NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS

LOCAL FINANCE BOARD

August 9, 2023

Oral sworn testimony in the above-captioned matter taken via remote videoconference before LISA F. PENROD, Certified Court Reporter (XIO1753) and Registered Professional Reporter, on the above date, commencing at 10:55 a.m., there being present:

		Page 2
1	APPEARANCES:	
2	Jacquelyn Suarez, Chairwoman Alan Avery Adrian Mapp Dominick DiRocco William Close	
3	Adrian Mapp	
4	William Close	
5	Nicholas Bennett	
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

			Page 3
1	APPLICATIONS		
2		PAGE	
3	PAULSBORO BOROUGH	7	
4	MARLBORO TOWNSHIP FIRE DISTRICT #3	9	
5	LOWER TOWNSHIP FIRE DISTRICT #3	17	
6	CITY OF UNION CITY	32	
7	SOUTH BRUNSWICK TOWNSHIP	41	
8	BOARD OF EDUCATION OF THE CITY OF JERSEY CITY SCHOOL DISTRICT	57	
10	MIDDLESEX COUNTY IMPROVEMENT AUTHORITY	63	
11	CITY OF NEWARK HOUSING AUTHORITY	67	
12	BUENA BOROUGH	77	
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			

- 1 MS. SUAREZ: The first matter before
- the board is last month's meeting minutes.
- Do I have a notion adopt the July 12,
- 4 2023, minutes?
- MR. AVERY: So moved.
- 6 MR. CLOSE: Second.
- MR. BENNETT: Mr. Avery and Mr. Close.
- 8 Ms. Suarez.
- 9 MS. SUAREZ: Yes.
- MR. BENNETT: Mr. DiROCCO.
- 11 Mr. Close.
- MR. CLOSE: Yes.
- MR. BENNETT: And Mr. Avery.
- MR. AVERY: Yes.
- MR. BENNETT: Motion approved.
- MS. SUAREZ: Thank you.
- Ms. Jones, can you please walk us
- through the complaint considerations before the
- board today.
- MS. JONES: Yes. Thank you, Director.
- 21 First up for the board's consideration
- is 20-09. This is a notice of investigation to
- investigate for potential violations of Subsection C
- 24 and D.
- MS. SUAREZ: Any questions on that

- 1 Ms. Jones.
- MS. JONES: Thank you.
- MS. SUAREZ: As we move on to the
- 4 applications, I'm just going to remind everyone that
- 5 they remain muted to eliminate any unnecessary
- 6 background noise. If you are joining by phone, you
- 7 can use star 6 to both mute and unmute the call.
- 8 Please just make sure that your camera
- 9 is turned on and speak up when your application is
- called so that your image will appear and then we
- 11 can get you sworn in.
- The first application before the board
- today is Paulsboro Borough. This is going on to be
- 14 heard on consent.
- The borough is undertaking
- improvements, including water main within Plainsboro
- 17 -- Paulsboro. Sorry.
- The project is funded by a combination
- of a loan from the USDA World Development Program
- 20 and grants from the USDA and the New Jersey
- 21 department of Transportation.
- The loan amount is \$971,000. At 1.75
- interest to be paid semiannual over 40 years.
- The USDA has awarded the borough a
- grant in the amount of \$557,000 and the New Jersey

- 1 Department of Transportation has awarded a grant in
- the amount of \$25,000, totaling \$1,077,000 in
- grants, which exceeds the amount to be financed.
- 4 Board approval is needed because the
- 5 schedule mandated by the U.S. Department of
- 6 Agricultural requires semiannual principal payments.
- 7 The bond law requires entities to apply to the board
- 8 for approval of any schedule with more than one
- 9 principal per year. So but for this the board would
- not be needed to come before the board; therefore is
- being waived and the matter is being heard on
- 12 consent.
- Do I have a motion to approve the
- 14 application?
- MR. AVERY: So moved.
- MR. CLOSE: Making a motion.
- MR. AVERY: Second.
- 18 MR. BENNETT: I think I heard
- 19 Mr. Close moving and Mr. Avery second. We'll go
- 20 with that.
- 21 Ms. Suarez.
- MS. SUAREZ: Yes.
- MR. BENNETT: Mr. DiRocco.
- MR. DiROCCO: Yes.
- MR. BENNETT: Mr. Close.

- 1 MR. CLOSE: Yes.
- MR. BENNETT: And Mr. Avery.
- MR. AVERY: Yes.
- 4 MR. BENNETT: Motion approved.
- 5 MS. SUAREZ: Thank you.
- 6 The first applicant appearing before
- 7 the board today is Marlboro Township Fire District
- 8 Number 3.
- 9 I see Ms. Sendzik.
- MS. SENDZIK: Good morning. How are
- 11 you?
- MS. SUAREZ: I'm well. How are you?
- MS. SENDZIK: I have here to my left
- John Boyle, Jr. He's a firefighter in the Township
- of Marlboro. He is the only gentleman we need to
- 16 get sworn in.
- JOHN BOYLE, JR.
- is duly sworn by a Notary Public of the State of New
- 19 Jersey and testifies under oath as follows:
- MS. SUAREZ: All right, Ms. Sendzik,
- the floor is yours.
- MS. SENDZIK: Thank you. We're here
- today before the division for its review
- recommendation and/or approval to finance apparatus,
- specifically a Rosenbauer Commander four-door full

