in the  
22 Hudson County Improvement Authority pooled note  
23 program which they've been a participant for a  
24 number of years.

25 You know, the expectation of both,

1 the Improvement authority and the city, is that  
2 they are included in that program for a temporary  
3 amount of time and then when the economic  
4 conditions exist and the city's debt profile  
5 supports, we go to long term financing.

6 That's precisely what we're doing.  
7 We're taking a portion of those out of the short  
8 term program and moving them into the long term  
9 program.

10 So the city appeared before the  
11 Local Finance board for approval to adopt each of  
12 the ordinances that are involved in this  
13 particular financing because those were obviously  
14 subject to the Qualified Bond Act.

15 We're back today because we're  
16 looking for approval for the amortization  
17 Maturity Schedule for the bonds to be issued.  
18 Specifically what we're looking to do here is to  
19 issue bonds with a 17 year amortization schedule  
20 with level debt service throughout. Roughly  
21 around \$600,000 a year.

22 Obviously, market conditions will  
23 dictate the exact numbers, but it's,  
24 approximately, \$600,000 a year. That  
25 amortization schedule mirrors the average useful

1 life of the improvements and equipments that are  
2 being permanently financed.

3 In case you're interested, there's a  
4 full list in the application, but I'll just give  
5 you the highlights. It's a number of things. I  
6 think there's four or five ordinances involved in  
7 this particular financing.

8 It's property acquisition,  
9 acquisition of equipment for a number of  
10 departments within the city. Road improvements,  
11 street scape improvements, building and grounds,  
12 park improvements, et cetera. So it's their  
13 general capital program over the years which is  
14 now being permanently financed.

15 In terms of impact to the city and  
16 taxes, et cetera, it's a small amount. It's less  
17 than a percent. I think it's .71 percent net tax  
18 increase which equates to about \$23 on an average  
19 tax bill where the average assessed is around  
20 \$115,000 throughout the city.

21 So pretty straight forward  
22 application. Really it's just an extension of  
23 what we've been doing by way of short term to  
24 long term. But if the board has any questions,  
25 we're here to answer them.



1 MR. ROGERS: Thank you, Mr.  
2 Winitsky. I don't have any questions. I'll open  
3 it up to the board at this time. Anyone from the  
4 public? Let's make a motion. Do we have a  
5 motion rather to approve the issuance of bonds  
6 pursuant to the Municipal Qualified Bond Act as  
7 presented?

8 MS. RODRIGUEZ: I make a motion.

9 MR. AVERY: Second.

10 MR. BENNETT: I have Miss Rodriguez  
11 and Mr. Avery. Mr. Rogers?

12 MR. ROGERS: Yes.

13 MR. BENNETT: Mr. DiRocco?

14 MR. DIROCCO: Yes.

15 MR. BENNETT: Mr. Close?

16 MR. CLOSE: Yes.

17 MR. BENNETT: Mr. Avery?

18 MR. AVERY: Yes.

19 MR. BENNETT: Miss Rodriguez?

20 MS. RODRIGUEZ: Yes.

21 MR. BENNETT: And Mr. Jackson?

22 MR. JACKSON: Yes.

23 MR. BENNETT: Motion approved.

24 MR. WINITSKY: Thank you very much.

25 MS. ZUCCA: Appreciate it. Thank

1     you.

2                   MR. ROGERS:   You're welcome.   Thank  
3     you.   City of Elizabeth.

4                   MR. MAYER:   Good morning, Director.  
5     Bill Mayer with DeCotiis.

6                   MR. ROGERS:   Good morning, Mr.  
7     Mayer.   How are you?

8                   MR. MAYER:   I'm good.   I'm hoping  
9     this application is relatively easy compared to  
10    one or two back.   The City of Elizabeth is  
11    seeking approval of an 11,100,000 dollar  
12    refunding bond ordinance to settle for litigation  
13    settlement.

14                   I have here Tony Zengaro, Jennifer  
15    Edwards.   Tony's the CFO.   Jennifer Edwards is  
16    the municipal advisor.   And we also have Bob  
17    Varady who is the litigation counsel on the  
18    settlement.   Tony and Jenn should get sworn in.

19                   (At which time those wishing to  
20    testify were sworn in.)

21                   MR. MAYER:   I would just ask that  
22    Jenn do a short presentation on the application  
23    and then Tony and Bob are available for any  
24    questions.   So Jenn, if you would.

25                   MS. EDWARDS:   Sure.   As Bill

1 mentioned -- first of all, good morning. As Bill  
2 mentioned, the City of Elizabeth is seeking  
3 approval for adoption of a refunding bond  
4 ordinance not to exceed 11.1 million for the  
5 purpose of paying a settlement for which the city  
6 was a defendant in connection with the wrongful  
7 incarceration of two individuals who spent 22 and  
8 24 years in prison for a shooting that occurred  
9 in 1994.

10 The parties attended mediation. And  
11 after negotiations, the parties agreed to 5.5  
12 million to each plaintiff. The city adopted an  
13 emergency appropriation and introduced a  
14 refunding bond ordinance on April 22nd.

15 The city's application is seeking  
16 approval for a Maturity Schedule that matures  
17 over an eight year schedule with an impact to the  
18 average home of just under \$50 on the average  
19 home assessment.

20 However, we do understand that staff  
21 and some members had some hesitation to allow an  
22 eight year schedule so we did revisit this with  
23 the city. And the city is okay with doing a  
24 seven year Maturity Schedule which results in an  
25 impact of \$55 on the average home assessment if

1     that would be agreeable to the members and staff.  
2     And we're available to take any questions.

3                 MR. MAYER:   Thank you, Jenn.

4                 MS. EDWARDS:  You're welcome.

5                 MR. ROGERS:  Okay.  Anyone else from  
6     your team?  I guess the only question.  So the  
7     two settlements, those are complete?  All parties  
8     executed?  Court approved?  They're all set?

9                 MS. EDWARDS:  Mayor.

10                MR. MAYER:  Yes.  And Nick, I don't  
11     know if you've had a chance to get back in your  
12     email.  But this morning, the settlements came in  
13     to me and I forwarded them to you signed by both  
14     the plaintiffs and plaintiffs attorney.  Mr.  
15     Varady can speak to that if you feel that's  
16     necessary, Director.

17                MR. ROGERS:  No.  I just wanted -- I  
18     wasn't certain there was maybe something in my  
19     notes that I read that one of them might not have  
20     been complete, but I just wanted to follow up  
21     with that question.

22                MR. MAYER:  I've been asking that  
23     question.

24                MR. ROGERS:  Yeah.  I wanted to make  
25     sure everything was sort of tied up in a bow and

1 ready to go.

2 MR. MAYER: I think the remaining  
3 staff is satisfied the settlement agreements  
4 which is what we're working on right now.

5 MR. ROGERS: Yes, exactly. I don't  
6 have any additional questions. I appreciate the  
7 willingness to go to a seven year instead of an  
8 eight, so I would refer that.

9 I don't have any -- I mean, the only  
10 thing I guess, and I understand where it goes.  
11 But my understanding is that this has sort of  
12 been out there for a lot of years and I'm not  
13 sure at what point the city realized they were  
14 going to be liable for anything.

15 I think there was probably some  
16 understanding. I guess the question is, in terms  
17 of just budgeting out for that, setting aside  
18 funds, my understanding that there were no funds  
19 set aside.

20 Is there any reason why just some  
21 explanation as to why that wasn't the case? I  
22 think I probably know the answer, but I'm going  
23 to ask the question anyway.

24 MR. ZENGARO: I set aside some huge  
25 reserves for tax appeals, close to 20 million.

1 We've had some pension retro payments set aside,  
2 about four million. Accumulated absence, we're  
3 about 20 million.

4 And I also have some franchise  
5 assessments close to 10 million that I've set  
6 aside that are pretty well known. Not to mention  
7 that we're going to have to make and they were  
8 somewhat estimated.

9 This lawsuit was -- could have been  
10 anything. We just don't know. And I just didn't  
11 have the funds to start reserving for it. And as  
12 to the timing and the amount, it was difficult to  
13 ascertain.

14 MR. ROGERS: I understand. And  
15 that's an honest answer and I appreciate that and  
16 I get it and all of what you have a record and  
17 you just laid it out as far as you do reserve for  
18 unanticipated costs.

19 This one, given the size of this,  
20 and sort of the uncertainty around how large that  
21 was going to be, I get it. You're making  
22 decisions about it in your annual budgets, so I  
23 just wanted to ask the question. That's all.

24 I don't have any additional  
25 questions. I'll open it up to the board at this

1 time. Not hearing any from the public. Do we  
2 have a motion to approve the adoption of the  
3 refunding bond ordinance and the issuance of  
4 refunding bonds on the seven year schedule?

5 MR. JACKSON: I'll move it.

6 MR. DIROCCO: Second.

7 MR. BENNETT: Mr. Jackson and Mr.  
8 DiRocco. Mr. Rogers?

9 MR. ROGERS: Yes.

10 MR. BENNETT: Mr. DiRocco?

11 MR. DIROCCO: Yes.

12 MR. BENNETT: Mr. Close?

13 MR. CLOSE: Yes.

14 MR. BENNETT: Mr. Avery?

15 MR. AVERY: Yes.

16 MR. BENNETT: Miss Rodriguez?

17 MS. RODRIGUEZ: Yes.

18 MR. BENNETT: And Mr. Jackson?

19 MR. JACKSON: Yes.

20 MR. BENNETT: Motion approved.

21 MR. MAYER: Thank you very much.

22 MR. ROGERS: Good to see everyone.

23 On to Vernon Township Board of Education.

24 MR. SOLIMINE: Good morning,  
25 Director. It's Tony Solimine from Wilentz,

1 Goldman and Spitzer. We also have Raymond Slamb  
2 who is the business administrator; Brian Morris  
3 who's the board's financial advisor and John  
4 Bonavist with Honeywell, the board's ESCO.

5 MR. ROGERS: For anyone who is  
6 testifying or may testify, please turn on your  
7 video so we can get you sworn in.

8 (At which time those wishing to  
9 testify were sworn in.)

10 MR. ROGERS: Mr. Solimine?

11 MR. SOLIMINE: Again, Tony Solimine  
12 from Wilentz, Goldman and Spitzer appearing on  
13 behalf of the Board of Education with the  
14 Township of Vernon in connection with the  
15 authorization of not to exceed 5.6 million  
16 dollars of energy savings obligation refunding  
17 bonds in order to implement the board's proposed  
18 Energy Savings Improvement Plan, both pursuant to  
19 N.J.S.A. 18A:18A-4.6 and authorization of the  
20 issuance of refunding bonds in accordance with  
21 N.J.S.A. 18A:24-6.1.

22 In accordance with the law, the  
23 board has performed energy audits to all of its  
24 facilities. The board then took the subject  
25 action of appointing Honeywell to act as its ESCO



1 in connection with its proposed Energy Savings  
2 Improvement Plan.

3 The board, in connection with its  
4 newly appointed ESCO then developed an Energy  
5 Savings Improvement Plan. That plan was verified  
6 by Whitman Engineering and submitted to the BPU  
7 for review and approval.

8 The proposed Energy Savings Plan  
9 consist of a solar power purchase agreement, LED  
10 lighting upgrades throughout the school  
11 facilities, building envelope improvements, HVAC  
12 upgrades and improvements and installation of a  
13 cogeneration component.

14 These improvement will be completed  
15 at all six building throughout the school  
16 district. The savings from the energy  
17 conservation measures, along with any applicable  
18 rebates and the savings generated from the  
19 proposed power purchase agreement, will be  
20 sufficient to pay the debt service on the bonds.

21 The board's financial advisor has  
22 advised the board, as a result of current market  
23 conditions, to attempt to sell these bonds  
24 through a competitive sale. The proposed amount  
25 of the sale is, approximately, 5.4 million

1     dollars.

2                   The bonds will be sold via a  
3     competitive sale for 20 years. We are happy to  
4     answer any questions you may have at this time  
5     regarding the application.

6                   MR. ROGERS: Thank you, Mr.  
7     Solimine. Perhaps I missed this. You have BPU  
8     approval?

9                   MR. SOLIMINE: Yes.

10                  MR. ROGERS: Just wanted to verify  
11     that. I don't have any questions on this. I'll  
12     open it up to the board if there are any  
13     questions. I'm not hearing any. Anyone from the  
14     public? Pretty straight forward. Appreciate the  
15     effort.

16                  I guess do we have a motion to for  
17     the issuance of school refunding bonds and to  
18     approve the proposed ESIP? Motion.

19                  MR. AVERY: Second.

20                  MR. BENNETT: Mr. Rogers, that was  
21     you moving it?

22                  MR. ROGERS: I was just asking  
23     anyone had a motion. I will take Avery as the  
24     first motion. Do we have a second motion?

25                  MS. RODRIGUEZ: I'll second.

1 MR. BENNETT: Mr. Avery and Miss  
2 Rodriguez. Mr. Rogers?

3 MR. ROGERS: Yes.

4 MR. BENNETT: Mr. DiRocco?

5 MR. DIROCCO: Yes.

6 MR. BENNETT: Mr. Close?

7 MR. CLOSE: Yes.

8 MR. BENNETT: Mr. Avery?

9 MR. AVERY: Yes.

10 MR. BENNETT: Miss Rodriguez?

11 MS. RODRIGUEZ: Yes.

12 MR. BENNETT: And Mr. Jackson?

13 MR. JACKSON: Yes.

14 MR. BENNETT: All those in favor,  
15 motion is approved.

16 MR. SOLIMINE: Thank you, everyone.

17 MR. ROGERS: Thank you, Mr.

18 Solimine. On to our last application. Hudson  
19 County Improvement Authority.

20 MR. LEE: Good morning, Director and  
21 commissioners. This is Bakari Lee from  
22 McManimon, Scotland and Baumann on behalf of the  
23 Hudson County Improvement Authority in connection  
24 with the issuance of \$94,396,017 of count  
25 guarantee pooled note series 2025B.

1                   We should have us NW Financial,  
2                   municipal advisor to the authority; Charles  
3                   Kairu, CFO to the Hudson County Improvement  
4                   Authority and Jonathan DeJoseph, West New York  
5                   CFO and Donna Mauer, CFO from Bayonne along with  
6                   their respective bond counsels. So perhaps we  
7                   can start with getting those folks sworn in.

8                   MR. ROGERS: Okay. Great. Let's  
9                   make sure everybody is on screen.

10                   (At which time those wishing to  
11                   testify were sworn in.)

12                   MR. ROGERS: Mr. Lee, the floor is  
13                   yours.

14                   MR. LEE: Sure. Thanks. So I'll  
15                   just walk through a little bit of a threshold  
16                   information and then each of the bond holders.  
17                   To the extent we have questions, the bond holders  
18                   are on hand to answer those.

19                   So the program was initiated in  
20                   2009. To date, has issued, approximately, 2.8  
21                   billion dollars in notes and saved local units in  
22                   excess of 37 million dollars. The program  
23                   enables local units to access the short term debt  
24                   market at much lower rates through the county's  
25                   credit.

1           That is not necessary for the long  
2 term market as local units utilize the Municipal  
3 Qualified Bond Act for that purpose. I think we  
4 heard from Union City earlier to that extent and  
5 we were taking one of their streams of notes out  
6 of the program and going long.

7           In the event of a default by a local  
8 unit, the county guaranty is triggered only to  
9 the extent of that borrower, not the entire 300  
10 million dollar allocation entity. There have  
11 been no events of default or draws against the  
12 county guaranty.

13           So I will start with Bayonne and  
14 kind of take through the issuance they have and  
15 then pivot to West New York. And to the extent  
16 you have any questions, we can hear from the  
17 principals.

18           So Bayonne will be issuing  
19 16,109,000 dollar Bond Anticipation Note tax  
20 exempt to currently refund the same amount of its  
21 maturing 16,279,000 dollar Bond Anticipation Note  
22 with 170,000 dollar statutory required pay down.  
23 That is to finance various capital improvements.

24           Bayonne also has new money to the  
25 tune of \$3,200,000 special emergency taxable note

1 to finance the payment of contractually required  
2 severance liabilities resulting from the lay off  
3 and retirement of certain employees. So that's  
4 Bayonne.