- tilt aluminum cab pumper/tanker formed aluminum body
- and equipment to be used by the volunteer fire
- 3 fighters within the district.
- 4 The cost of the apparatus and
- 5 equipment shall not exceed \$1.2 million dollars.
- 6 The apparatus shall be purchased through a national
- 7 cooperative HGAC for a purchase price totaling \$1.2
- 8 million.
- 9 The financing lease with the option to
- purchase has been obtained through competitive bid.
- 11 The board requested proposals for five, seven and
- ten years.
- 13 The board forwarded the bid
- specifications to five prospective vendors and two
- bid proposals were received. A third bid proposal
- was received; however, same was not received by the
- deadline so that had to be returned unopened.
- The board chose the seven-year
- 19 proposal received by Community Leasing Partners in
- an annual interest rate of 3.99 percent, which
- results in an annual principal and interest payment
- of \$199,895.13.
- The apparatus to be retired upon the
- 24 arrival of the Rosenbauer is a 1990 Mack Tanker with
- 25 23,154 miles and 826 engine hours.

- 1 The apparatus is obsolete and cost
- 2 prohibitive to repair and will be sold subsequent to
- 3 the delivery of the new apparatus.
- 4 The financing will occur in 2023, with
- 5 the initial payment occurring in the fiscal year
- 6 2024, as the payment is in arrears and will not be
- 7 due for 12 months after the apparatus is funded.
- 8 There will be no tax impact on the 2023 fiscal year
- 9 budget.
- In 2024, the effect on the current tax
- rate and assessed value will be point 0085 per \$100
- of the assessed value on the average price of a
- residence in the township, which is \$567,134, or
- approximately \$48.20 per home.
- The public referendum to authorize the
- project financing was held on February 18, 2023,
- 17 election. At the time the legal voters approved
- financing not to exceed \$1.2 million by a vote of
- 19 198 yes and 45 no.
- The district did its due diligence in
- comparison for the pricing. It compared the
- 22 Rosenbauer to other manufacturers, two specifically
- that ranged between \$100,000 and \$350,000 more
- expensive, and they also had a substantially longer
- build time, anticipated delivery in 40 to 49 months.

- 1 Although the Rosenbauer is available
- through Sourcewell, pricing was 7 percent to 12
- 3 percent higher than through HGAC.
- 4 New Jersey state contract is not an
- 5 available comparison option as comparable apparatus
- 6 is not available.
- 7 MS. SUAREZ: Thank you, Ms. Sendzik.
- 8 I do have a couple of guestions.
- 9 So I'm assuming when the retired 1990
- tanker is sold, the proceeds will be put towards
- either this or something else for the fire district?
- MS. SENDZIK: Correct.
- MS. SUAREZ: Do they have any
- anticipated use for the funds? I mean, I guess a
- part of it will determine how much they get at
- 16 market but --
- MS. SENDZIK: So the truck is 33 years
- old, and by the time we get this new apparatus it
- will be about 35 years old. It might not be worth
- 20 that much.
- It's also in need of significant
- repairs, which is why they're starting to build up
- their fleet. A lot of their fleet is in this age
- 24 bracket.
- So the amount might not offset this

- 1 purchase price significantly but may go towards
- either funding in the future for other trucks or
- 3 equipment in capital.
- 4 MS. SUAREZ: And I just wanted to ask
- 5 a couple of questions, because I think when we
- 6 checked, I wanted to confirm that the 2023 minutes
- 7 have been posted, the 2021 audit has been posted,
- 8 and the links for the commissioner emails is all
- 9 correct on the fire district's website.
- MS. SENDZIK: Yes. We had them update
- everything. They just had their website revamped
- about six months ago with a new company that brought
- them up to speed.
- MS. SUAREZ: That you.
- One question that I know that has come
- up with the board before and is certainly one that
- we have. We're starting to see some of the
- timeframe to get these apparatus delivered is
- truncating again, which is a good thing.
- Just curious as to why we're seeing
- 21 that for this one in particular. Is it, are they
- buying kind of like a stock? Were there not a lot
- of bells and whistles ordered to it? I'm just
- curious to the truncation for the delivery period.
- 25 MS. SENDZIK: It seems that this

- 1 manufacturer can produce the trucks a little bit
- faster. I don't know if it's their production or
- their amount that they're getting, but I've seen
- 4 this manufacturer and other, one other manufacturer
- 5 coming in within two years versus the four years.
- 6 MS. SUAREZ: Okay. So is this
- 7 apparatus actually stock or are there certain things
- 8 that have been added to this for equipment as well?
- 9 MS. SENDZIK: There are certain things
- that have been added to it, all the options off
- 11 HGAC.
- MS. SUAREZ: Okay. Thank you.
- I will open it up to see if there are
- any other questions from the board members or the
- public.
- MR. CLOSE: Director, thank you.
- Ms. Sendzik, thank you.
- Just curious as well to the director's
- 19 points whether this was a stock vehicle versus being
- a custom order 'cause the timeframe which seems much
- 21 more advantageous than what we've seen previously
- for a custom ordered vehicle. So I do find that
- somewhat encouraging if that is, in fact, a custom
- 24 vehicle.
- One of my questions, though, I saw you

- had no downpayment you're requesting, I know beyond
- the statutory compliance because you're doing the
- 3 financing in this year.
- 4 Was any thought given to paying down
- 5 anything on it rather than financing the entire cost
- 6 of the apparatus?
- 7 MS. SENDZIK: So as I indicated, this
- 8 fleet with the district are all around -- they're
- 9 approaching 30 years to 35 year old, and they just
- purchased in cash another apparatus that will be
- coming in in two years from now.
- 12 So all of their money was depleted on
- paying in full for another piece of apparatus to
- replace an older piece of apparatus.
- MR. CLOSE: Okay. So they purchased a
- new apparatus, or was that a used apparatus?
- MS. SENDZIK: They purchased a new
- 18 apparatus.
- MR. CLOSE: Okay. Okay. Thank you.
- MS. SUAREZ: Any other questions or
- 21 comments?
- Hearing none, do we have a motion to
- issue positive findings?
- MR. DiROCCO: I'll make the motion to
- issue positive findings.

- 1 MR. CLOSE: Second.
- MR. BENNETT: I have Mr. DiRocco and
- 3 Mr. Close.
- 4 Mr. Suarez.
- 5 MS. SUAREZ: Yes.
- 6 MR. BENNETT: Mr. DiRocco.
- 7 MR. DiROCCO: Yes.
- 8 MR. BENNETT: Mr. Close.
- 9 MR. CLOSE: Yes.
- MR. BENNETT: Mr. Avery.
- MR. AVERY: Yes.
- MR. BENNETT: Motion approved.
- MS. SUAREZ: Thank you very much.
- 14 Thanks, Ms. Sendzik. Always appreciate your quick
- and thorough presentations.
- MS. SENDZIK: Thank you. Have a good
- 17 day.
- MS. SUAREZ: You, too.
- 19 Okay. The next applicant appearing
- before the board do is Lower Township Fire District
- Number 3.
- MR. WINITSKY: Good morning, Director.
- 23 Jeff Winitsky from Parker, McCay. We are bond
- counsel to the fire district.
- Also on the line is Gary Douglass who

- is the treasurer of the fire district, and Bryan
- Morris from Phoenix Advisors, who is the municipal
- advisors, both of whom need to be sworn in.
- 4 GARY DOUGLASS
- 5 BRYAN MORRIS
- 6 is duly sworn by a Notary Public of the State of New
- 7 Jersey and testifies under oath as follows:
- 8 MS. SUAREZ: All right, Mr. Winitsky,
- 9 the floors is yours.
- MR. WINITSKY: So Lower Township Fire
- District Number 3 is appearing today in order to
- seek positive findings pursuant to N.J.S.A. 40A:5A-6
- for the issuance of up to \$983 thousand of its
- general obligation bonds, the proceeds of which will
- be used, together with other available funds of the
- district that I'll get to in a minute, to acquire a
- new 2,500 gallon tandem tanker truck for the fire
- 18 district.
- The fire district, just for a little
- bit of background, is in Lower Township. It serves
- 21 approximately 15 square miles, which is roughly half
- of Lower Township in Cape May County.
- The fire district received approval of
- the issuance of the bonds by way of referendum
- special election held just recently, on July 11,

- 1 2023. The voting results were extremely favorable
- for the fire district, receiving over 90 per yeses.
- Granted, there weren't a ton of votes,
- but this is a fire district so that's not uncommon.
- 5 But 90 percent is still a very positive outcome at
- 6 the end of the day.
- 7 The new fire to apparatus is a new E1
- 8 2,500 gallon tandem tanker that will replace two
- older pieces of fire apparatus. One is a 1,000
- gallon tanker truck, and the other is a 4,000 gallon
- tanker truck, both of which have exceeded their
- operational useful lives.
- By way of example, the 4,000 gallon
- tanker truck is a 1982 fire apparatus so it's well
- beyond its useful life. So this is obviously very
- 16 needed for the fire district.
- 17 The fire district intends to sell both
- of those older trucks and use the proceeds from that
- sale, whatever they may be, obviously because
- they're a little bit older, we're hoping to get
- somewhere around the neighborhood of 30,000, but you
- don't know what the market may bring, but those
- proceeds will be used to either offset debt service
- or other capital projects for the fire district.
- The fire district conducted a thorough

- analysis of procurement methods for the acquisition,
- and ultimately wound up using the Houston Galveston
- 3 Area Counsel, which is authorized in the State of
- 4 New Jersey.
- 5 That process yielded three quotes for
- 6 the purchase of the equipment, the best bid being
- 7 \$983,354.
- I know you had asked in the prior
- 9 application with respect to is it stock or is this
- 10 custom. It's relatively stock, with some degree of
- customizations, and Gary can speak to that in a
- minute, but just to get ahead of that for the
- benefit of the board.
- 14 As noted before, the bonds and
- available cash will be utilized to purchase the
- truck because the bonds are 983. It's a little bit
- more than that on the bid.
- 18 We expect the bonds to be issued with
- a 10-year maturity level, annual principal and
- interest, about \$120,000 a year. The fire district
- intends to utilize a private sale, i.e. using our
- fees to a select group of banking institutions. The
- thought there being this is not a large bond
- issuance, not a whole lot of interest from big
- investors if you were to do a competitive sale, and