5 West New York is a little bit more  
6 involved. West New York has a 30,430,000 dollar  
7 general Bond Anticipation Note tax exempt, and a  
8 13,022,000 dollar parking utility Bond  
9 Anticipation Note, tax exempt also, along with an  
10 885,000 dollar statutory required pay down to  
11 currently refund \$43,452,000 of BANs of its  
12 maturing \$44,337,000 of BANs originally issued to  
13 finance repairs to the DPW, various park and  
14 capital and parking improvements.

15 West New York will also have  
16 9,425,000 dollar parking utility BAN on a taxable  
17 basis along with a 125,000 dollar statutory  
18 required pay down to currently refund the same  
19 amount of its 9,555,000 dollar parking utility  
20 BAN originally issued to finance the town's share  
21 of a parking deck.

22 West New York also has a 3,235,000  
23 dollar refunding Bond Anticipation Note, taxable,  
24 along with a statutorily pay down of \$525,000 to  
25 currently refund a 3,235,000 dollar portion of

1 its maturing 3,760,000 dollar Bond Anticipation  
2 Note originally issued to finance an emergency  
3 appropriation of the town.

4 And lastly, West New York has a new  
5 money portion. 18,975,017 dollar Bond  
6 anticipation Note, tax exempt, to finance various  
7 capital improvements including construction of a  
8 library, acquisition of property and preliminary  
9 expenses for recreation.

10 So that summarizes the different  
11 components of the various local unit issuances as  
12 part of the program. Again, we have principals  
13 from the borrowers who are here that can respond  
14 to any questions.

15 MR. ROGERS: Okay. Thank you, Mr.  
16 Lee. I appreciate it. I just had a question on  
17 the West New York parking utility bonds, why  
18 they're taxable. Just didn't see --

19 MR. DEJOSEPH: Good morning,  
20 Director. John DeJoseph, CFO from the Town of  
21 West New York.

22 MR. ROGERS: Good morning.

23 MR. DEJOSEPH: That was part of our  
24 redevelopment project where there's a developer  
25 contribution towards the parking garage.

1 MR. ROGERS: Okay. That's certainly  
2 what I thought might be the case. If there was  
3 some other entity involved. Thank you for that.

4 Are there any plans, in the near  
5 future, permanent financing of these notes next  
6 year? Market always determines that?

7 MR. DEJOSEPH: Especially last month  
8 with the volatility in the market as well, it  
9 hasn't been helpful. It's being reviewed. At  
10 this point, there's no hard direction on one  
11 year, two years or three years or go the whole 10  
12 years potentially.

13 MR. ROGERS: I understand. I have  
14 no additional questions. I'll open it up to the  
15 board for anything. Not hearing any. From the  
16 public. Okay.

17 Nothing else to add, do we have a  
18 motion to render positive findings on the  
19 proposed project findings and proposed county  
20 guaranty?

21 MR. JACKSON: So moved.

22 MR. CLOSE: Second.

23 MR. BENNETT: Mr. Jackson and Mr.  
24 Close voting and seconding. Mr. Rogers?

25 MR. ROGERS: Yes.



1 MR. BENNETT: Mr. DiRocco?  
2 MR. DIROCCO: Yes.  
3 MR. BENNETT: Mr. Close?  
4 MR. CLOSE: Yes.  
5 MR. BENNETT: Mr. Avery?  
6 MR. AVERY: Yes.  
7 MR. BENNETT: Miss Rodriguez?  
8 MS. RODRIGUEZ: Yes.  
9 MR. BENNETT: And Mr. Jackson?  
10 MR. JACKSON: Yes.  
11 MR. BENNETT: Motion approved.  
12 MR. LEE: Thank you, Director.  
13 Thank you board members. Thank you everyone.  
14 MR. ROGERS: Thank you. All right.  
15 Do we have a motion to adjourn?  
16 MS. RODRIGUEZ: So moved.  
17 MR. AVERY: Second.  
18 MR. BENNETT: Miss Rodriguez and Mr.  
19 Avery. Mr. Rogers?  
20 MR. ROGERS: Yes.  
21 MR. BENNETT: Mr. DiRocco?  
22 MR. DIROCCO: Yes.  
23 MR. BENNETT: Mr. Close?  
24 MR. CLOSE: Yes.  
25 MR. BENNETT: Mr. Avery?

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

MR. AVERY: Yes.

MR. BENNETT: Miss Rodriguez?

MS. RODRIGUEZ: Yes.

MR. BENNETT: And Mr. Jackson?

MR. JACKSON: Yes.

MR. BENNETT: Motion approved.

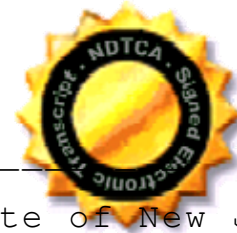
(Hearing Concluded at 12:00 p.m.)

## C E R T I F I C A T E

I, LAUREN ETIER, a Certified Court Reporter, License No. XI 02211, and Notary Public of the State of New Jersey, that the foregoing is a true and accurate transcript of the testimony as taken stenographically by and before me at the time, place and on the date hereinbefore set forth.

I DO FURTHER CERTIFY that I am neither a relative nor employee nor attorney nor council of any of the parties to this action, and that I am neither a relative nor employee of such attorney or council, and that I am not financially interested in the action.

*Lauren M. Etier*



Notary Public of the State of New Jersey

My Commission Expires June 30, 2026

Dated: May 22, 2025

A			
<b>a.m</b> 1:14	27:22 78:10	<b>agents</b> 39:9	87:3 88:16
<b>able</b> 20:7	93:6 94:24	65:13	94:12 97:24
26:16 27:8	104:14	<b>aggressively</b>	101:20
36:6 73:4	<b>address</b> 25:17	81:10,16	102:19
<b>absence</b> 94:2	<b>addressed</b>	<b>aging</b> 35:25	<b>amounts</b> 26:7
<b>absolutely</b>	47:10	<b>ago</b> 32:18	<b>analysis</b> 19:10
45:22 59:19	<b>adjacent</b> 35:13	44:13 59:24	<b>and-a-half</b>
<b>absorb</b> 22:8	40:19	72:7	23:11
56:20	<b>adjoining</b> 41:2	<b>agreeable</b> 92:1	<b>Anna</b> 2:13 4:25
<b>absorption</b>	70:19	<b>agreed</b> 91:11	9:13
27:24	<b>adjourn</b> 105:15	<b>agreement</b>	<b>annual</b> 94:22
<b>abstain</b> 6:9	<b>Adjournment</b>	48:12 50:23	<b>answer</b> 19:23
<b>abstaining</b> 7:6	3:11	58:17 59:2	40:22 47:22
11:14	<b>adjust</b> 68:1	80:2,4 97:9	47:23 61:20
<b>accepting</b> 36:9	<b>adjusted</b> 26:6	97:19	63:18 79:2
<b>access</b> 100:23	<b>adjustments</b>	<b>agreements</b>	88:25 93:22
<b>account</b> 71:14	21:7	49:8 50:2	94:15 98:4
<b>accountabi...</b>	<b>administra...</b>	58:15 93:3	100:18
18:19	50:20	<b>ahead</b> 69:18	<b>answers</b> 56:11
<b>accountable</b>	<b>administra...</b>	86:2	<b>Anthony</b> 19:25
51:24	15:6 50:11	<b>aid</b> 40:20 49:4	20:10 21:4
<b>accounted</b> 19:2	<b>administrator</b>	49:7	<b>anticipating</b>
<b>accounting</b>	70:12 96:2	<b>ALAN</b> 2:5	79:25
23:23 38:12	<b>admittedly</b>	<b>allocated</b>	<b>anticipation</b>
51:11	43:24	62:17	21:8 77:23
<b>accounts</b> 24:24	<b>adopt</b> 31:20	<b>allocation</b>	86:20 101:19
<b>Accumulated</b>	87:11	101:10	101:21 102:7
94:2	<b>adopted</b> 91:12	<b>allow</b> 33:22	102:9,23
<b>accurate</b> 107:6	<b>adoption</b> 91:3	56:15 91:21	103:1,6
<b>acquisition</b>	95:2	<b>allowance</b>	<b>anybody</b> 16:16
88:8,9 103:8	<b>adult</b> 30:19	70:13,22	16:20 17:23
<b>act</b> 65:12	<b>advertising</b>	71:8,13,16	19:21 69:8
86:16 87:14	47:1	71:20,22	85:25
89:6 96:25	<b>advised</b> 97:22	72:2,6	<b>anymore</b> 44:5
101:3	<b>advisor</b> 85:24	<b>allowed</b> 26:22	44:12 60:8
<b>action</b> 61:8	90:16 96:3	<b>allowing</b> 68:23	<b>anyway</b> 25:14
96:25 107:12	97:21 100:2	<b>alternatives</b>	31:13,18
107:15	<b>Affairs</b> 1:2,10	38:6	34:1 42:22
<b>actual</b> 83:8	<b>affordable</b>	<b>amendment</b>	43:20 93:23
<b>add</b> 69:9 72:13	31:19 40:5	24:16	<b>apologize</b>
73:5 78:9	55:17 59:24	<b>amortization</b>	21:17 82:15
104:17	<b>age</b> 30:17	87:16,19,25	83:1
<b>additional</b>	<b>aged</b> 30:18	<b>amount</b> 31:18	<b>apparatus</b>
11:23 13:2	<b>agenda</b> 47:7	43:4 50:18	32:17 34:13
22:10 27:20	60:14	55:5 60:24	57:25
	<b>agent</b> 39:3,5	62:12,16,24	<b>appeals</b> 93:25

<b>appeared</b> 87:10	<b>approved</b> 4:24	<b>assessment</b>	13:18 14:13
<b>appearing</b>	6:4 7:12	67:8 91:19	14:15, 21, 22
96:12	8:12 9:12	91:25	15:10, 12, 19
<b>applicable</b>	10:11 11:11	<b>assessments</b>	15:20 28:13
97:17	12:19 13:23	94:5	28:14 60:15
<b>application</b>	15:2, 25 18:9	<b>assets</b> 45:24	64:8, 9 66:8
16:7, 9, 24	28:19 34:18	<b>associated</b>	67:2 68:20
21:17 28:22	40:18 67:19	58:15	69:5 76:15
36:14 74:15	85:14 89:23	<b>Associates</b>	76:16 83:5
76:25 88:4	92:8 95:20	77:2	83:23 84:11
88:22 90:9	99:15 105:11	<b>assumption</b>	85:8, 9 89:9
90:22 91:15	106:6	22:8 27:23	89:11, 17, 18
98:5 99:18	<b>approximately</b>	<b>attempt</b> 97:23	95:14, 15
<b>appointed</b> 97:4	87:24 97:25	<b>attended</b> 91:10	98:19, 23
<b>appointing</b>	100:20	<b>attention</b>	99:1, 8, 9
96:25	<b>April</b> 4:8	52:21	105:5, 6, 17
<b>appreciate</b>	16:13 91:14	<b>attorney</b> 92:14	105:19, 25
25:11 27:18	<b>area</b> 47:21	107:11, 13	106:1
36:9 60:20	49:13 79:15	<b>audio</b> 16:5	<b>avoid</b> 60:4, 5
64:6 74:11	81:9 84:5, 8	<b>auditor</b> 77:2	81:5
84:2 89:25	84:10	<b>audits</b> 96:23	<b>avoiding</b> 48:7
93:6 94:15	<b>areas</b> 65:24	<b>authority</b> 3:10	<b>aware</b> 18:17
98:14 103:16	<b>arrangement</b>	86:22 87:1	46:14 77:21
<b>approach</b> 38:11	38:23 65:23	99:19, 23	
<b>approaching</b>	<b>ascertain</b>	100:2, 4	<b>B</b>
32:14	94:13	<b>authorization</b>	<b>B</b> 3:14
<b>appropriation</b>	<b>aside</b> 37:4	27:7 96:15	<b>B2</b> 14:4, 6, 7
24:21 32:2	71:2 93:17	96:19	<b>back</b> 23:6 25:4
77:12 91:13	93:19, 24	<b>auxiliary</b> 42:2	30:11 42:23
103:3	94:1, 6	<b>available</b>	43:5 72:1
<b>approval</b> 24:9	<b>asked</b> 5:4 6:14	90:23 92:2	87:15 90:10
29:20 63:2	7:15 8:15	<b>average</b> 34:20	92:11
86:12 87:11	9:15 10:13	82:9, 10	<b>background</b>
87:16 90:11	11:14 12:21	84:18, 20	16:4 30:10
91:3, 16 97:7	13:25 15:4	87:25 88:18	<b>bad</b> 44:25 45:2
98:8	55:4	88:19 91:18	<b>Bakari</b> 99:21
<b>approve</b> 4:7	<b>asking</b> 69:13	91:18, 25	<b>ballot</b> 36:15
5:4 6:15	77:12 92:22	<b>Avery</b> 2:5 4:18	<b>BAN</b> 102:16, 20
7:15 8:15	98:22	4:19 5:23, 24	<b>band</b> 32:23
9:15 10:13	<b>aspect</b> 44:19	6:22, 25 7:6	<b>BANs</b> 102:11, 12
11:15 12:21	<b>aspects</b> 41:4	7:7, 23, 25	<b>base</b> 56:10
13:25 15:5	<b>assessed</b> 12:25	8:6, 7, 21 9:6	62:9
27:23 72:11	88:19	9:7 10:5, 6	<b>based</b> 21:6
76:2 84:23	<b>assessing</b>	11:5, 6 12:5	66:25 67:4
89:5 95:2	11:19, 22	12:7, 13, 14	67:17
98:18	12:24 14:3, 4	13:8, 10, 17	<b>basically</b> 21:1

25:24 26:8	13:17,19,21	43:11 51:7	86:17 87:17
26:13	13:23 14:14	79:18 81:19	87:19 89:5
<b>basis</b> 5:7 6:18	14:17,19,21	81:21 100:15	95:4 96:17
7:18 8:18	14:23,25	102:5	96:20 97:20
9:18 11:25	15:2,12,15	<b>board</b> 1:5 3:9	97:23 98:2
21:14 37:19	15:17,19,21	5:4,9 6:14	98:17 103:17
102:17	15:23,25	6:20 7:15	<b>Bonin</b> 28:24
<b>Baumann</b> 99:22	17:1 28:2,6	8:15 9:15	29:11 70:11
<b>Bayonne</b> 100:5	28:9,11,13	10:13 11:14	70:11 71:7
101:13,18,24	28:15,17,19	12:21 13:25	71:12 72:13
102:4	69:14 76:9	15:4 18:5,6	73:16
<b>bear</b> 58:18	76:11,13,15	18:9 19:22	<b>booked</b> 20:17
<b>beautiful</b>	76:17,19,21	21:14 22:11	<b>Books</b> 23:23
82:23	85:4,6,8,10	27:21 35:5	25:23
<b>beer</b> 44:3	85:12,14	37:13 46:25	<b>Boot</b> 31:16
<b>beginning</b> 23:2	89:10,13,15	52:14,18,18	<b>boots</b> 32:14
24:2,11	89:17,19,21	52:22 54:10	<b>border</b> 41:24
36:24 81:13	89:23 95:7	54:14 59:13	65:4 66:7
<b>behalf</b> 29:18	95:10,12,14	62:23 64:2	<b>bore</b> 24:19
60:21 86:11	95:16,18,20	68:3 69:1,7	<b>borrower</b> 101:9
96:13 99:22	98:20 99:1,4	73:6 74:5,11	<b>borrowers</b>
<b>believe</b> 6:8	99:6,8,10,12	77:21 82:4	103:13
17:1 77:3	99:14 104:23	87:11 88:24	<b>boundaries</b>
82:11	105:1,3,5,7	89:3 94:25	39:21 64:16
<b>believer</b> 70:5	105:9,11,18	95:23 96:13	<b>boundary</b> 38:20
<b>benefit</b> 73:6	105:21,23,25	96:23,24	<b>bow</b> 92:25
<b>benefits</b> 86:15	106:2,4,6	97:3,22	<b>BPU</b> 97:6 98:7
<b>BENNETT</b> 2:12	<b>best</b> 40:3 54:8	98:12 104:15	<b>Branch</b> 35:12
4:1,11,14,16	57:8 67:8	105:13	39:4 40:10
4:18,20,22	<b>better</b> 20:20	<b>board's</b> 96:3,4	42:13 64:24
4:24 5:13,16	22:7 51:21	96:17 97:21	64:25 69:25
5:19,21,23	<b>beyond</b> 71:1	<b>Bob</b> 90:16,23	<b>Branch's</b> 49:12
5:25 6:2,4	<b>big</b> 34:24	<b>body</b> 29:18	<b>Branchburg</b> 3:5
6:25 7:3,5,8	47:19 56:2	30:6 34:2	28:22 29:17
7:10,12,24	60:2 75:6	51:22 66:2	30:8 39:7
8:2,4,6,8,10	84:11	<b>Bonavist</b> 96:4	40:4 52:11
8:12,24 9:2	<b>bill</b> 48:7	<b>bond</b> 77:23	64:21,25
9:4,6,8,10	66:17 88:19	86:16,19	65:1,5 66:15
9:12,23 10:1	90:5,25 91:1	87:14 89:6	66:17,23
10:3,5,7,9	<b>billed</b> 27:14	90:12 91:3	68:7 70:9
10:11,23	<b>billion</b> 100:21	91:14 95:3	71:14,19
11:1,3,5,7,9	<b>bills</b> 23:25	100:6,16,17	72:21,24
11:11 12:6,9	26:10,14	101:3,19,21	73:12 74:20
12:11,13,15	27:12 66:10	102:7,8,23	76:3
12:17,19	66:11	103:1,5	<b>Braslow</b> 29:3
13:10,13,15	<b>bit</b> 20:9 37:10	<b>bonds</b> 86:14,14	<b>breakfast</b>