- we also looked at doing a lease, but ultimately, we
- believe the use of bonds with this amortization will
- 3 be the most cost effective.
- 4 Under current rates, the issuance of
- 5 the bonds will be about a penny increase to the
- 6 average assessed in Lower Township which is, it's
- 7 about \$23 per household, so not a lot at the end of
- 8 the day, and the district's financial advisor will
- 9 obviously have the solicitation for RPs and we'll
- all as a group look at terms and go with the best
- bid at the end of the day.
- 12 As noted before, I've got Gary
- Douglass to answer any questions about the
- apparatus, and I've got Bryan Morris on the line if
- you have any questions about the financing
- 16 generally.
- MS. SUAREZ: Thank you.
- One question I do have. When is the
- apparatus supposed to be delivered?
- MR. WINITSKY: Gary can speak to this
- a little bit better. So according to the quote,
- we're looking at a little over two years, probably
- close to three. I think the quote was 800 and some
- odd days, but Gary, maybe you can speak to that a
- little bit better in terms of timing.

1 MR. DOUGLASS: The rough delivery day 2 was about 810 days. That was the best they could give us at the time. MS. SUAREZ: One of the other 5 questions that I do have is, and I appreciate the 6 thoroughness, Mr. Winitsky, because you definitely 7 answered some of the questions that I would have 8 already posed, but one of them is the website. 9 I just want to confirm that it has 10 been updated so that the 2023 minutes and meeting 11 dates have been posted, along with the resolutions 12 for 2023 for the fire district. 13 MR. DOUGLASS: So the meeting minutes 14 and the resolutions for 2023 have not been updated 15 yet. We're in -- we had just switched website 16 provider and it's a little tough getting ahold of 17 them sometime, but we have them all ready to go and 18 I will assure you they will be up there shortly. 19 MS. SUAREZ: Okay. Do you have any 20 anticipated timeframe from the new web? 21 MR. DOUGLASS: Well, I'm hoping 22 tomorrow, but the gentleman I guess is, it's a part 23 time, I'm understanding. Our old web provider, he

retired and then sent us to this company.

obviously we need to make a switch, but at this

24

25

- 1 moment, I gotta get it up to date, but I'm hoping
- tomorrow, but if you give me two weeks, it will be
- 3 up there.
- 4 MS. SUAREZ: Okay. I'd hold you to
- 5 that.
- 6 One of the other questions that I do
- 7 have, and this is certainly not, I don't want to say
- 8 unfortunately, certainly not limited to just this
- 9 fire district. We're starting to see this, I think
- we've seen it for a little bit of time now as a
- little bit of an issue with the question that goes
- out to the voters, and I know that the, I think the
- voters approved \$983,000. Acquisition was a little
- over, like, 350 something dollars over that, not a
- big amount over the amount. But that was approved.
- But then I think that also doesn't include
- 17 acquisition costs.
- So I want to have, I guess a little
- bit of understanding, just for the record, how the
- fire district's going to make up the difference,
- because I know you did address that, but I just want
- to have it for the record.
- 23 And then secondly, I kind of just want
- to flag for I think all bond counsel that kind of
- assist in these types of projects going forward that

- we'll probably have a conversation more broadly with
- the division off line just to converse on what it is
- that we would like to see going forward to ensure
- 4 compliance with these questions when they go out to
- 5 the voters, statutorily. So to ensure that the
- 6 voters, we have a little bit more wiggle room there,
- 7 right, so the voters understand what the total nut
- is, because even if we're not going out to finance
- 9 that entire amount, it was till taxed upon the
- residents in some fashion, depending on how that is
- in the coffers.
- So I just want to have that
- conversation going forward, but if you wouldn't mind
- explaining a little bit for the record how you'll
- make up the difference over and above what the
- voters had approved.
- MR. WINITSKY: And I probably should
- have mentioned this specifically in our
- 19 presentation.
- 20 So the fire district has available
- funds on hand to make up the difference.
- Obviously, when you do a bond
- issuance, obviously there's a small difference
- between the acquisition price and the bond, but
- they're also doing a bond issuance, including fees

- of counsel, etc.
- 2 So the fire district has ready
- available cash on hand to pay for those costs and
- 4 expenses. There's no additional levy to be
- 5 provided. It's already been provided. It's in the
- 6 budget to make up that difference.
- 7 And with respect to the actual
- 8 question itself, it was obviously drafted in such a
- 9 way that it spoke to the bonds, right, and sort of
- the amount of bonds that they were approving, not
- specifically total project costs.
- 12 If there's a desire to be more
- transparent as to that, we're happy to do, to
- 14 respond to whatever directive DCA thinks is
- ¹⁵ necessary.
- So we're certainly not meant to
- deceive anybody by virtue of the question other than
- to give them the absolute facts in terms of this is
- what we're issuing in bonds, right, which is, sort
- of follows the statute.
- MS. SUAREZ: Right, right.
- MR. MORRIS: Just to quickly follow up
- on, that the amount of the contribution would be
- about \$35,000, and as Jeff had mentioned, ideally
- we'd be able to sell the old apparatus for close to