31:16	<b>burden</b> 36:5	63:18	65:22 66:24
<b>Brian</b> 96:2	56:11, 20	<b>carve</b> 54:4	67:6 68:20
<b>Bridgewater</b>	57:11	68:21	80:12 83:12
35:15 38:25	<b>business</b> 96:2	<b>case</b> 15:6, 9	<b>changed</b> 30:21
39:5 41:21	<b>buy</b> 34:13 56:7	20:21 52:10	<b>changes</b> 35:4
51:25 64:24	<b>buys</b> 35:18	60:4 66:2	42:8 74:25
65:4, 6 68:15	36:4	67:9 68:18	<b>changing</b> 42:7
69:24 72:18		69:3 88:3	44:16, 17
72:25	<b>C</b>	93:21 104:2	65:23
<b>bring</b> 20:8	<b>C</b> 11:18, 21	<b>catches</b> 42:19	<b>Chapter</b> 24:18
22:24 23:5	14:4, 8 107:1	<b>caused</b> 58:23	26:4
46:22 82:25	107:1	<b>census</b> 30:13	<b>characteri...</b>
<b>bringing</b> 20:11	<b>calculated</b>	30:14	59:21
<b>Broad</b> 1:11	48:4	<b>center</b> 42:1	<b>charge</b> 55:19
<b>brought</b> 23:4	<b>call</b> 16:16	<b>central</b> 65:5, 9	56:8 57:3, 20
<b>brush</b> 37:23	20:6 29:4	<b>certain</b> 49:6	78:13
<b>budget</b> 21:3	36:20 40:13	92:18 102:3	<b>Charles</b> 100:2
24:13, 17	40:14 42:19	<b>certainly</b>	<b>charter</b> 65:17
25:7, 23	44:6, 25 47:4	74:21 75:16	<b>cheap</b> 48:3
27:11 33:23	50:6 53:9	104:1	<b>Cheers</b> 44:11
34:18 37:11	55:23 63:13	<b>certification</b>	<b>chief</b> 38:14
37:14 38:7	65:14 71:22	31:12	53:2
53:24 54:1	<b>called</b> 18:15	<b>Certified</b>	<b>children</b> 30:17
56:25 60:23	24:18	107:3	<b>CHIWANGA</b> 2:13
60:25 61:2	<b>calls</b> 16:7	<b>CERTIFY</b> 107:10	5:2 6:7 7:14
61:11, 13, 20	22:9 31:11	<b>cetera</b> 32:15	8:14 10:12
62:21 63:10	49:6, 13	88:12, 16	11:12 12:20
63:13, 17, 21	<b>camera</b> 16:9	<b>CFO</b> 17:10	13:24 15:3
64:1 67:3, 23	<b>campaign</b> 47:1	19:13, 19	<b>choose</b> 39:7
68:3 69:4	<b>Cancro</b> 17:2, 4	25:4 77:3	<b>city</b> 3:7, 8
70:14 71:7, 9	17:5, 8, 17, 18	80:6, 9, 10	85:17, 20, 21
73:21, 23	17:21 18:2, 4	85:24 90:15	85:24 86:11
78:11 83:1	21:22 22:1	100:3, 5, 5	86:12 87:1
<b>budgetary</b>	28:20, 21	103:20	87:10 88:10
55:14	<b>cap</b> 20:25 32:2	<b>CFO's</b> 25:19	88:15, 20
<b>budgeting</b>	32:2 37:14	<b>chain</b> 24:8	90:3, 10 91:2
93:17	77:12 84:23	<b>Chairman</b> 2:3	91:5, 12, 23
<b>budgets</b> 94:22	<b>capacity</b> 53:19	54:15 64:9	91:23 93:13
<b>build</b> 31:21	<b>capital</b> 51:16	<b>challenges</b>	101:4
40:5 52:15	52:1 55:14	30:3 53:12	<b>city's</b> 86:19
60:5, 8 81:19	88:13 101:23	<b>chance</b> 92:11	86:21 87:4
81:24	102:14 103:7	<b>change</b> 31:14	91:15
<b>building</b> 33:7	<b>capitalize</b>	33:17 40:13	<b>claim</b> 10:15, 19
55:16 60:4, 6	34:12	49:11, 14	13:3
88:11 97:11	<b>captain</b> 26:25	51:7 55:2	<b>claims</b> 11:23
97:15	<b>care</b> 24:25	61:17 65:19	13:2

<b>clarity</b> 63:3 <b>clean</b> 20:13 38:9 <b>clear</b> 62:14 <b>clip</b> 43:5 <b>Clooney</b> 17:12 17:14 19:16 <b>close</b> 2:4 4:9 4:11,16,17 5:21,22 6:8 7:5 8:4,5 9:4,5,22,24 10:3,4,21,23 11:3,4 12:11 12:12 13:9 13:11,15,16 14:19,20 15:17,18 22:12 23:5 27:18 28:1,2 28:6,11,12 38:2 60:16 60:17 62:10 62:19 64:5 76:13,14 83:7 84:24 85:1,6,7 89:15,16 93:25 94:5 95:12,13 99:6,7 104:22,24 105:3,4,23 105:24 <b>closed</b> 4:6 <b>closely</b> 19:19 <b>closer</b> 34:22 35:3 <b>clothing</b> 70:12 70:22,25 71:8,13,16 71:20,22 72:2,6 <b>coat</b> 68:11 <b>codified</b> 56:24 <b>coexist</b> 75:13	<b>Coffee</b> 46:21 <b>cogeneration</b> 97:13 <b>collaboration</b> 29:24 <b>colleague</b> 60:19 <b>collected</b> 81:20,22 <b>collection</b> 77:17 81:2 81:17 <b>collections</b> 82:7 <b>come</b> 29:23 39:23 42:21 43:5 45:5 49:16,21 57:10 67:19 72:21 77:18 83:20 <b>comes</b> 43:5 52:22,23 56:9 70:14 72:1 <b>coming</b> 20:16 28:3 40:8,9 42:6 45:15 59:1,1 68:22 84:7 <b>command</b> 24:9 54:17 <b>Commencing</b> 1:14 <b>commend</b> 54:16 <b>comment</b> 42:20 <b>comments</b> 7:19 19:22 20:23 60:18 64:6 84:22 <b>commercial</b> 40:9 55:22 65:15 <b>commingled</b> 38:8 53:25 69:4	<b>Commission</b> 107:24 <b>Commissioner</b> 35:19 50:4 50:24 62:19 68:19 <b>commissioners</b> 29:14 36:14 40:2,17 46:25 49:23 51:20 63:23 66:10,20 67:20,25 72:4,11 99:21 <b>committed</b> 45:6 <b>committee</b> 44:22 58:4 <b>common</b> 42:19 <b>communicate</b> 57:12 <b>communicating</b> 24:5 52:2 <b>communication</b> 40:19 <b>communities</b> 40:20 41:2 49:7 70:19 75:13,20 <b>community</b> 1:2 1:10 41:5 44:17,20 46:6,9,14 54:8 60:21 67:1 69:23 74:24 75:6 <b>comp</b> 73:15,16 73:18,19,24 <b>companies</b> 29:25 34:9 34:14 35:11 35:13 36:5 37:9 39:8,24 48:19 49:1 49:11 64:17 64:20,20	65:12 66:16 66:22 67:22 69:21 70:6 71:18 73:10 <b>company</b> 27:15 35:15 40:10 41:12,23 42:13 64:25 <b>company's</b> 66:12 <b>compared</b> 90:9 <b>competitive</b> 72:22 97:24 98:3 <b>complaint</b> 6:6 6:21 7:13,17 7:21 8:13,20 9:20 <b>complaints</b> 5:1 5:6 6:17 8:17 9:17 <b>complete</b> 84:4 92:7,20 <b>completed</b> 78:24 79:22 97:14 <b>completely</b> 62:14 <b>completion</b> 79:10 <b>compliant</b> 53:20,21 <b>complicated</b> 75:11 <b>component</b> 43:22 68:22 70:8 97:13 <b>components</b> 103:11 <b>computer</b> 25:22 25:24 <b>computers</b> 25:20 <b>con</b> 30:3 <b>concept</b> 37:5 69:6
---	--	--	--



<b>concepts</b> 37:5 <b>concerned</b> 63:23 <b>concerns</b> 47:10 69:12,19 71:5 74:3,16 74:18 75:2 75:15 <b>conclude</b> 19:20 <b>concluded</b> 30:5 106:7 <b>concluding</b> 16:12 <b>concur</b> 60:18 <b>conditions</b> 87:4,22 97:23 <b>confirming</b> 20:3 <b>conformance</b> 24:17 <b>confused</b> 41:10 64:12 <b>connection</b> 91:6 96:14 97:1,3 99:23 <b>connects</b> 57:25 <b>conservation</b> 97:17 <b>consider</b> 34:23 37:4 74:10 <b>considering</b> 27:16 <b>consist</b> 97:9 <b>consistency</b> 71:24 <b>consistent</b> 38:11 83:11 <b>consisting</b> 14:5 <b>consolidating</b> 18:14 <b>constant</b> 40:19 <b>construction</b> 79:4,8 83:7 83:8,9 103:7	<b>contemplating</b> 61:2 <b>contending</b> 22:15 <b>contested</b> 15:6 15:9 <b>context</b> 29:13 <b>continue</b> 30:24 51:2 64:16 <b>contract</b> 19:7 19:9 26:22 39:3,5,9 48:25 49:1 49:19 64:20 64:22 65:12 65:20 66:21 <b>contractually</b> 102:1 <b>contribute</b> 29:6 <b>contribution</b> 103:25 <b>contributions</b> 26:4 64:14 64:17 <b>control</b> 20:9 20:11 22:5 <b>controls</b> 20:1 20:12,16 22:22 <b>controversial</b> 59:8 <b>conversation</b> 33:15 53:2 55:23 72:6 <b>conversations</b> 35:10 37:2,8 72:7 <b>coordinated</b> 39:19 <b>cops</b> 53:14,16 <b>correct</b> 26:6 52:4 64:3 66:13 78:25 <b>corrected</b> 43:24	<b>correspond</b> 61:3 <b>corresponding</b> 61:8 <b>cost</b> 24:19 32:7,8,11,18 32:24 33:6 34:7,16,17 34:21 39:18 48:4 50:16 54:24 55:8 55:14 <b>costs</b> 27:24 48:2 55:5,14 56:17 94:18 <b>council</b> 107:11 107:14 <b>counsel</b> 13:1 90:17 <b>counsels</b> 100:6 <b>count</b> 99:24 <b>counties</b> 81:8 <b>country</b> 35:15 41:24 42:2 65:3 69:25 74:21 <b>county</b> 3:10 29:17 35:5 80:3,6,17 81:8 86:22 99:19,23 100:3 101:8 101:12 104:19 <b>county's</b> 100:24 <b>couple</b> 23:7 52:1 57:18 83:12 <b>course</b> 5:2 <b>Court</b> 1:21 92:8 107:3 <b>cover</b> 40:4 42:1 45:1 49:19 51:1 65:9 73:17	<b>coverage</b> 19:3 39:25 40:12 41:25 49:2 49:11,12 65:23 67:16 <b>covering</b> 48:21 <b>covers</b> 65:5 <b>COVID</b> 32:13 <b>create</b> 18:22 21:5 51:3 59:18 63:11 <b>created</b> 21:2 66:9 <b>creating</b> 33:20 46:8 48:13 <b>creation</b> 76:3 <b>creative</b> 56:16 58:16 <b>credit</b> 60:3 100:25 <b>crime</b> 26:1 <b>curious</b> 61:7 79:12 83:6 <b>current</b> 30:6 37:11 43:2,6 97:22 <b>currently</b> 50:2 66:22 68:6 101:20 102:11,18,25 <b>cut</b> 59:19 60:9 60:9
<b>D</b>			
<b>D</b> 3:1 10:16,20 11:18 12:23 <b>dangerous</b> 74:1 <b>date</b> 1:13 100:20 107:8 <b>Dated</b> 107:25 <b>day</b> 23:16,20 23:21 38:10 39:20 58:5 <b>days</b> 18:11 19:2 <b>DCA</b> 37:13			

51:13 54:10 62:22 64:2 68:2,25 <b>deadline</b> 16:13 26:8 <b>deal</b> 57:1 71:19 75:3 83:22 <b>dealing</b> 31:2 37:1,22 <b>debt</b> 77:19 87:4,20 97:20 100:23 <b>decision</b> 29:23 <b>decisions</b> 94:22 <b>deck</b> 102:21 <b>DeCotiis</b> 90:5 <b>decreased</b> 77:17 <b>default</b> 101:7 101:11 <b>defeated</b> 76:22 <b>defendant</b> 91:6 <b>defer</b> 34:23 <b>deferred</b> 78:13 <b>deferring</b> 33:9 <b>deficit</b> 24:13 25:16 <b>defined</b> 66:12 <b>definitely</b> 84:8 <b>DeJoseph</b> 100:4 103:19,20,23 104:7 <b>delayed</b> 77:22 <b>delays</b> 80:25 <b>delinquent</b> 77:18 81:11 <b>demand</b> 75:22 <b>demands</b> 74:23 <b>demographic</b> 30:2 74:24 <b>demographics</b> 30:22 42:7 <b>density</b> 49:13	<b>department</b> 1:2 1:10 18:16 19:6,13 26:20 33:3 52:25 <b>departments</b> 33:4 88:10 <b>depending</b> 34:18 40:13 72:14 <b>depot</b> 50:12,14 <b>DESCRIPTION</b> 3:16 <b>design</b> 83:15 <b>detail</b> 72:3 <b>determination</b> 5:5 7:16 <b>determinat...</b> 6:16 8:16 9:16 <b>determined</b> 49:23 <b>determines</b> 65:19 104:6 <b>determining</b> 11:23 13:2 <b>developed</b> 97:4 <b>developer</b> 55:19 56:8 59:23 103:24 <b>developers</b> 54:23 55:3 57:5 58:25 <b>development</b> 40:7,9 55:22 57:10 59:8 <b>developmen...</b> 56:18 <b>dictate</b> 87:23 <b>diesel</b> 19:5 <b>difference</b> 51:11 <b>differences</b> 72:14 <b>different</b> 25:20 62:24	72:15,17 80:23 81:8 103:10 <b>difficult</b> 22:4 30:23 33:10 67:7 70:16 94:12 <b>diminishing</b> 31:13 <b>dinner</b> 42:24 <b>direct</b> 33:23 57:3 <b>direction</b> 75:14 104:10 <b>directly</b> 33:22 <b>director</b> 4:1 5:3 17:22 18:4 19:22 20:1 22:12 90:4 92:16 95:25 99:20 103:20 105:12 <b>DiRocco</b> 2:8 4:10,12,14 4:15 5:15,16 5:19,20 7:3 7:4 8:2,3,23 8:25 9:2,3 10:1,2 11:1 11:2,13 12:9 12:10 13:13 13:14 14:17 14:18 15:15 15:16 28:9 28:10 76:5 76:11,12 85:4,5 89:13 89:14 95:6,8 95:10,11 99:4,5 105:1 105:2,21,22 <b>disaster</b> 27:16 63:8 <b>disclosure</b> 16:12	<b>discourage</b> 63:9 <b>discuss</b> 47:8 50:10 <b>discussing</b> 29:22 <b>discussion</b> 55:6 <b>discussions</b> 37:6 38:22 57:16 <b>dismiss</b> 6:21 7:20 8:20 9:20 11:23 13:2 <b>dismissing</b> 5:6 6:16 7:17 8:17 9:17 13:3 <b>dissolution</b> 18:7 19:17 21:17 <b>dissolutions</b> 74:13 <b>dissolved</b> 27:25 <b>district</b> 18:8 18:12,24 19:4 20:2 21:3,21 24:6 24:23 27:25 29:21 32:25 33:21 34:17 34:17,25 36:16 37:5 39:1,2,2,13 41:4,14 46:8 48:14,19,20 49:9,20 50:8 50:22 51:3 51:14 52:3 52:22 53:22 54:7 60:23 61:3,14 62:21 63:8 63:12 65:3
--	---	---	--

65:18 66:2,9 67:19,23 68:23 69:25 70:20,23 71:23 72:10 73:8 75:11 76:3 97:16 <b>district's</b> 18:12 20:8 24:17 <b>districts</b> 37:9 37:18 64:15 65:14 67:12 68:16 71:4 74:13,17 <b>division</b> 20:5 26:12 36:19 74:8 <b>DLGS</b> 19:19 23:13 <b>documents</b> 36:11 <b>doing</b> 19:10 26:3 37:18 44:7 45:9 46:1 55:7 56:22 59:20 62:4 63:7 68:9 81:10 81:12 84:3 87:6 88:23 91:23 <b>DOJ</b> 53:20 <b>dollar</b> 27:5 48:7 90:11 101:10,19,21 101:22 102:6 102:8,10,16 102:17,19,23 102:25 103:1 103:5 <b>dollars</b> 32:19 33:1,2 34:7 34:22 47:25 56:7 62:5,7 96:16 98:1	100:21,22 <b>DOMINICK</b> 2:8 <b>donate</b> 56:6 <b>donated</b> 56:3 <b>donating</b> 43:7 <b>donations</b> 33:11 43:4 56:4 <b>Donna</b> 100:5 <b>doubled</b> 32:12 <b>Downe</b> 3:6 76:24,25 77:5 80:5 81:7 84:3,9 <b>downs</b> 80:23 <b>DPW</b> 54:3 102:13 <b>dramatically</b> 30:21 <b>draw</b> 80:23 <b>draws</b> 101:11 <b>drills</b> 31:12 <b>drive</b> 43:2 <b>driven</b> 59:3 <b>driving</b> 31:13 32:7 55:1,5 <b>drop</b> 30:17 72:25 73:1 <b>dropped</b> 49:18 <b>due</b> 12:25 78:2  <b>E</b> <b>E</b> 2:10,10 3:1 3:14,21,21 12:23 107:1 107:1 <b>earlier</b> 4:4 101:4 <b>east</b> 48:22 <b>easy</b> 22:5 74:9 75:20 90:9 <b>echo</b> 20:10 <b>economic</b> 84:5 87:3 <b>Ed</b> 52:22 59:13 <b>education</b> 3:9	31:12 52:14 52:18 95:23 96:13 <b>Edwards</b> 90:15 90:15,25 92:4,9 <b>effect</b> 61:17 <b>effective</b> 18:10 <b>efficiencies</b> 19:1 <b>efficient</b> 50:17 <b>effort</b> 74:7 98:15 <b>efforts</b> 22:13 22:18 39:19 <b>egregious</b> 57:21 <b>eight</b> 91:17,22 93:8 <b>Eismeier</b> 85:18 85:23 <b>either</b> 52:9 72:24 <b>election</b> 36:15 <b>Eli</b> 56:2 <b>eliminate</b> 16:3 <b>Elizabeth</b> 3:8 90:3,10 91:2 <b>email</b> 92:12 <b>emergency</b> 27:7 44:21,24 45:3,6,12 57:11 65:13 91:13 101:25 103:2 <b>employee</b> 107:11,13 <b>employees</b> 102:3 <b>enables</b> 100:23 <b>encourage</b> 55:24 72:20 73:3 <b>encouraging</b>	16:14 <b>endeavor</b> 48:3 <b>ended</b> 27:15 <b>energy</b> 63:11 96:16,18,23 97:1,4,8,16 <b>engaged</b> 46:23 60:20 <b>engagement</b> 54:17 <b>engine</b> 32:16 32:17 38:1 <b>engineer</b> 83:14 83:14 <b>Engineering</b> 97:6 <b>ensuring</b> 18:18 <b>enter</b> 50:7 <b>entertain</b> 56:19 <b>entire</b> 48:23 62:16 101:9 <b>entities</b> 65:17 66:5 <b>entitled</b> 86:15 <b>entity</b> 46:9 48:20 51:8 101:10 104:3 <b>envelope</b> 97:11 <b>environment</b> 18:22 20:12 20:20 <b>equates</b> 88:18 <b>equipment</b> 32:22 33:25 34:13 37:21 38:5 39:15 41:7 51:23 56:7 65:25 88:9 <b>equipments</b> 88:1 <b>equitable</b> 55:11 <b>ESCO</b> 96:4,25 97:4
---	--	--	---

<b>ESIP</b> 98:18 <b>especially</b> 77:15 83:19 104:7 <b>essentially</b> 27:1 30:17 <b>established</b> 20:13 54:6 <b>establishment</b> 29:21 <b>estimate</b> 33:1 34:11 <b>estimated</b> 34:6 94:8 <b>estimates</b> 83:7 <b>estimation</b> 62:14 <b>et</b> 32:15 86:13 88:12,16 <b>ethics</b> 3:3 5:1 16:19 <b>ETIER</b> 107:3 <b>event</b> 42:25 44:7 101:7 <b>events</b> 101:11 <b>everybody</b> 17:4 17:17 29:14 86:4,6 100:9 <b>exact</b> 87:23 <b>exactly</b> 51:18 59:15 93:5 <b>examining</b> 29:25 <b>example</b> 32:10 39:4 47:4 56:1 57:9 59:17 <b>examples</b> 32:6 32:7 42:14 48:16 <b>exceed</b> 86:13 91:4 96:15 <b>Excellent</b> 86:10 <b>exception</b> 68:7 <b>excess</b> 100:22	<b>executed</b> 92:8 <b>executive</b> 2:12 38:14 <b>exempt</b> 101:20 102:7,9 103:6 <b>exercise</b> 45:23 <b>EXHIBITS</b> 3:18 <b>exist</b> 48:17 87:4 <b>existed</b> 18:23 <b>existing</b> 18:15 19:8,11 55:9 55:10 <b>expand</b> 52:24 <b>expansion</b> 60:7 <b>expect</b> 40:2,17 72:4,9 78:3 78:5 <b>expectation</b> 86:25 <b>expectations</b> 31:3 <b>expected</b> 31:6 77:15,19 <b>expending</b> 25:8 <b>expenses</b> 63:16 103:9 <b>expensive</b> 53:13 83:10 <b>experimenting</b> 57:15 <b>Expires</b> 107:24 <b>expiring</b> 59:23 <b>explain</b> 47:12 47:15,18 <b>explanation</b> 93:21 <b>explore</b> 37:6 <b>explosion</b> 58:22 <b>expressed</b> 75:19 <b>extend</b> 45:20 <b>extension</b> 88:22	<b>extent</b> 40:22 100:17 101:4 101:9,15 <b>extra</b> 54:25 60:5 63:6 <b>extrapolate</b> 43:8 <hr/> <b>F</b> <hr/> <b>F</b> 107:1 <b>fabulous</b> 82:17 <b>faces</b> 28:24 <b>facilities</b> 57:17 58:6 96:24 97:11 <b>facility</b> 33:7 42:3 56:3 58:7 <b>fact</b> 24:10 42:2 51:25 <b>factual</b> 5:7 6:17 7:18 8:18 9:18 11:25 <b>fail</b> 52:3 <b>failed</b> 52:3,5 <b>fair</b> 42:17 50:25 <b>fairly</b> 31:23 59:8 <b>familiar</b> 28:23 31:3 57:23 58:11 67:12 <b>families</b> 42:24 <b>fantastic</b> 58:7 <b>far</b> 20:24 26:7 46:6 79:10 80:12 81:16 83:16 84:6 94:17 <b>favor</b> 99:14 <b>fee</b> 57:6 <b>feel</b> 92:15 <b>feels</b> 35:6 <b>fees</b> 27:13 55:19 56:9	57:22 <b>fields</b> 37:24 <b>fight</b> 44:14 <b>fighting</b> 54:1 <b>figure</b> 40:3 70:20 73:24 83:6 <b>final</b> 13:3 15:3 20:7 68:14 <b>finally</b> 25:1 <b>finance</b> 1:5 18:5 37:13 46:25 51:14 54:10 62:22 64:2 68:3 69:1 86:18 87:11 101:23 102:1,13,20 103:2,6 <b>financed</b> 88:2 88:14 <b>financial</b> 16:12 25:18 33:16,18 36:5 45:19 58:15,21 64:17 65:22 85:23,23 96:3 97:21 100:1 <b>financially</b> 67:8 107:14 <b>financials</b> 62:11 <b>financing</b> 87:5 87:13 88:7 104:5 <b>find</b> 33:12 <b>finding</b> 11:18 11:21 12:23 14:2,3 16:18 <b>findings</b> 104:18,19 <b>fine</b> 11:19,22 12:24,25
---	--	--	---

14:3,5 49:24 <b>finishing</b> 83:24 <b>fire</b> 18:7,11 18:12,15,17 18:19 21:3 23:17 24:5 26:20 27:2 27:15,25 29:19,21,25 30:4 31:9 32:16,17,25 33:21,23 34:13 35:11 35:13,14 36:2,5,16 37:4,9,9,18 38:23 39:1,1 39:2,6,10,13 39:20 40:10 40:17 41:2,4 41:14,23 42:13,16 44:1 45:5 46:2,7 48:14 48:19,19,21 49:9,20 50:8 50:22 51:2 51:14,20 52:21 53:22 53:24 54:2,7 56:4 57:17 58:8 60:23 61:21 62:16 62:20 63:8 64:17,19 65:12,13,18 65:18 66:2 66:11 67:12 67:22,23 68:16,23 69:24 70:6 72:10 74:13 74:17 75:11 76:3 <b>firefighter</b>	31:6 32:12 <b>firefighters</b> 21:9,11,13 26:5,23 67:15 72:23 <b>firefighting</b> 57:24 <b>firehouse</b> 42:22 43:22 44:11 47:6,8 <b>firehouses</b> 21:20 33:5 48:15 <b>firemen</b> 57:22 58:10 73:25 <b>firm</b> 23:4 <b>first</b> 5:3,17 8:25 11:17 16:24 25:17 53:13 60:17 74:15 91:1 98:24 <b>fiscal</b> 18:25 19:16 20:20 22:21 30:1 <b>five</b> 14:1,3,10 29:2 35:25 44:24 88:6 <b>fix</b> 38:3 <b>flat</b> 30:15 <b>flexibility</b> 59:4 <b>flooding</b> 45:2 <b>floor</b> 18:2 100:12 <b>focus</b> 18:14,21 46:20 <b>focused</b> 46:1 <b>foisted</b> 55:10 <b>folks</b> 23:8,9 64:10 100:7 <b>follow</b> 36:12 51:13 92:20 <b>following</b> 13:4 <b>footprint</b> 40:12	<b>force</b> 53:11 57:5 <b>forced</b> 55:2 <b>Ford</b> 77:2 <b>foregoing</b> 107:5 <b>forgot</b> 16:21 <b>FORMAL</b> 3:23 <b>formation</b> 34:25 <b>formed</b> 61:4 <b>former</b> 18:12 20:2 23:3 25:4,19 <b>forth</b> 107:9 <b>forthright</b> 47:2 <b>forthrightly</b> 68:8 <b>forward</b> 30:9 54:10 58:19 65:25 80:22 83:18 88:21 98:14 <b>forwarded</b> 92:13 <b>found</b> 22:2 26:3 <b>four</b> 21:9 29:19 31:21 35:9,10 38:19 39:8 39:24 48:19 49:1 56:21 56:23 59:20 64:19,22 65:20,23 66:16,22 69:21 70:6 71:18 79:16 88:6 94:2 <b>frame</b> 31:5 <b>franchise</b> 94:4 <b>free</b> 1:24 60:1 <b>Friday</b> 18:10 <b>front</b> 30:3	44:18 71:11 <b>FT</b> 21:23 <b>fuel</b> 50:12,14 <b>full</b> 19:12 63:3 88:4 <b>fund</b> 19:4 37:8 37:20 38:12 43:2 71:2 81:20 <b>funded</b> 80:16 <b>funding</b> 27:8 80:23 <b>funds</b> 43:4 66:21 93:18 93:18 94:11 <b>Further</b> 34:12 107:10 <b>future</b> 45:12 79:7 104:5 <hr/> <b>G</b> <hr/> <b>Gail</b> 26:1 <b>Gallagher</b> 20:24 25:3,9 25:12,14 <b>game</b> 44:2 <b>gaps</b> 67:16 <b>garage</b> 103:25 <b>Gasoline</b> 19:5 <b>general</b> 25:23 37:14 38:7 53:24 86:14 88:13 102:7 <b>generated</b> 97:18 <b>gentlemen</b> 27:19 76:23 <b>getting</b> 19:5 23:9,10,10 26:9 45:24 45:25 100:7 <b>give</b> 29:13 30:10 32:6 38:15 42:11 42:14 59:14 82:25 88:4
--	--	--	--

<b>given</b> 76:1 94:19	38:17 40:11 42:9,10 46:3	69:14,18,19 70:24 71:10	47:24 54:2
<b>giving</b> 29:15 59:22	47:25 48:3,5 48:8 49:3,5	73:6,7 74:2 74:5	72:11 73:22 84:1
<b>glad</b> 19:23	52:11,13,15	<b>grant</b> 27:6	<hr/> <b>H</b> <hr/>
<b>go</b> 20:19 23:6 25:4 31:24	52:19,19,20 53:5,11	<b>great</b> 4:25 16:1 57:9	<b>H</b> 3:14
32:19 34:8	56:18 58:18	58:7 59:19	<b>half</b> 42:15 56:6 58:5
36:1 37:13	59:9 61:10	73:4 75:2	<b>hall</b> 42:4
40:18 42:19	61:16,21,25	80:11 81:1	<b>HAMILTON</b> 1:23
43:22 44:2	62:1,4,19	84:21 100:8	<b>hammer</b> 26:17
44:10 45:21	63:19,20	<b>green</b> 68:17	<b>hand</b> 100:18
47:2 48:8	64:16 67:4	<b>Greg</b> 17:10,21 21:4 70:11	<b>handle</b> 5:1
51:9,14,15	68:20,21	<b>gross</b> 34:17 35:1 61:13	<b>handled</b> 23:12 23:20
51:16 52:16	69:2 75:7,12	<b>grounds</b> 88:11	<b>handling</b> 48:17 50:21
53:5,6,13,14	76:2,24	<b>group</b> 21:25 36:1 55:7	<b>hands</b> 25:18
53:19 54:10	79:23 80:13	74:18	<b>hang</b> 43:23 44:2,3,11
56:24 57:17	80:21 83:18	<b>groups</b> 46:20	<b>hanging</b> 42:22
58:10 61:24	84:7 93:14	<b>grown</b> 31:4	<b>happen</b> 33:12 40:13 66:6 81:3
62:1 63:1,2	93:22 94:7	<b>growth</b> 32:3 53:11 75:6	<b>happening</b> 23:25 31:1 53:10 58:1 74:23 75:19
63:6,12	94:21 101:6	<b>guarantee</b> 99:25	<b>happens</b> 53:23
65:21 66:17	<b>Goldman</b> 96:1 96:12	<b>guaranty</b> 101:8 101:12 104:20	<b>happy</b> 98:3
68:4,25	<b>gonna</b> 47:2 83:19	<b>Guard</b> 45:1	<b>hard</b> 41:15,16 41:19 42:10 53:15 58:5 59:14 104:10
69:18 72:1,4	<b>good</b> 17:3 18:5 19:15 20:14	<b>guess</b> 16:23 21:15,20	<b>hat</b> 58:5
74:10 75:8	24:6 28:24	36:18 37:3	<b>hate</b> 45:11,15
86:2 87:5	28:25 52:2	37:12 53:3	<b>head</b> 19:13
93:1,7	59:12 68:18	70:5 73:21	<b>headquarters</b> 53:19 59:18
104:11	80:20 81:18	76:1 78:22	<b>hear</b> 5:16 17:5 42:25 43:12 57:4 74:17 83:23 101:16
<b>goal</b> 35:16 68:12	83:23,24	92:6 93:10	<b>heard</b> 7:24 8:24 16:10 55:6 74:14
<b>goes</b> 20:25 37:24 44:4	84:12 90:4,6	93:16 98:16	
64:4 68:18	90:8 91:1	<b>guidance</b> 13:1	
71:23 72:1	95:22,24	<b>guy</b> 27:3	
93:10	99:20 103:19 103:22	<b>guys</b> 31:2 36:10 41:16 41:17,18 42:21 43:20 43:24 44:3 45:4 47:20	
<b>going</b> 4:6 16:23 20:19	<b>gotten</b> 44:25		
20:21 21:12	<b>governing</b> 29:18 30:6		
22:3 24:14	34:2 51:22 66:1		
24:15 26:10	<b>Government</b> 16:19		
29:5,7 30:8	<b>Granese</b> 36:19 69:9,10,11		
30:11 31:22			
32:8 33:8,10			
33:19,22			
34:4 36:21			
37:17 38:2			