- that amount roughly, so close at the end of the day.
- 2 MR. WINITSKY: But funds are available
- irregardless of what we receive. We're hoping that
- 4 that's a match at the end of the day, or close to
- 5 it.
- 6 MS. SUAREZ: I appreciate that.
- 7 I guess also, because we asked this of
- 8 the last applicant, and of course, as Mr. Close
- 9 mentioned previously, it's not statutorily required,
- actually protected for any kind of downpayment to be
- 11 associated with this purchase during the year in
- which the voters approved it, but just kind of want
- to understand what the fire district's been doing as
- far as downpayments or assuring that some cash is on
- hand for future purchases of apparatus, etc.
- So if we could just go into that a
- 17 little bit, that would be appreciated.
- MR. WINITSKY: Gary, I don't know if
- you want to speak to sort of what you've been doing
- from a budget perspective or from a planning
- 21 perspective. That might be helpful.
- MR. DOUGLASS: Okay. So we were well
- aware of the end of 2022 that we would be pursuing
- this purchase, so budgetary-wise we were able to
- move some of the funds around to prepare for these

- costs of legal counsel and the -- and our financial
- advisors. So it would be no impact to over the
- 3 amount of the truck.
- 4 MR. WINITSKY: Were you looking for
- sort of future capital costs and budgeting? Was
- 6 that part of your question?
- 7 I just want to make sure that --
- MS. SUAREZ: Sure, sure. No. I
- 9 appreciate that.
- 10 I think part of the question kind of
- comes down to, obviously we'd always like to see in
- sort of forward thinking, whether that's some sort
- of downpayment or cash set aside for capital
- emergencies, purchasing of apparatus, capital plan
- projects, etc.
- Just wanted to see, because we heard
- from the previous applicant that the reason they
- didn't kind of put down any kind of set-aside for a
- downpayment on this apparatus was because they
- purchased an apparatus within the last year fully in
- cash.
- So kind of just wanted to see if that
- was kind of the same thought process, if there just
- wasn't any contemplation of putting aside some cash
- for a downpayment, or flushing out, I guess really

- 1 the thoughts.
- MR. WINITSKY: So I think it's a
- 3 little bit of both, and Gary can speak to this,
- 4 obviously.
- 5 It's about sort of leave maintenance,
- 6 right, and what the district needs in any given
- year, sort of that fluctuates.
- I'm not sure where this fits into
- 9 their overall fleet plan. Obviously, the fire
- district budgets yearly for other capital expenses,
- not specifically fire apparatus. That's a, we'll
- call it a nonrecurring capital cost.
- Gary, you can speak a little bit more
- to the condition of the fleet and our other capital
- costs and sort of what you do from a budget
- 16 perspective.
- 17 All right, Gary.
- 18 MR. DOUGLASS: All right. So we
- tried, when we know the truck, big purchases are
- coming up, I mean, we try to line them up with our
- 21 needs.
- So we had one, our last apparatus, I
- believe was eight years ago, so that matured a year
- ago. So we try to replace these as they come so not
- to affect the budget or the tax rate, but moving

- forward, we didn't plan on a downpayment on this
- 2 apparatus 'cause our next apparatus that will need
- to be replaced in three or four years is a ladder
- 4 truck, which then we would be talking a \$2 million
- 5 purchase, and so I think that's where, like, a
- 6 downpayment, you know, our surplus funds will be
- 7 used in the future.
- 8 As far as equipment, capital equipment
- 9 and stuff, we do budget for that yearly for anything
- that we need to replace. So a lot of that is being
- purchased outside of this bond. This is strictly,
- most of it is strictly just the base truck, and
- we'll be using our cash on hand and our funds to
- 14 equip it.
- I hope that answered, if I'm
- understanding it correctly.
- MS. SUAREZ: Thank you.
- I will open it up to see if there are
- any questions or comments from the board members or
- the public.
- MR. CLOSE: Mr. Winitsky and
- Mr. Douglass, first, thank you for the presentation,
- 23 and you really did -- the director addressed the
- questions I had, which is about the stock and
- delivery time versus custom, and also the

- downpayment, was curious about that.
- If I understand correctly, then,
- you're really looking in terms of your, I'm
- gathering your anticipated replacement schedule for
- 5 the ladder, you're looking to utilize any existing
- fund balance you may have in the district as for the
- 7 downpayment on that piece of apparatus? Is that
- 8 accurate?
- 9 MR. DOUGLASS: That is correct.
- MR. CLOSE: Okay. That answered my
- 11 question. Thank you.
- MS. SUAREZ: Thank you, Mr. Close.
- Any other questions or comments?
- MR. AVERY: Director, I just would
- like to address the fact that the purchase of the
- truck is slightly greater than what was asked of the
- voters as a referendum, and I know it's di minimus,
- it's easily handled, 383,000, or \$383 or something,
- but where would there be a line that it was more
- than what the voters approved? Is it a million? A
- 21 million, one? How do you get beyond what the voters
- 22 approved?
- MR. WINITSKY: I think the question
- was written in such a way to speak to finance,
- right? The number that was included in the question