85:1 101:4 <b>hearing</b> 5:9 22:23 75:25 84:22 95:1 98:13 104:15 106:7 <b>heavy</b> 35:6 <b>HELD</b> 2:1 <b>hell</b> 61:25 <b>helmet</b> 32:14 <b>help</b> 20:5 45:5 56:4 57:19 60:5 82:21 84:4 <b>helped</b> 23:14 <b>helpful</b> 26:12 27:4 104:9 <b>helps</b> 56:10 57:22 60:3 <b>hereinbefore</b> 107:8 <b>hesitation</b> 91:21 <b>hey</b> 43:21 44:14 47:1 63:6 <b>hiccups</b> 83:20 <b>high</b> 18:19 32:19 62:7 73:25 <b>higher</b> 32:23 40:15 60:24 62:11,25 63:1,3 68:8 83:8 <b>highlights</b> 88:5 <b>HIGHWAY</b> 1:22 <b>Hills</b> 35:15 41:24 42:2 65:3 70:1 <b>Hillsboro</b> 39:2 39:4 49:15 <b>Hillsborough</b> 39:1 41:10 41:11,13,20	49:16,20,21 65:2,3 68:15 69:22 72:17 73:1 <b>hiring</b> 21:9 <b>historically</b> 74:12 <b>hit</b> 78:19 82:3 <b>hold</b> 79:18 82:14 <b>holders</b> 100:16 100:17 <b>home</b> 91:18,19 91:25 <b>honest</b> 94:15 <b>honestly</b> 73:4 <b>Honeywell</b> 96:4 96:25 <b>hope</b> 56:11,23 <b>hopefully</b> 66:2 78:5 <b>hoping</b> 90:8 <b>hose</b> 57:25 <b>hours</b> 31:7,8 47:22 <b>house</b> 25:19 50:21 <b>household</b> 34:20,20 61:16 62:9 <b>houses</b> 41:6 <b>housing</b> 31:19 40:5 54:22 55:17 58:23 59:3,24 <b>Hudson</b> 3:10 86:22 99:18 99:23 100:3 <b>huge</b> 45:13 60:7 93:24 <b>hundred</b> 61:17 62:5 <b>hundreds</b> 47:21 <b>HVAC</b> 97:11 <b>hybrid</b> 41:12 41:20	<b>I</b> <b>IBank</b> 80:3,15 <b>ID</b> 3:16 <b>idea</b> 42:11 72:19 73:2 <b>identified</b> 22:19 <b>identify</b> 22:16 86:2 <b>IDIDA</b> 2:7 <b>imagine</b> 36:25 <b>immediately</b> 16:17 <b>impact</b> 55:19 56:9 57:5 59:10 61:4 61:13 78:10 78:13 84:9 88:15 91:17 91:25 <b>implement</b> 96:17 <b>important</b> 44:20 66:4 <b>improvement</b> 3:10 86:22 87:1 96:18 97:2,5,14 99:19,23 100:3 <b>improvements</b> 88:1,10,11 88:12 97:11 97:12 101:23 102:14 103:7 <b>inaccurate</b> 26:5 <b>inaudible</b> 79:17 <b>inaugural</b> 62:21 63:10 63:14,17 64:1 67:23 68:3 <b>inauguration</b> 34:19	<b>incarceration</b> 91:7 <b>included</b> 60:25 81:9 87:2 <b>including</b> 103:7 <b>inclusion</b> 20:25 <b>income</b> 58:24 <b>incorporated</b> 58:17 <b>increase</b> 27:2 34:24 48:4 61:3 62:2,4 62:6,13 63:24 88:18 <b>increased</b> 32:4 <b>increases</b> 21:8 75:1 <b>incredibly</b> 80:21 <b>independent</b> 35:11 <b>indicated</b> 6:9 11:13 78:23 <b>individuals</b> 91:7 <b>industrial</b> 57:16 <b>inflation</b> 32:4 32:9 <b>informal</b> 46:19 <b>information</b> 25:21 27:19 64:11 67:10 100:16 <b>inherited</b> 25:4 25:15 <b>initial</b> 14:6 47:13,13 60:23 <b>initially</b> 26:18 <b>initiated</b> 100:19 <b>inked</b> 57:1
---	--	--	--

<b>inordinate</b> 55:4	104:3	13:21,22	<b>justification</b> 62:12
<b>input</b> 21:4	<b>involving</b> 6:10	14:12,14,25	
<b>inside</b> 83:14	<b>issuance</b> 89:5	15:1,23,24	<hr/> <b>K</b> <hr/>
<b>inspection</b> 57:23 58:1	95:3 96:20	28:17,18	<b>Kairu</b> 100:3
<b>inspections</b> 57:18	98:17 99:24	54:15 56:13	<b>keep</b> 32:3
<b>install</b> 70:16	101:14	58:13 60:19	33:10 46:3
<b>installation</b> 38:3 97:12	<b>issuances</b> 103:11	76:19,20	50:16,16
<b>insurance</b> 19:3	<b>issue</b> 5:5 6:11	82:5,17	53:23
19:4 50:25	6:15 7:16	84:16 85:12	<b>kept</b> 21:10
51:1,6 73:9	8:16 9:16	85:13 89:21	71:12
73:9,13,13	10:14,18	89:22 95:5,7	<b>key</b> 23:16,18
<b>insurances</b> 73:8	11:15 12:2	95:18,19	<b>kind</b> 20:8,19
<b>integral</b> 45:13	12:22 13:6	99:12,13	22:16,20
<b>intending</b> 16:8	14:1,10	104:21,23	23:1,5,14
17:15	21:12 31:15	105:9,10	24:1,1 25:17
<b>interest</b> 54:13	35:22 38:12	106:4,5	26:16 31:16
78:1	54:17 62:25	<b>January</b> 18:10	40:1 42:19
<b>interested</b> 88:3 107:15	63:22 78:4	27:15	42:20,23
<b>interesting</b> 24:2 42:9	86:13 87:19	<b>Jeff</b> 85:19	46:5,22 51:8
83:25	<b>issued</b> 86:21	<b>Jenn</b> 90:18,22	51:18 54:4
<b>internal</b> 20:1	87:17 100:20	90:24 92:3	56:15 58:9
20:11,12,15	102:12,20	<b>Jennifer</b> 90:14	63:17 65:25
22:22	103:2	90:15	67:7 75:14
<b>internally</b> 50:22	<b>issues</b> 20:11	<b>Jersey</b> 1:1,12	79:20 101:14
<b>introduced</b> 91:13	20:15 22:14	1:23 107:5	<b>kinds</b> 55:20
<b>investigate</b> 10:15	30:1 33:5,16	107:23	<b>know</b> 4:4 16:20
<b>investigating</b> 10:19	33:17 37:20	<b>Jim</b> 58:3	19:15 22:14
<b>investigation</b> 10:14,18	38:8 46:2,22	<b>job</b> 24:6 51:21	26:14,16,19
13:4	58:8 81:3	52:2	27:14 29:18
<b>investment</b> 48:6	<b>issuing</b> 101:18	<b>jobs</b> 23:7	31:25 32:17
<b>involve</b> 6:11	<b>item</b> 3:2 47:7	59:19	36:19 38:19
<b>involved</b> 87:12	70:3,4,14	<b>John</b> 17:13,18	41:6,14 42:8
88:6 102:6	<b>items</b> 52:1	19:21 21:5	42:16 43:9
	<hr/> <b>J</b> <hr/>	96:3 103:20	43:21,25
	<b>jacket</b> 32:14	<b>joint</b> 19:3	46:10 47:10
	<b>Jackson</b> 2:6	39:15	48:2 49:25
	4:22,23 5:11	<b>Jonathan</b> 100:4	57:13 74:7,9
	5:13 6:2,3	<b>Judd</b> 80:10	75:19 79:12
	6:24 7:1,10	<b>judgment</b> 45:18	80:14 82:2
	7:11,22,24	<b>jump</b> 19:24	83:9 84:1
	8:10,11 9:10	22:25 23:19	85:25 86:25
	9:11 10:9,10	<b>June</b> 16:19	92:11 93:22
	11:9,10 12:4	107:24	94:10
	12:6,17,18	<b>jurisdiction</b> 11:24 13:3	<b>known</b> 94:6
		66:12	<b>knows</b> 83:6





<b>matter</b> 5:3 6:8 6:11 7:14 8:14 9:14 10:12 11:12 12:20 13:24 15:3,5,8 38:17 53:3	<b>measures</b> 30:1 97:17	<b>minimize</b> 61:4	27:23 28:19
<b>matters</b> 6:10	<b>mechanisms</b> 24:20	<b>minute</b> 82:25	76:2,5,21
<b>matures</b> 91:16	<b>mediation</b> 91:10	<b>minutes</b> 4:8	84:23 85:14
<b>maturing</b> 86:18 101:21 102:12 103:1	<b>meet</b> 56:22 67:15	<b>mirrors</b> 87:25	89:4,5,8,23
<b>Maturity</b> 87:17 91:16,24	<b>meeting</b> 4:4,8 16:19 25:6 35:20 47:4,5 47:7,8	<b>mislead</b> 46:24	95:2,20
<b>Mauer</b> 100:5	<b>meetings</b> 46:17 46:17,20,21	<b>missed</b> 98:7	98:16,18,23
<b>maximize</b> 50:15	<b>member</b> 69:7	<b>mix</b> 23:8 39:24	98:24,24
<b>maximum</b> 38:16 50:18	<b>members</b> 4:1 5:9 6:20 22:11 27:21 47:9 54:14 59:13 60:14 82:4 91:21 92:1 105:13	<b>model</b> 30:24 36:7	99:15 104:18 105:11,15 106:6
<b>Mayer</b> 50:24 90:4,5,7,8 90:21 92:3 92:10,22 93:2 95:21	<b>mention</b> 52:5 94:6	<b>moderate</b> 58:24 59:3	<b>motor</b> 73:14
<b>Mayers</b> 17:10 17:10	<b>mentioned</b> 36:23 39:12 40:4 41:9 46:18 66:24 70:6 75:2 91:1,2	<b>monies</b> 62:16	<b>move</b> 7:22 12:7 14:12 16:23 28:3 32:23 33:21 54:10 60:12,14 76:8,24 82:21 85:1 95:5
<b>mayor</b> 28:25 29:10,16 33:13 36:17 36:23 46:5 46:21 52:12 54:12,16 60:11,17 64:5,10 77:3 77:5 79:1 83:4,6 92:9	<b>MICHAEL</b> 2:3	<b>month</b> 81:15 104:7	<b>moved</b> 4:5,9 5:11 6:22 8:21 9:21 10:21 12:4 13:8 15:10 28:1 84:24 104:21 105:16
<b>McCartney</b> 42:12,18 52:4	<b>Michigan</b> 82:20 82:22	<b>monthly</b> 46:21	<b>moving</b> 5:13 65:24 75:14 82:20 87:8 98:21
<b>McCay</b> 85:20	<b>mid</b> 24:3	<b>months</b> 20:7 23:2 29:24 53:17	<b>municipal</b> 35:6 38:20 56:25 64:15 81:2 86:15 89:6 90:16 100:2 101:2
<b>McManimon</b> 99:22	<b>Mike</b> 77:4	<b>Moore</b> 80:10	<b>municipali...</b> 16:16 38:22 38:24 50:3 64:23 71:4
<b>mean</b> 37:9 41:3 46:8 47:11 50:25 67:10 85:21 93:9	<b>million</b> 32:19 33:1,2 34:7 34:11 47:25 48:7 56:6 62:7 91:4,12 93:25 94:2,3 94:5 96:15 97:25 100:22 101:10	<b>morning</b> 17:3 28:24,25 29:15 90:4,6 91:1 92:12 95:24 99:20 103:19,22	<b>municipality</b> 39:7 46:7 48:10,11,15 49:1 50:1,7 51:1 52:24
<b>Meaning</b> 55:23	<b>mind</b> 22:23 58:18	<b>Morris</b> 96:2	
		<b>motion</b> 4:7,24 5:5,10 6:4 6:11,15,21 7:12,16,20 8:12,16,19 9:12,16,20 10:11,14,18 11:11,15 12:2,19,22 13:6,23,25 14:10 15:2,5 15:8,25	

61:9 68:22 69:4 72:5 <b>municipali...</b> 60:25 <b>mute</b> 16:6 25:10 <b>muted</b> 16:3 <b>mutual</b> 40:20 49:3,7	88:17 <b>never</b> 45:8 <b>new</b> 1:1,12,23 21:9 25:24 34:12 46:3 47:14 54:24 100:4 101:15 101:24 102:5 102:6,15,22 103:4,4,17 103:21 107:5 107:23 <b>newly</b> 97:4 <b>nexus</b> 56:17 <b>Nice</b> 60:19 <b>Nick</b> 2:12 92:10 <b>nine</b> 43:5,6,9 <b>NOB</b> 13:6 <b>NOB's</b> 12:2 14:10 <b>noise</b> 16:4 <b>non</b> 55:22,24 59:15 <b>normalization</b> 72:10 <b>normalize</b> 72:12 <b>Norman</b> 43:25 <b>north</b> 35:12 39:4 40:9,10 40:14 42:12 48:22 49:12 64:23,25 69:25 <b>Notary</b> 107:4 107:23 <b>note</b> 27:16 77:24 78:2 86:22 99:25 101:19,21,25 102:7,9,23 103:2,6 <b>notes</b> 86:20 92:19 100:21 101:5 104:5	<b>notice</b> 6:12,15 7:16 8:16 9:16 10:14 10:18 11:17 11:20 12:22 <b>notices</b> 5:5 11:15 14:1 81:11 <b>notified</b> 81:15 <b>November</b> 36:15 <b>number</b> 18:8 21:10 25:8 71:25 81:16 82:6,13 84:2 86:24 88:5,9 <b>numbers</b> 21:5,7 24:12 25:2 54:20 61:12 87:23 <b>NW</b> 85:23 100:1	22:9 28:24 32:1 38:18 51:5 74:4 77:6 78:12 78:22 79:9 79:24 80:11 80:20 84:21 91:23 92:5 100:8 103:15 104:1,16 <b>old</b> 30:24 37:20 43:17 <b>once</b> 45:1 58:10 67:25 72:10 79:19 <b>One's</b> 69:12 <b>ongoing</b> 55:14 79:12 <b>onus</b> 54:22 <b>open</b> 22:10 24:7 54:13 57:4 82:3 83:3 89:2 94:25 98:12 104:14 <b>opened</b> 4:4 <b>opening</b> 29:13 <b>operate</b> 33:7 <b>operating</b> 77:13 <b>operation</b> 18:19 20:8 50:17 <b>operational</b> 30:3 <b>operations</b> 18:13 64:19 <b>opinion</b> 35:7 <b>opportunity</b> 29:15 55:13 <b>opposed</b> 24:10 <b>opt</b> 72:24 <b>option</b> 37:12 82:10 <b>options</b> 37:3 <b>order</b> 31:7
<b>N</b> <b>N</b> 2:10 3:1 <b>N.J.S.A</b> 86:12 96:19,21 <b>name</b> 29:16 <b>Nancy</b> 77:1 79:5 81:23 <b>National</b> 45:1 <b>nature</b> 53:9 <b>near</b> 104:4 <b>nearby</b> 47:21 <b>necessary</b> 6:12 92:16 101:1 <b>need</b> 22:7 39:6 45:25 47:3 49:10 52:2 53:4 58:23 65:19 69:2 81:19 <b>needed</b> 25:17 46:13 <b>needs</b> 51:6 66:25 67:5 <b>negotiate</b> 57:8 70:20 <b>negotiations</b> 91:11 <b>neighbors</b> 56:14 <b>neither</b> 107:10 107:13 <b>Neshanic</b> 35:12 39:3 43:15 49:17,18 65:1 69:23 <b>net</b> 35:2 61:17		<b>O</b> <b>O</b> 2:10 <b>o'clock</b> 4:5 <b>OAL</b> 15:8 <b>object</b> 47:18 <b>obligation</b> 39:10 48:1 56:23 60:3 65:11 86:14 96:16 <b>obtained</b> 19:6 <b>obvious</b> 54:16 <b>obviously</b> 73:25 87:13 87:22 <b>occurred</b> 91:8 <b>October</b> 18:6 23:2 24:3 27:7 <b>office</b> 15:6 82:16 <b>officers</b> 53:4 <b>offset</b> 62:1 <b>oh</b> 42:21 47:13 <b>okay</b> 6:5 21:24	

58:17 77:24 96:17 <b>orders</b> 20:3,13 20:16 24:9 80:12 83:13 <b>ordinance</b> 90:12 91:14 95:3 <b>ordinances</b> 87:12 88:6 <b>ordnance</b> 91:4 <b>organization</b> 23:22 <b>originally</b> 102:12,20 103:2 <b>OSHA</b> 53:20 <b>outfit</b> 32:11 <b>outreach</b> 46:6 <b>outs</b> 46:19 <b>outside</b> 38:20 48:10,15 52:14 53:22 64:15 <b>outstanding</b> 86:19 <b>overage</b> 24:20 <b>overboard</b> 63:6 <b>overdue</b> 19:12 <b>oversees</b> 80:3 <b>oversight</b> 19:12 <b>overtime</b> 26:21	75:14 <b>pancake</b> 31:16 <b>park</b> 88:12 102:13 <b>Parker</b> 85:20 <b>parking</b> 102:8 102:14,16,19 102:21 103:17,25 <b>Parsippany...</b> 6:10 <b>part</b> 18:12,24 23:18 27:12 35:23 37:7 40:10,16 42:1 45:13 47:18 61:6 65:5,9 79:15 86:21 103:12 103:23 <b>part-time</b> 21:10 <b>participant</b> 86:23 <b>participate</b> 72:24 <b>participating</b> 72:16 <b>participation</b> 60:21 86:21 <b>particular</b> 70:4 87:13 88:7 <b>particularly</b> 20:2 55:13 58:16 74:24 <b>parties</b> 91:10 91:11 92:7 107:12 <b>partner</b> 26:1 <b>path</b> 18:22 <b>pay</b> 41:22 52:21 57:5 77:20,24 97:20 101:22 102:10,18,24	<b>paying</b> 26:5 73:13 91:5 <b>payment</b> 102:1 <b>payments</b> 94:1 <b>payroll</b> 25:22 26:2 <b>pension</b> 94:1 <b>people</b> 31:9 42:15 44:7 45:9 46:23 47:10,12,16 47:17 52:16 54:20 55:1 84:7 <b>percent</b> 27:2 30:19 32:1,2 32:9,21 43:5 43:6,9 51:15 55:1 79:11 79:11,15 84:15 88:17 88:17 <b>performed</b> 96:23 <b>period</b> 16:13 <b>permanent</b> 104:5 <b>permanently</b> 86:18 88:2 88:14 <b>permission</b> 54:9 <b>person</b> 72:16 <b>personally</b> 75:10,16 <b>personnel</b> 45:5 <b>perspective</b> 35:8 63:14 72:23 <b>petition</b> 46:12 <b>petitioned</b> 54:9 <b>phrase</b> 68:24 <b>pick</b> 32:17 40:3 54:23 55:8 72:2	<b>picking</b> 55:15 <b>picture</b> 82:18 <b>piggish</b> 63:13 <b>PILOT</b> 56:22 58:18 59:6,7 59:15,16,19 59:20,23 60:4,9 <b>PILOT's</b> 60:9 <b>PILOTS</b> 56:15 58:16,20 59:15 <b>Pitman</b> 34:9 <b>pivot</b> 101:15 <b>place</b> 22:6,7 48:12 66:19 68:1 70:3 71:3 107:8 <b>placed</b> 24:10 <b>places</b> 67:13 <b>Plainsboro</b> 3:4 16:25 18:7 20:14 21:20 <b>plaintiff</b> 91:12 <b>plaintiffs</b> 92:14,14 <b>plan</b> 44:15 50:6,10,18 59:1 96:18 97:2,5,5,8 <b>planned</b> 40:8 <b>plans</b> 25:16 40:6 104:4 <b>plant</b> 78:3 79:16,18,20 <b>plausible</b> 12:25 <b>play</b> 64:13 79:20 <b>please</b> 16:3,6 16:8,10,17 16:20,21 17:16 25:10 77:7 96:6 <b>plenty</b> 24:22
<b>P</b>			
<b>P</b> 2:10 <b>p.m</b> 106:7 <b>pack</b> 32:15 <b>PAGE</b> 3:2,16 <b>paid</b> 23:9,10 34:5,6,21 36:1 41:2,5 41:13,17 42:4 45:8,15 48:2,8 67:15 73:12 75:8			

<b>plug</b> 79:20 82:15	43:14	<b>probably</b> 23:11 32:13 34:8	83:18 84:11
<b>plus</b> 19:2 26:19 27:6	<b>present</b> 4:2 21:16 36:20	34:22 35:2	103:24
<b>point</b> 43:19 45:22 62:3	<b>presentation</b> 61:7 62:17	35:23,24	104:19
67:3 83:17	90:22	37:1 38:2	<b>projected</b>
93:13 104:10	<b>presented</b> 12:3	40:22 51:2	31:23 60:23
<b>points</b> 23:7	13:7 14:11	51:21 53:14	61:13,15
<b>police</b> 52:25	89:7	54:20 55:1	62:13 74:25
53:2,4,18	<b>presenting</b>	55:17 61:16	79:4
54:2	16:2	76:1 79:14	<b>projecting</b>
<b>polite</b> 47:17	<b>preserve</b> 33:19	93:15,22	78:23
<b>political</b> 35:7	34:2 35:17	<b>problem</b> 20:1	<b>projections</b>
<b>politically</b>	44:18 72:20	58:11 79:7	24:12
37:16 59:8	73:2	81:7 85:21	<b>projects</b> 56:9
<b>pool</b> 66:21	<b>preserving</b>	<b>procedurally</b>	56:22
<b>pooled</b> 66:18	48:6	64:3	<b>proper</b> 23:15
86:22 99:25	<b>president</b>	<b>procedures</b>	<b>properly</b> 37:8
<b>population</b>	42:12	18:18 36:12	<b>properties</b>
30:12,15,17	<b>press</b> 16:6	<b>proceeds</b> 86:17	84:7
30:19 31:22	<b>pressure</b> 37:10	<b>process</b> 18:11	<b>property</b> 19:8
52:17 53:5	52:17	24:3,7,23	35:5 61:12
53:10,10	<b>pressures</b>	26:3 36:16	88:8 103:8
74:25 75:1	33:18 45:19	54:1 57:23	<b>proposals</b>
<b>portion</b> 87:7	52:11,13	68:25 74:10	83:17
102:25 103:5	53:21	<b>processing</b>	<b>propose</b> 67:22
<b>position</b> 27:3	<b>pretty</b> 30:12	26:2	<b>proposed</b> 26:18
<b>positive</b> 27:16	30:15 42:18	<b>professionals</b>	70:25 83:12
104:18	74:17 88:21	77:24	96:17 97:1,8
<b>possible</b> 10:19	94:6 98:14	<b>profile</b> 87:4	97:19,24
16:22 35:18	<b>previously</b> 4:4	<b>profligacy</b>	98:18 104:19
<b>post</b> 19:18	6:9 11:13	63:10	104:19
<b>potential</b>	74:14 86:20	<b>program</b> 19:11	<b>protection</b>
10:15	<b>primarily</b>	60:4 70:17	23:17
<b>potentially</b>	21:25	70:21,22	<b>protocol</b> 54:6
104:12	<b>principal</b> 78:2	72:25 73:1,1	<b>provide</b> 39:10
<b>power</b> 24:21	86:19	86:23 87:2,8	39:20 48:1
97:9,19	<b>principals</b>	87:9 88:13	50:11,13
<b>precisely</b> 87:6	101:17	100:19,22	<b>provided</b> 21:25
<b>prefer</b> 37:17	103:12	101:6 103:12	23:15,17
38:15	<b>prior</b> 19:17	<b>programs</b> 59:7	27:5,7 46:12
<b>preliminary</b>	<b>prison</b> 91:8	59:7,16	64:11 69:20
103:8	<b>private</b> 34:14	<b>progressing</b>	70:2,18
<b>prep</b> 50:6	65:17 66:5	80:22	<b>provides</b> 69:21
<b>preparation</b>	<b>proactively</b>	<b>project</b> 77:22	69:22,24,25
	44:16,18	78:23,24	70:12
		79:10,13	<b>provision</b>
			26:22

<b>public</b> 4:3 5:9 6:20 18:16 19:6 22:11 33:16 46:17 46:17 47:5,7 47:9 54:24 57:2 69:9 74:5 89:4 95:1 98:14 104:16 107:4 107:23	75:8 82:5 92:6,21,23 93:16,23 94:23 103:16	<b>rationaliz...</b> 51:22	75:7
<b>pull</b> 42:10 83:3	<b>questions</b> 5:8 6:20 7:20 8:19 9:19 10:17 12:1 13:5 14:9 15:7 19:23 21:18 22:10 27:21,22 36:21 47:11 54:14 60:13 60:15 69:8 82:4 83:4 84:22 88:24 89:2 90:24 92:2 93:6 94:25 98:4 98:11,13 100:17 101:16 103:14 104:14	<b>rationalize</b> 51:20 <b>ratios</b> 39:25 49:2 <b>Raymond</b> 96:1 <b>reach</b> 46:19 <b>react</b> 44:15 <b>reaction</b> 47:13 <b>read</b> 41:7 92:19 <b>Readington</b> 35:14 39:14 39:18 41:6 41:22,23 65:8,10 69:21,22 <b>ready</b> 93:1 <b>real</b> 19:24 23:23 24:8 83:1 <b>realities</b> 30:2 75:18 <b>reality</b> 67:4,5 <b>realized</b> 24:14 93:13 <b>realizing</b> 16:21 <b>really</b> 20:6 24:5 26:12 26:12 40:11 42:9 45:16 45:22 46:11 60:20 66:15 72:8 83:13 88:22 <b>reason</b> 38:18 68:9 93:20 <b>reasonable</b> 5:7 6:17 7:18 8:18 9:18 11:24 68:13 <b>reasons</b> 74:14 <b>rebates</b> 97:18 <b>recognized</b>	<b>recollection</b> 70:17 <b>record</b> 94:16 <b>records</b> 25:18 <b>recreation</b> 103:9 <b>recruit</b> 53:14 <b>recruitment</b> 30:22 46:2 <b>redevelopment</b> 103:24 <b>redo</b> 32:22 <b>reduce</b> 49:12 61:11 62:16 <b>reduction</b> 61:2 <b>refer</b> 93:8 <b>referendum</b> 46:13 <b>reflects</b> 43:2 <b>refund</b> 101:20 102:11,18,25 <b>refunding</b> 90:12 91:3 91:14 95:3,4 96:16,20 98:17 102:23 <b>regard</b> 19:1 <b>regarding</b> 16:18 98:5 <b>region</b> 40:25 71:25 72:12 <b>regular</b> 26:23 27:2 <b>related</b> 27:24 53:3 <b>relationship</b> 19:18 49:14 59:13 65:15 65:20 66:25 70:7 <b>relationships</b> 64:23 <b>relative</b> 22:22 107:11,13 <b>relatively</b>
<b>purchase</b> 97:9 97:19	<b>quick</b> 23:23 25:23 29:12 58:1 83:1		
<b>purchases</b> 39:15	<b>quickly</b> 19:25		
<b>purchasing</b> 19:12 22:22 23:21 26:7	<b>quite</b> 37:10 73:3		
<b>purpose</b> 91:5 101:3			
<b>pursuant</b> 86:12 89:6 96:18			
<b>purview</b> 66:1			
<b>put</b> 24:12 25:2 25:21 31:7,9 36:14 46:13 51:25 52:17 57:11 59:18 67:25 71:2 71:24 77:7			
<b>puts</b> 62:21			
<b>putting</b> 54:23			
<b>Q</b>	<b>R</b>		
<b>qualified</b> 86:14,16 87:14 89:6 101:3	<b>R</b> 2:10 3:21 107:1 <b>radios</b> 32:23 32:24 <b>raise</b> 77:14 78:14 <b>raising</b> 31:15 <b>rare</b> 44:7 <b>ratable</b> 56:10 <b>rate</b> 21:7 73:25 77:17 81:17 84:14 <b>rates</b> 100:24		
<b>qualitatively</b> 61:19			
<b>quarter</b> 22:14			
<b>question</b> 46:11 54:19,22 56:11 63:19			

90:9	<b>reserve</b> 81:20	<b>revisit</b> 91:22	6:5,19,23
<b>reliance</b> 13:1	94:17	<b>revisited</b> 72:8	7:1,2,13,19
<b>remain</b> 16:3	<b>reserves</b> 93:25	<b>Richard</b> 29:3	7:25 8:1,13
<b>remaining</b> 93:2	<b>reserving</b>	<b>right</b> 6:7	8:19,22,25
<b>remarks</b> 19:21	94:11	22:17 23:23	9:1,13,14,19
36:24	<b>resident</b> 42:20	29:1 31:21	9:24,25
<b>remember</b> 72:6	43:3	33:21 39:24	10:17,24,25
<b>reminder</b> 44:13	<b>residential</b>	39:25 41:23	12:1,7,8
<b>reminders</b> 16:2	55:17,25	42:3 43:17	13:5,11,12
<b>render</b> 104:18	58:22 59:7	45:10 48:25	14:9,15,16
<b>renew</b> 59:25	59:15	56:12 60:13	15:7,13,14
60:1,2	<b>residents</b>	61:22 65:4	16:1 17:7,15
<b>renewal</b> 59:23	33:22 43:6	69:20 70:9	17:23 18:2
<b>renewed</b> 19:17	47:19 48:14	70:19 71:10	20:22 21:15
<b>RENZI</b> 1:20	55:9,10	72:15 73:9	21:23 22:2
<b>repair</b> 26:14	66:11,17	76:23 79:8	25:9 27:20
<b>repairs</b> 102:13	<b>resources</b> 1:20	79:16 83:22	28:7,8,21
<b>replace</b> 37:20	75:23	93:4 105:14	29:5,10
38:1 63:20	<b>respective</b>	<b>Road</b> 88:10	35:19 36:17
<b>replaced</b> 27:1	16:15 100:6	<b>ROBERT</b> 2:6	38:18 41:1,9
<b>replacing</b>	<b>respectively</b>	<b>Rockwell</b> 44:1	46:5 48:9
32:24	36:13	<b>Rodriguez</b> 2:7	49:24 50:4
<b>Reporter</b> 107:4	<b>respond</b> 103:13	4:20,21 5:25	50:20 51:5
<b>Reporting</b> 1:21	<b>responding</b>	6:1 7:8,9	54:12 60:11
<b>request</b> 18:9	72:23	8:8,9 9:8,9	64:8 69:7,18
20:25 21:14	<b>responsibi...</b>	9:21,23 10:7	73:5 74:4
29:20 35:11	18:25 22:21	10:8,22,24	76:6,9,10,23
36:13 56:4	<b>responsible</b>	11:7,8 12:15	77:6 78:7,12
<b>requested</b> 29:3	48:21	12:16 13:19	78:16,19,22
<b>requesting</b>	<b>rest</b> 41:13	13:20 14:23	79:9,24 80:2
18:7	<b>restriction</b>	14:24 15:11	80:7,11,20
<b>REQUESTS</b> 3:23	79:17	15:13,21,22	81:1,18,24
<b>require</b> 30:8	<b>result</b> 22:18	28:3,5,7,15	82:2,12,22
<b>required</b> 31:18	52:15 97:22	28:16 76:17	83:2 84:17
32:5 65:24	<b>resulting</b>	76:18 84:25	84:21 85:1,2
101:22 102:1	102:2	85:2,10,11	85:3,17 86:6
102:10,18	<b>results</b> 91:24	89:8,10,19	89:1,11,12
<b>requirement</b>	<b>retired</b> 23:3	89:20 95:16	90:2,6 92:5
55:24	<b>retirement</b>	95:17 98:25	92:17,24
<b>requirements</b>	102:3	99:2,10,11	93:5 94:14
44:6 54:24	<b>retro</b> 94:1	105:7,8,16	95:8,9,22
55:25	<b>revenues</b> 77:14	105:18 106:2	96:5,10 98:6
<b>requiring</b>	<b>review</b> 62:23	106:3	98:10,20,22
57:16	67:24 68:1	<b>Rogers</b> 2:3 4:3	99:2,3,17
<b>rescue</b> 35:21	97:7	4:12,13,25	100:8,12
35:24	<b>reviewed</b> 104:9	5:8,12,17,18	103:15,22