- was specifically about to be financed.
- Your question is a good one, sort of
- where then would we advise the voters that we're
- using cash on hand, not specifically to be financed.
- 5 I don't know that there is a
- 6 definitive line.
- 7 In this case it was absolutely di
- 8 minimus so there wasn't a whole lot of thought to
- 9 it.
- 10 Certainly if there is -- if it were
- hundreds of thousands of dollars, I think there
- would have been a different approach to how it was
- presented to voters, but here it was absolutely di
- 14 minimus so there wasn't -- I don't say that
- cavalierly, but I don't believe there was a whole
- lot of thought to the minor portion difference.
- But we are happy to ensure that
- there's full transparency to the extent that there
- is a more than di minimus difference in what we're
- financing versus what it actually costs.
- 21 We understand the concern there, but
- here we didn't frankly give it a lot of thought
- given its very minor size. Again, I don't mean that
- cavalierly, simply that it was very small so we
- really didn't think about it all that much.

- 1 MR. AVERY: I understand.
- 2 My understanding is that 983,000 is
- just for the vehicle itself; it's not for the
- 4 equipment on the vehicle, there's no -- you're still
- 5 going to equip that out of your own funds, other
- 6 capital funds; is that correct?
- 7 MR. DOUGLASS: Yes, that is correct.
- 8 Either purchase or equipment from these older trucks
- 9 that still have use, the portable equipment will be
- 10 switched over.
- MR. AVERY: All right. That addresses
- 12 my questions, Director. Thank you.
- 13 And thank you, gentlemen, for your
- 14 presentation.
- MS. SUAREZ: All right. Well, hearing
- no other questions or comments, I will ask if we
- have a motion to issue positive findings.
- 18 MR. DiROCCO: I'll make a motion to
- approve.
- MR. AVERY: I'll second it.
- MR. BENNETT: Mr. DiRocco and
- 22 Mr. Avery.
- Ms. Suarez.
- MS. SUAREZ: Yes.
- MR. BENNETT: Mr. DiROCCO.

- 1 MR. DiROCCO: Yes.
- MR. BENNETT: Mr. Close.
- MR. CLOSE: Yes.
- 4 MR. BENNETT: And Mr. Avery.
- 5 MR. AVERY: Yes.
- 6 MR. BENNETT: Motion approved.
- 7 MR. WINITSKY: Thank you very much.
- 8 Appreciate it.
- 9 MR. DOUGLASS: Thank you.
- MS. SUAREZ: Fingers crossed it's less
- 11 than 810 days.
- MR. DOUGLASS: Thank you.
- MS. SUAREZ: You're welcome.
- 14 All right. The next applicant
- appearing before the board do is Union City, and it
- is on a proposed reversion from a fiscal year to a
- 17 calendar year budget cycle.
- So I do see that we have Ms. Meade,
- 19 Ms. Zucca, and I think, do we have Ms. Colditz with
- 20 us as well?
- MS. COLDITZ: Yes.
- MS. SUAREZ: Great. So before I yield
- the floor over to the applicant, I just like to
- speak to the board briefly about the efforts that
- we've seen Mayor Stack in Union City undertake in

- the last few weeks to get this where it is today.
- 2 As we all know, years ago many
- municipalities reversed to the fiscal year as part
- of a restructuring effort, and since they've pretty
- 5 much been reversing that in all but a handful of
- 6 municipalities in the State of New Jersey, I
- 7 actually think after today we might be at five and
- 8 the reversion has been particularly challenging for
- 9 municipalities that have large budgets because an
- accounting exercise really has to be undertaken
- here, and it's no know easy fleet, especially with
- the inflation over the last year or so combined the
- conditions of the city.
- 14 However, the technical advisors within
- the division have worked diligently with the mayor,
- his administration and Union City staff members to
- work toward the common goal of further stabilizing
- 18 the financing of Union City. And this reversion has
- been contemplated for years at this juncture, and I
- give the Union City and the DLS staff in getting to
- the finish line today.
- 22 With that, I'll turn it over to Ms.
- 23 Meade in Union City and Tammy Zucca to introduce the
- substantive conversion information and give us a
- 25 flavor of the application.

	1	So ladies, the floor is yours.
	2	MS. COLDITZ: Thank you, Director. I
	3	think I'm going to start, and Tammy and Sue can jump
	4	in to answer any questions or provide any additional
	5	information.
	6	As the director said, this application
	7	is a reversion from the state fiscal year
	8	MS. SUAREZ: Hold on one second,
	9	Michele. I apologize. We're going to get you
	10	ladies all sworn in before.
	11	MICHELE MEADE
	12	TAMMY ZUCCA
	13	SUSAN COLDITZ
	14	is duly sworn by a Notary Public of the State of New
	15	Jersey and testifies under oath as follows:
	16	MS. SUAREZ: Okay.
	17	MS. MEADE: Great. Thank you.
	18	So this reversion is permitted in
	19	accordance with the public laws of 2008, Chapter 92,
	20	and as the director mentioned, it has been the goal
	21	of the Transitional Aid program to migrate where it
	22	makes sense, and in most cases, from our experience,
	23	it has, to move the municipalities that are part of
1		

the Transitional Aid program off of state fiscal

year and back into the calendar year budget cycle.

24

25

So we have made that a condition of the MLU, and in accordance with that, what we do is work with each municipality as the issue arises to make sure that it makes fiscal sense for them to makes that transition.

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

So you'll recall in the recent past the applications of Camden and Paterson in 2020, and also Trenton in 2021, and overall there has been a general benefit to calendar year reversion, and that is it creates a generation of surplus which is the result of receiving a full year of state aid in the transition, the six-month transition budget, while also not having to make the largest, single largest municipality payment, which is a pension payment that is not due until the collection calendar year budget.

So the confluence of those two things or experience has been, from Camden, Paterson and Trenton, that we have generated significant amount of surplus during that period of time. That is something that is advantageous to us in the aid program that it is a dramatic assistance to their fiscal recovery.

However, in Union City's case, this is not the result. As you can see from the memo that I

- 1 provided, the reversion will have a neutral budget
- impact in Union City. We do not anticipate that
- there will be any generation of surplus, but also
- 4 there's not any negative budget impact on the city.
- 5 So the reason that Union City is
- 6 different than the other cities we've experienced
- is, first of all, it's a lot smaller entity than
- 8 Camden, Paterson and Trenton, so their budget is
- 9 smaller. Their pension payment is much smaller.
- They don't have the same number of
- employees as those other cities do, and they also
- have a much larger percentage of Transitional Aid
- and all over state aid than the other cities that I
- just mentioned.
- 15 For example, Camden, Paterson and
- 16 Trenton in 2023 were, less than 10 percent of their
- budget was due to transitional conversion, whereas
- Union City's is about 20 percent, maybe even a
- 19 little higher. So those things have created a
- scenario much different from Camden, Paterson and
- 21 Trenton.
- So Union City, again, is just going to
- have a neutral budget impact as a result of this.
- So that does beg the question as why
- we're looking for you to make an approval to have

- this reversion authorized, and there's a number of
- 2 reasons.
- First, it will create a constant tax
- rate for a 12-month period. Right now in the state
- fiscal year cycle, it requires a blended tax rate,
- and you have to convert the tax rate from a state
- fiscal year tax rate to the calendar year tax rate
- 8 so that the county can strike the taxes for the
- 9 municipality, the same that they do for all the
- other municipality within the county. So it creates
- a lot of confusion from that standpoint.
- 12 It will also allow for the city to
- issue a single tax bill in the tax period, which is
- obviously more cost effective. It's not a dramatic
- cost savings, but it is a cost savings, nonetheless.
- And also it provides a much easier
- explanation of the tax rate itself to the citizens,
- but because of the blended tax rate that has to be
- created, there's a lot of confusion and there is
- often citizens that are looking for simple
- 21 explanations for the tax rate that are often very
- 22 difficult to understand.
- 23 And finally, while this is not a
- primary reason, it is certainly a reason. It is a
- requirement of the MLU and the Division of Local

- 1 Government Services believes that it is advantageous
- for us to have all of our transitioning communities
- on the same budget cycle, that it's better all over
- 4 to have the calendar budget cycle. And of course,
- 5 the overall impact of this is neutral.
- 6 We would have liked this to be the
- 7 scenario that Camden and Paterson and Trenton had
- 8 where there was a generation of surplus, but there
- 9 is not in this case.
- 10 And so you have the documents before
- 11 you. You can see the transition year budget which
- the city has already introduced, and they are
- looking to proceed with the adoption of that under
- the quickest cycle so they can get their tax bills
- out for the remainder of the year, and the calendar
- year budget you have is very preliminary.
- 17 At this time in time we have not done,
- for the city, for the division staff working with
- the city has not done any significant analysis of
- the calendar year budget.
- 21 We do expect it to be changing through
- the next period of time while we analyze whether it
- 23 might be some budget efficiencies, new revenues to
- offer through the efforts that we will be working
- with the city staff to complete.

- So as the director mentioned, Tammy
- Zucca, the CFO, and Sue Colditz, the budget officer
- for the city, are also available to add anything, if
- 4 I missed anything, Tammy and Sue, or to answer any
- 5 questions as well.
- 6 MS. ZUCCA: Okay. I just wanted to
- 7 just correct one thing. We're actually introducing
- 8 the budget on the 22nd of this month.
- 9 MS. MEADE: Thank you, Tammy.
- MS. ZUCCA: No problem.
- MS. MEADE: Thank you.
- MS. ZUCCA: You're welcome.
- MS. COLDITZ: I don't have anything to
- add. I think you covered everything, Michele.
- MS. MEADE: Okay. Thank you.
- MS. SUAREZ: And the last thing I just
- kind of want to highlight, because is also why we're
- seeing this trend across the state in general, not
- just obviously for the pushing of the transitional,
- even the municipalities, there's also a
- 21 strengthening talent pool since there's so few
- individuals now with the actual special
- certification to do this for the fiscal year for the
- 24 CFOs. I think that's kind of a result of just so
- few municipalities now being on the state fiscal

- 1 year cycle. So, and it's just made it even more
- difficult for some of them to stay on that cycle,
- which I think is also helping to push the trend on
- 4 the calendar year.
- I do not have any questions, but I
- 6 certainly want to open it up to the members of the
- 7 board and the public to see if there are any
- 8 questions or comments of Union City.
- 9 Okay. Well, hearing none, do we have
- 10 a motion?
- MR. DiROCCO: So moved.
- MR. CLOSE: Second.
- MR. BENNETT: I have Mr. DiRocco and
- 14 Mr. Close.
- Ms. Suarez.
- MS. SUAREZ: Yes.
- MR. BENNETT: Mr. DiROCCO.
- MR. DiROCCO: Yes.
- MR. BENNETT: Mr. Close.
- MR. CLOSE: Yes.
- Excellent presentation by Ms. Meade.
- MS. MEADE: Thank you.
- MR. BENNETT: And Mr. Avery.
- MR. AVERY: Yes.
- MR. BENNETT: Motion approved.