104:1,13,24 104:25 105:14,19,20 <b>role</b> 63:25 64:13 67:9 <b>roll</b> 49:5 <b>rolling</b> 41:17 <b>room</b> 29:1 <b>ROSH</b> 56:1 57:9 <b>Rothman</b> 77:4,4 79:3,14,25 80:5,9,14,21 81:6 83:11 83:25 84:13 <b>rough</b> 34:11 42:11 <b>roughly</b> 62:9 87:20 <b>round</b> 31:20,22 56:21,23 59:20 <b>rubber</b> 52:7 <b>rules</b> 51:14 <b>running</b> 53:8 78:3 <b>rural</b> 40:16 <b>Ryan</b> 26:13	30:16 51:25 62:12 <b>saying</b> 26:13 52:13 62:15 68:19 <b>Sbrolla</b> 77:1,1 77:11 78:9 78:14,18,21 79:1 81:23 82:1,8,14,19 82:24 84:14 84:19 85:15 <b>scape</b> 88:11 <b>schedule</b> 34:9 87:17,19,25 91:16,17,22 91:24 95:4 <b>scheme</b> 35:3,5 <b>school</b> 30:16 35:5 52:18 97:10,15 98:17 <b>schools</b> 59:10 59:11 <b>Schworn</b> 58:4 <b>Scotland</b> 99:22 <b>Scott</b> 32:15 77:2 <b>screen</b> 100:9 <b>second</b> 4:10 5:14,15 6:5 6:23,24 7:23 8:22,23 9:22 10:22 11:20 12:5,7 13:9 14:13 15:11 23:20 25:10 28:4,22 34:1 53:18 76:6,7 76:7 82:14 84:25 85:2 89:9 95:6 98:19,24,25 104:22 105:17 <b>seconding</b>	104:24 <b>Secondly</b> 16:5 <b>Secretary</b> 2:12 <b>see</b> 17:7,8,9 18:5 24:8 28:23 31:22 34:25 40:6,7 40:8,8 42:5 52:11,13 60:19 71:11 71:14 82:15 95:22 103:18 <b>seeing</b> 55:21 83:13,14 84:3 <b>seek</b> 29:20 37:10 <b>seeking</b> 86:12 90:11 91:2 91:15 <b>seen</b> 31:9 74:13 75:12 84:6 <b>self-liqui...</b> 78:4,5 79:6 <b>sell</b> 97:23 <b>send</b> 66:10 <b>sending</b> 81:11 <b>sense</b> 39:16 46:11 57:8 57:22 58:21 58:22 <b>separate</b> 14:7 38:9 48:18 51:7,11 64:18 <b>separated</b> 38:15 <b>separately</b> 19:4 <b>separation</b> 38:13 <b>September</b> 23:4 25:5,5 27:17 <b>seq</b> 86:13 <b>series</b> 99:25	<b>serve</b> 71:18 <b>service</b> 22:9 30:8 34:5,7 34:21 36:1 38:23 40:24 42:4 45:9,15 48:2,8,11 50:1,2,13,23 51:3 53:16 75:8 87:20 97:20 <b>services</b> 1:21 18:20 21:25 23:15,17 27:24 29:19 30:4 32:4,25 33:24 35:17 35:22 39:10 39:20 40:21 41:3 42:16 44:1 48:1,21 50:7,11,19 53:24 56:5 57:11 61:21 64:21 65:13 65:18,24 67:14 77:25 <b>serving</b> 66:23 <b>session</b> 4:6 <b>set</b> 26:8 92:8 93:19,24 94:1,5 107:8 <b>setting</b> 93:17 <b>settle</b> 90:12 <b>settlement</b> 90:13,18 91:5 93:3 <b>settlements</b> 92:7,12 <b>seven</b> 34:10 91:24 93:7 95:4 <b>sever</b> 70:6 <b>severance</b> 102:2 <b>sewer</b> 77:19,22
<b>S</b>			
<b>S</b> 2:10,10 3:14 3:21,21 <b>safety</b> 18:16 32:22 33:16 46:2 54:24 57:17 <b>sale</b> 81:14 84:7 97:24 97:25 98:3 <b>sat</b> 21:2 <b>satisfied</b> 93:3 <b>satisfy</b> 39:8 <b>saved</b> 100:21 <b>savings</b> 96:16 96:18 97:1,5 97:8,16,18 <b>saw</b> 22:18			



78:2 <b>shake</b> 31:16 <b>share</b> 43:13 102:20 <b>shared</b> 40:24 48:11 49:25 50:2, 7, 13, 18 50:23 51:3 <b>shifting</b> 34:5 <b>shifts</b> 20:4, 18 <b>ship</b> 22:17 <b>shocked</b> 42:25 <b>shocking</b> 44:9 <b>shooting</b> 91:8 <b>short</b> 87:7 88:23 90:22 100:23 <b>show</b> 47:9 <b>showing</b> 24:1, 4 <b>side</b> 40:14 41:17 75:21 80:6, 7 81:2 86:1 <b>signed</b> 92:13 <b>significant</b> 83:21 <b>significantly</b> 31:4 34:24 60:24 62:10 <b>similar</b> 35:22 68:5 <b>simple</b> 35:16 <b>simply</b> 37:13 <b>sing</b> 68:24 <b>single</b> 32:11 66:18 <b>sir</b> 84:13 <b>sit</b> 26:15 42:23 62:22 66:6, 6 <b>site</b> 58:2 <b>sites</b> 57:24 <b>sits</b> 65:4 <b>sitting</b> 16:21 30:18 52:12 53:1	<b>situation</b> 41:12 <b>six</b> 16:6 44:24 97:15 <b>size</b> 83:19 94:19 <b>skid</b> 38:1 <b>Slamb</b> 96:1 <b>slightly</b> 34:19 48:4 53:8 <b>small</b> 21:24 23:21 88:16 <b>smooth</b> 80:19 80:22 <b>snowplowing</b> 63:17 <b>social</b> 42:8 43:21 <b>soft</b> 55:23 <b>solar</b> 97:9 <b>sold</b> 98:2 <b>solicit</b> 43:3 <b>Solimine</b> 95:24 95:25 96:10 96:11, 11 98:7, 9 99:16 99:18 <b>solution</b> 41:20 <b>somebody</b> 25:10 60:10 <b>Somerset</b> 29:17 <b>somewhat</b> 45:20 94:8 <b>son</b> 82:20 <b>soon</b> 16:22 78:2 <b>sooner</b> 45:17 <b>sorry</b> 25:14 42:21 <b>sort</b> 39:9 43:25 63:16 78:22 84:9 92:25 93:11 94:20 <b>sound</b> 74:18 <b>sounds</b> 54:25	<b>sources</b> 80:16 80:24 <b>south</b> 1:11 40:15 48:22 49:15, 22 <b>speak</b> 22:17 79:8 92:15 <b>SPEAKER</b> 17:12 58:20 73:15 73:19 <b>speaking</b> 25:11 77:7 <b>special</b> 56:3 101:25 <b>specials</b> 23:12 <b>specific</b> 32:7 82:6 <b>specifically</b> 47:6 87:18 <b>spend</b> 61:24 62:20, 25 63:20 68:9 68:12, 13 <b>spending</b> 20:16 45:21 <b>spent</b> 29:24 33:13 36:24 43:14, 16 68:6 91:7 <b>Spitzer</b> 96:1 96:12 <b>split</b> 39:18 <b>spoke</b> 49:25 <b>spread</b> 56:10 62:8 <b>squad</b> 35:21, 24 <b>squads</b> 38:20 48:10 75:13 <b>SQUARE</b> 1:23 <b>stable</b> 31:23 <b>staff</b> 18:15, 17 91:20 92:1 93:3 <b>staffed</b> 20:18 <b>staffing</b> 20:3 23:7, 18	<b>staggering</b> 43:11 <b>stamp</b> 52:8 <b>stand</b> 37:19 <b>start</b> 4:6 16:1 21:16 29:11 36:21 77:11 94:11 100:7 101:13 <b>started</b> 24:8 77:22 84:8 <b>starting</b> 52:21 75:11 <b>state</b> 1:1, 22 19:7 54:7 74:21 82:23 107:5, 23 <b>statement</b> 16:12 29:13 <b>states</b> 44:21 44:24 <b>statutorily</b> 102:24 <b>statutory</b> 101:22 102:10, 17 <b>stay</b> 75:5 <b>stayed</b> 30:12 <b>steady</b> 30:12 <b>stenograph...</b> 107:7 <b>step</b> 27:3 85:21 <b>stepped</b> 23:3 <b>steps</b> 22:16, 23 81:5 <b>Steve</b> 17:19 23:19 24:4 24:11 25:1 <b>stipend</b> 27:2 <b>stop</b> 19:13 <b>storage</b> 42:3 <b>straight</b> 88:21 98:14 <b>strategies</b> 67:11
---	---	---	--

<b>streams</b> 101:5	56:4 65:13	<b>T</b> 2:10 3:14, 21	<b>taxpayers</b>
<b>street</b> 1:11	<b>supporting</b>	107:1, 1	78:11
42:3 56:2	39:9	<b>take</b> 33:18	<b>team</b> 17:17
88:11	<b>supports</b> 87:5	36:4 45:18	19:16 20:7
<b>stressed</b> 40:11	<b>supposed</b> 25:6	53:15 61:16	20:14, 23
<b>structure</b>	<b>sure</b> 16:8 18:4	61:22, 25	23:13 26:11
18:18 30:6	22:25 23:14	62:20 63:19	29:1 36:18
72:21	23:16 24:21	77:23 78:19	78:8 92:6
<b>struggle</b> 67:14	24:24 25:3	79:21 92:2	<b>TEL</b> 1:24
<b>studies</b> 39:23	29:6 31:2	98:23 101:14	<b>tell</b> 26:11
39:23	36:11 40:20	<b>taken</b> 24:25	47:3 73:23
<b>stuff</b> 24:3	45:18, 23	107:7	<b>temporary</b>
37:24 40:1	48:16 50:1	<b>takes</b> 63:18	26:23 87:2
51:8 63:18	57:21 62:11	<b>talk</b> 22:13	<b>term</b> 87:5, 8, 8
66:1	64:3 69:1	46:16, 22	88:23, 24
<b>subject</b> 54:18	90:25 92:25	47:6 59:14	100:23 101:2
67:24 87:14	93:13 100:9	<b>talked</b> 35:19	<b>terms</b> 22:20
96:24	100:14	50:5 60:22	24:9 38:12
<b>submission</b>	<b>surplus</b> 81:25	61:6	57:3 68:5
67:18 68:3	82:3	<b>talking</b> 25:13	88:15 93:16
<b>submitted</b> 71:7	<b>surprise</b> 26:10	26:20 43:15	<b>testify</b> 16:8
71:9 97:6	42:20	43:18, 20	17:16 18:1
<b>Subsection</b>	<b>surprised</b>	<b>Tammy</b> 85:24, 25	29:9 69:17
10:16, 20	80:18	<b>tap</b> 45:3	77:10 86:9
11:18, 21	<b>surrounding</b>	<b>target</b> 59:16	90:20 96:6, 9
14:2, 4, 8	49:7 64:13	<b>tax</b> 34:24 35:5	100:11
<b>subsections</b>	<b>sustain</b> 30:7	46:8 47:14	<b>testifying</b>
12:23	36:6 41:19	47:23 56:11	77:7 96:6
<b>substantially</b>	<b>swear</b> 17:24	61:12 66:10	<b>testimony</b>
31:10	29:7	66:11, 17	107:6
<b>success</b> 18:22	<b>sweating</b> 45:24	77:17 81:2	<b>thank</b> 5:3, 12
<b>sudden</b> 61:24	<b>Swisher</b> 17:2, 3	81:11 82:6	20:22 25:12
<b>sufficient</b>	17:13, 13, 20	88:17, 19	27:19 28:20
97:20	19:24 20:22	93:25 101:19	28:21 29:14
<b>sugar</b> 68:11	21:5 22:25	102:7, 9	36:17 47:23
<b>SUITE</b> 1:22	<b>sworn</b> 18:1	103:6	54:12 60:11
<b>summarizes</b>	29:9 69:15	<b>taxable</b> 101:25	60:17 64:5, 6
103:10	69:17 77:8	102:16, 23	64:9, 10 69:6
<b>supervisors</b>	77:10 86:5, 7	103:18	74:4, 6 84:13
26:24	86:9 90:18	<b>taxation</b> 68:21	84:16 85:15
<b>Suplee</b> 17:12	90:20 96:7, 9	<b>taxes</b> 59:10	85:16 86:7
17:14 19:16	100:7, 11	77:16, 18	86:10 89:1
<b>supper</b> 68:24	<b>system</b> 20:17	81:11, 20	89:24, 25
<b>support</b> 30:24	23:24 79:22	88:16	90:2 92:3
35:11, 14		<b>taxing</b> 48:14	95:21 98:6
49:6, 16, 21		<b>taxpayer</b> 61:5	99:16, 17
	<b>T</b>		

103:15 104:3 105:12, 13, 13 105:14 <b>Thanks</b> 100:14 <b>thereabouts</b> 55:18 <b>thing</b> 22:5 25:15 34:1 42:8 43:13 47:19 53:18 54:5 57:14 58:9 59:6 73:11 74:1, 9 74:20 80:18 93:10 <b>things</b> 20:8, 18 22:5, 17, 19 23:5 26:4, 10 26:13, 17 33:10, 25 35:4 39:25 43:19 44:6 45:1 46:1 50:12 51:23 52:9 53:25 54:2, 3 55:20 56:15 57:19 57:25 69:12 71:6 75:1, 17 80:12, 13, 15 83:16 84:2 88:5 <b>think</b> 8:24 17:18 18:23 19:11 20:6 20:20 29:4 33:1, 20 35:2 35:18, 23 36:2 40:21 40:21, 23 41:18, 21 42:4 44:19 47:13 48:5 50:25 51:10 51:20 52:8 54:7 55:12	56:13, 18 58:14 61:12 62:4, 5 63:22 65:10 66:4 67:22 74:11 75:7, 10, 12 75:17, 25 81:6, 7, 9 88:6, 17 93:2 93:15, 22 101:3 <b>thought</b> 24:13 24:15 104:2 <b>thousand</b> 31:8 34:22 53:8 54:21 62:5 <b>three</b> 5:5 8:17 22:19 23:2 31:22 49:11 53:14, 16 65:21 82:8 82:10 84:17 84:19 104:11 <b>threshold</b> 100:15 <b>throw</b> 35:21 <b>throwing</b> 25:7 <b>tied</b> 92:25 <b>tightened</b> 25:25 <b>Tim</b> 85:22, 22 <b>time</b> 17:25 23:10 29:8 29:23 30:16 31:5, 18 33:13 35:19 36:4, 25 37:2 41:19 43:1, 1 43:14, 16 44:4, 22, 23 45:14, 17 47:20 48:8 54:13 59:14 64:6 66:25 69:16 70:10 74:7, 8 76:1	77:9 79:21 80:24 82:4 85:16 86:8 87:3 89:3 90:19 95:1 96:8 98:4 100:10 107:8 <b>timers</b> 43:17 <b>times</b> 57:18 <b>timing</b> 94:12 <b>today</b> 4:5 30:18 31:6 48:25 53:4 60:18, 21 68:7 82:16 82:20 85:22 87:15 <b>told</b> 73:11 <b>TOLL</b> 1:24 <b>Tom</b> 29:16 42:11, 17 70:9 <b>Tony</b> 90:14, 18 90:23 95:25 96:11 <b>Tony's</b> 90:15 <b>tool</b> 73:4 <b>topic</b> 37:1 <b>topology</b> 65:19 68:6 <b>total</b> 11:19, 22 12:24 14:5 62:12 <b>tour</b> 58:3, 5, 5 <b>town</b> 29:19 30:2, 18, 23 32:3, 23 33:13 35:12 35:14 37:15 39:11, 13 40:11, 15, 16 41:24 42:2, 4 42:15, 17 43:3 45:2, 6 45:7, 11 46:20 47:20	48:23 49:22 52:9 57:17 60:5 64:19 65:9, 11 66:6 72:15, 24 84:12 103:3 103:20 <b>town's</b> 102:20 <b>towns</b> 34:5 35:13 64:13 70:7, 8 71:19 71:20 <b>township</b> 3:4, 5 3:6, 9 16:24 18:16, 18, 21 24:19 25:1 27:3 28:23 29:17 70:12 76:24, 25 77:5 80:5 84:3, 9, 14 95:23 96:14 <b>train</b> 53:16 <b>training</b> 31:12 44:5 46:2 <b>transcript</b> 107:6 <b>transferring</b> 70:21 <b>transition</b> 22:3 <b>transitional</b> 21:12 <b>transmit</b> 15:5 15:8 <b>treasurer</b> 23:3 <b>Trenton</b> 1:12 <b>triggered</b> 101:8 <b>trouble</b> 42:21 <b>truck</b> 37:23, 24 37:25 39:17 <b>trucks</b> 32:20 <b>true</b> 49:8 107:6 <b>truth</b> 80:15, 17
--	--	--	---

<b>try</b> 19:23 50:15 57:7,7	104:13	<b>validity</b> 64:4	30:4,22 33:4
<b>trying</b> 34:23 36:11 37:11	<b>understanding</b> 55:18 57:4	<b>Varady</b> 90:17	34:14 35:14
44:14,15,17	75:4 93:11	92:15	35:17 36:7
63:11 73:24	93:16,18	<b>various</b> 65:11	38:19 39:3
74:22 75:22	<b>understands</b> 46:7	101:23	41:22 42:16
81:16 83:2	<b>Unfortunately</b> 82:19	102:13 103:6	43:7,10 44:1
84:4	<b>Union</b> 3:7	103:11	45:4 48:9
<b>tune</b> 101:25	85:17,20	<b>vehicles</b> 73:14	65:12 67:14
<b>turn</b> 96:6	86:12 101:4	73:17	67:16 73:25
<b>turned</b> 25:1	<b>unique</b> 59:21	<b>venture</b> 43:10	74:18 75:13
<b>tweak</b> 68:1	74:20 81:7	<b>verified</b> 97:5	<b>volunteering</b> 47:21
<b>twice</b> 58:10	<b>unit</b> 101:8	<b>verify</b> 98:10	<b>volunteerism</b> 30:7,25
<b>two</b> 6:16 9:16	103:11	<b>Vernon</b> 3:9	31:14 33:19
11:16 12:2	<b>units</b> 54:21	95:23 96:14	34:3 35:24
25:19 26:2	55:18 60:5	<b>versus</b> 33:16	44:19 48:6
32:1,2 34:9	100:21,23	64:19	72:20,20
35:12,13	101:2	<b>video</b> 17:16	73:3 74:19
38:19 39:10	<b>UNKNOWN</b> 17:12	29:6 77:7	<b>volunteers</b> 21:24 22:1
39:12 51:15	58:20 73:15	96:7	23:8 31:4
53:7 64:12	73:19	<b>Videography</b> 1:21	38:4 41:14
66:5,6 71:18	<b>unmute</b> 16:6	<b>view</b> 38:9 44:1	41:18 45:16
90:10 91:7	25:12	44:10 50:9	45:19 46:3
92:7 104:11	<b>unreasonable</b> 26:16	<b>Vince</b> 20:6	49:18 73:20
<b>type</b> 21:12	<b>unusual</b> 81:3	26:12,13	75:5
<b>types</b> 49:6	<b>upgrades</b> 97:10	71:17	<b>vote</b> 33:22
65:25	97:12	<b>violation</b> 6:12	52:9 74:6
<b>typical</b> 48:16	<b>upward</b> 53:21	11:17,20,21	75:17 76:7
<b>typically</b> 56:5	<b>urban</b> 56:14	12:22,24	<b>voters</b> 38:16
56:5	<b>USDA</b> 80:16	14:2,6,8	51:16,17,25
<hr/> <b>U</b> <hr/>	<b>use</b> 26:23 34:9	<b>violations</b> 10:16,20	52:1,6,19,20
<b>U</b> 3:21	39:7 67:4	11:15,18	63:2,7,25
<b>unanimously</b> 30:5	68:24 82:6	12:23 14:1,4	64:4 68:4,14
<b>unanticipated</b> 94:18	82:10	14:7 16:18	69:1
<b>uncertainty</b> 94:20	<b>useful</b> 87:25	<b>visage</b> 31:17	<b>voting</b> 6:10
<b>understand</b> 58:13 66:8	<b>utilities</b> 21:8	<b>visibility</b> 38:16	63:25 104:24
67:11,18	<b>utility</b> 102:8	<b>visible</b> 16:10	<hr/> <b>W</b> <hr/>
69:5 74:18	102:16,19	<b>volatility</b> 104:8	<b>wait</b> 21:13
75:21 91:20	103:17	<b>volumes</b> 40:13	36:20
93:10 94:14	<b>utilize</b> 101:2	40:14 44:6	<b>waiver</b> 77:12
	<hr/> <b>V</b> <hr/>	53:9	84:23
	<b>vacation</b> 27:1	<b>volunteer</b> 21:19 29:19	<b>waivers</b> 37:14
			<b>waiving</b> 12:25

<b>walk</b> 100:15	19:10 21:1	25:24 26:25	45:10 59:25
<b>want</b> 25:2	24:23 29:7	52:5 58:6	64:12
29:14 33:12	29:20 30:18	<b>west</b> 48:22	<b>world</b> 44:16
33:17, 17, 18	31:1, 19, 20	100:4 101:15	<b>worried</b> 38:4
33:24 34:2	31:21, 22	102:5, 6, 15	<b>wouldn't</b> 22:23
35:16 38:4	34:4, 22 36:8	102:22 103:4	45:9
45:16, 23	37:10 38:11	103:17, 21	<b>wrongful</b> 91:6
46:24 47:14	40:19 44:15	<b>Whitman</b> 97:6	<b>www.RLReso...</b>
47:23 49:15	44:17 46:1	<b>Wilentz</b> 95:25	1:25
49:21 51:9	47:1 52:10	96:12	
51:18, 19	52:13 53:3, 8	<b>WILLIAM</b> 2:4	<b>X</b>
54:4, 13, 16	55:16, 21	<b>willingness</b>	<b>x</b> 1:3, 6 3:1, 14
58:10 60:7	57:2 59:20	93:7	<b>XI</b> 107:4
60:12, 14	59:22 60:6	<b>winding</b> 24:24	
61:25 63:6	60:13 61:16	<b>Winitsky</b> 85:19	<b>Y</b>
63:12 65:22	61:21, 21, 25	85:20 86:4	<b>Yeah</b> 25:3
68:11, 13, 14	62:19 63:7	86:10 89:2	38:25 41:8
72:19 74:6	63:10, 19	89:24	42:18 61:10
79:1 80:14	68:9, 21	<b>wishing</b> 17:25	71:10 80:7
82:25	75:22 76:24	29:8 69:16	85:22 92:24
<b>wanted</b> 49:25	77:11 79:21	77:9 86:8	<b>year</b> 18:6
58:14 59:17	79:25 81:10	90:19 96:8	21:11 27:9
71:14 92:17	81:14 83:12	100:10	31:24 34:8
92:20, 24	83:13 84:3, 5	<b>wondering</b>	47:25 52:17
94:23 98:10	85:17 87:6, 7	38:21	53:14 57:18
<b>wasn't</b> 50:1	87:15, 15, 18	<b>wonky</b> 73:22	58:11 67:20
58:25 62:13	88:25 92:2	<b>word</b> 67:4	71:3 77:14
92:18 93:21	93:4 94:2, 7	<b>work</b> 20:7	77:15 78:6
<b>watch</b> 24:2	<b>we've</b> 19:2	39:14 67:13	78:15, 20, 25
44:2	30:5 31:8	67:20 68:2	79:5, 23 80:1
<b>way</b> 16:3 20:17	35:9 36:10	68:25 72:4	81:5, 13, 20
22:7 24:3	39:8, 22, 23	74:23 75:22	82:7, 8, 10
29:6 40:3	39:25 41:25	83:20	84:17, 19
45:10 48:25	44:24, 25	<b>worked</b> 19:18	87:19, 21, 24
51:10 52:5	46:17, 18, 19	21:3 67:21	91:17, 22, 24
54:8 59:24	48:4 54:9	<b>workers</b> 73:15	93:7 95:4
60:13 65:10	57:14 63:16	73:16, 18, 19	104:6, 11
71:18 80:15	68:19 81:12	73:24	<b>year's</b> 21:6
80:22 83:20	84:1 88:23	<b>working</b> 23:22	<b>years</b> 30:11
88:23	94:1	26:9 27:4	32:12, 18
<b>ways</b> 40:24	<b>Wednesday</b> 1:13	31:19 36:9	35:25 36:3
<b>we'll</b> 19:13, 23	<b>week</b> 37:23	36:10 50:10	39:22 44:13
46:21 51:2	<b>weeks</b> 26:2	57:2 74:8	44:23 46:4
75:16	<b>welcome</b> 90:2	80:16, 19	59:24 71:5
<b>we're</b> 16:23	92:4	83:12 93:4	72:7 74:12
17:22 19:7	<b>went</b> 21:1	<b>works</b> 19:6	77:23 78:11

78:13 81:4 86:24 88:13 91:8 93:12 98:3 104:11 104:11,12 <b>York</b> 100:4 101:15 102:5 102:6,15,22 103:4,17,21 <b>Young</b> 29:2,10 29:12,16 37:7 38:25 41:8,11 43:13 46:16 48:18 50:4 51:6 52:7 55:16 56:21 59:6 61:10 62:18 64:18 66:14 67:21 70:5 71:17	69:13 70:4 71:15,25 72:1 <b>101</b> 1:11 <b>106</b> 3:11 <b>11,100,000</b> 90:11 <b>11.1</b> 91:4 <b>115,000</b> 88:20 <b>115,028</b> 77:13 <b>12:00</b> 106:7 <b>120</b> 35:3,6 61:18 62:9 <b>120,000</b> 27:5 <b>125</b> 45:4 <b>125,000</b> 102:17 <b>13,022,000</b> 102:8 <b>14</b> 1:13 <b>15</b> 22:1 32:9 52:16 <b>15,000</b> 30:13 30:13,14 31:23 32:13 <b>150</b> 45:4 <b>150,000</b> 73:8 <b>159</b> 24:18 <b>16</b> 3:4 14:7 <b>16,109,000</b> 101:19 <b>16,279,000</b> 101:21 <b>17</b> 87:19 <b>170,000</b> 101:22 <b>18,975,017</b> 103:5 <b>18A:18A-4.6</b> 96:19 <b>18A:24-6.1</b> 96:21 <b>19018</b> 11:13 <b>19028</b> 5:3 <b>19031</b> 15:4 <b>1994</b> 91:9 <b>1997</b> 37:25 <b>1st</b> 18:10	<b>2</b> <b>2,000</b> 54:21 <b>2,350</b> 14:5 <b>2.8</b> 100:20 <b>20</b> 30:11 32:9 44:12 52:17 72:7 93:25 94:3 98:3 <b>20,000</b> 31:24 52:16 53:6 <b>200</b> 34:19,24 <b>2000</b> 30:13 <b>20006</b> 6:8 <b>20019</b> 12:21 <b>2009</b> 100:20 <b>2020</b> 30:14 <b>2025</b> 1:13 4:8 78:17,20 107:25 <b>2025B</b> 99:25 <b>2026</b> 36:16 61:2 107:24 <b>2030</b> 31:24 53:4 <b>210</b> 61:15 <b>21023</b> 7:15 <b>22</b> 91:7 107:25 <b>220</b> 61:12 <b>22013</b> 8:15 <b>22016</b> 13:25 <b>2277</b> 1:22 <b>22nd</b> 91:14 <b>23</b> 88:18 <b>23015</b> 9:15 <b>24</b> 22:14 25:5 27:12 34:10 91:8 <b>24003</b> 10:13 <b>25</b> 21:3 27:12 30:18 44:13 <b>250</b> 14:7 <b>2500</b> 55:17 60:6 <b>26,028</b> 77:13 <b>27</b> 44:23	<b>27th</b> 81:14 <b>28</b> 3:5 53:3 <b>3</b> <b>3</b> 52:3 <b>3,200,000</b> 101:25 <b>3,235,000</b> 102:22,25 <b>3,760,000</b> 103:1 <b>30</b> 25:5 59:24 107:24 <b>30,000</b> 32:14 38:2 <b>30,430,000</b> 102:6 <b>300</b> 101:9 <b>300,000</b> 25:8 25:16 <b>30th</b> 16:13 <b>33</b> 1:22 <b>365</b> 34:11 <b>368-7652</b> 1:24 <b>37</b> 100:22 <b>4</b> <b>40</b> 53:5,6,7,11 53:13,20 <b>400</b> 31:7 <b>400,000</b> 56:7 <b>40A:3-1</b> 86:13 <b>410</b> 1:22 <b>43,452,000</b> 102:11 <b>44,337,000</b> 102:12 <b>443412</b> 1:25 <b>5</b> <b>5</b> 3:3 <b>5,000</b> 54:20,25 <b>5.4</b> 97:25 <b>5.5</b> 91:11 <b>5.6</b> 96:15 <b>50</b> 32:20 79:11
--	---	---	--

79:15 91:18 <b>50,000</b> 27:11 <b>500</b> 11:22 14:3 14:5 <b>501C3</b> 65:16 <b>501C3's</b> 34:15 <b>525,000</b> 102:24 <b>55</b> 91:25 <b>550</b> 60:5 <b>5500</b> 60:7 <hr/> <b>6</b> <hr/> <b>6.747.000</b> 86:13 <b>60</b> 32:20 70:15 79:11 <b>600,000</b> 32:18 62:6 87:21 87:24 <b>609</b> 1:24 <b>65</b> 30:19 <hr/> <b>7</b> <hr/> <b>70</b> 32:20 <b>700,000</b> 62:6 <b>71</b> 88:17 <b>75</b> 55:1 71:25 <b>75,000</b> 71:23 <b>76</b> 3:6 <b>78</b> 26:4 <hr/> <b>8</b> <hr/> <b>80,000</b> 70:15 <b>800</b> 1:24 <b>81,000</b> 27:6 <b>85</b> 3:7 <b>885,000</b> 102:10 <b>89,000</b> 77:19 <hr/> <b>9</b> <hr/> <b>9</b> 4:5 <b>9,425,000</b> 102:16 <b>9,555,000</b> 102:19 <b>9:52</b> 1:14	<b>90</b> 3:8 19:2 <b>90's</b> 30:11 <b>92.8</b> 84:15 <b>94,396,017</b> 99:24 <b>95</b> 3:9 <b>989-9199</b> 1:24 <b>99</b> 3:10 <b>9th</b> 4:8 18:6		
--	--	--	--