- MS. SUAREZ: All right. Well, thank
- 2 you ladies very much. I wish you luck in the
- 3 transition.
- 4 MS. COLDITZ: Thank you.
- 5 MS. SUAREZ: I'm sure we'll be working
- 6 closely.
- 7 MS. COLDITZ: Thank you, Michele.
- 8 Thank you, Board.
- 9 MS. MEADE: You're welcome.
- 10 MS. SUAREZ: Okay. The next applicant
- appearing before the board today is South Brunswick
- 12 Township.
- I see Ms. Tracey.
- MR. MONZO: Can you hear me, Director?
- MS. SUAREZ: I can hear you,
- 16 Mr. Monzo. I just don't see you.
- 17 MR. MONZO: I'm in the office of South
- 18 Brunswick, and apparently the cameras and speakers
- don't work. I'm using my cell phone.
- 20 Would you like me to do this
- otherwise? Do you actually need to see me?
- MS. SUAREZ: We will need to see you
- to get you sworn in.
- MR. MONZO: Okay.
- Is Mr. Bidlack logged in yet?

25

introduced 2023 budget.

- 1 As you can see, we have the township
- 2 manager, Bryan Bidlack here, and then also Joe Monzo
- who is my person at Phoenix, but currently
- 4 contracted CFO for South Brunswick Township.
- 5 I'll turn it over to Joe to give the
- 6 details on the application.
- 7 MR. MONZO: Thank you. Good morning,
- 8 Director and staff.
- 9 The Township of South Brunswick
- introduced its budget on July 25th as a scheduled
- option pending the board's approval of the
- application on August 22nd.
- 13 As the budget was being put together,
- it was determined on myself that the township could
- not introduce its budget and adopt it within the
- state appropriation caps for the first time in,
- since the beginning of the appropriation caps in
- 18 1977.
- 19 So we took to the making an
- application to the board seeking their approval for
- appropriations cap waiver of \$2.935 million. The
- application has the details of that. Sorry, 2.985
- 23 million
- There were significant deferred
- charges in last year's operations, as is outlined on

- the annual financial statements that had been filed.
- There were some other considerations.
- As I put together the 2023 budget, in
- 4 addition to the overexpenditures, they have to be
- raised inside the cap, those same appropriations
- 6 that created the overexpenditures in 2022 now have
- 7 to be budgeted to the level of '23 so as to not
- 8 create a similar overexpenditure situation in 2024.
- 9 So the combination of those two items
- brings us to the initial where we cannot, at this
- late date obviously in August, make any changes to
- the appropriations cap inside the cap appropriations
- to get within the law.
- So we're coming before the board and
- asking for mercy, I guess, and we're here to answer
- any questions.
- Mr. Bidlack is the municipal manager,
- also the township planner, so if anybody from the
- board, the director has any questions concerning the
- application, more than happy to answer them.
- MS. SUAREZ: Thank you very much for
- 22 that.
- I appreciated having a pre-meeting
- just to kind of get a little bit of flavoring for
- what South Brunswick has been going through.

1 we do know they've come before the 2 board for the last, I'd say about two years ago at this juncture, trying to figure out how to move 4 forward, and I guess what I would very much like to 5 hear from South Brunswick is what's kind of being 6 put into place now so that way we avoid this issue next year and we're not back in the same position? 7 8 MR. MONZO: Well, as the train goes 9 by, tooting my own horn, I guess, I was the CFO here 10 for 15 years. I retired in July of '19, and to be 11 perfectly honest, since that point, I think 12 financial management of the oversight of the 13 finances have been lacking, okay? There have been 14 overexpenditures every year since. 15 There was a deficit in operations in 16 The township has just not been budgeting one year. 17 its appropriations to the level of cost of 18 government. 19 The township has brought me in as the 20 CFO, with the director's approval, for up to one 21 year to try to provide the oversight to make sure 22 that the appropriations in the '23 budget and moving 23 forward account for what the cost of government 24 actually is. 25 That includes the items that had

- significant overexpenditures last year in terms of
- group insurance and garbage and trash, landfill
- 3 costs.
- 4 They've just been budgeting to a
- 5 number to achieve a tax rate without a sense as to
- 6 what that was going to do in terms of the operations
- of that year. Sometimes it worked out to a lesser
- 8 degree in terms of overexpenditures and sometimes it
- 9 did not. Their money was significantly helped the
- 10 last two years. That money has expired.
- So I guess to answer to your question,
- Director, is that now there's somebody else, namely
- myself, watching to make sure that what is being
- budgeted is what is appropriate and that the
- transactions are being recorded during the year in a
- timely manner as to know at any given time where the
- township stands in terms of revenue realizations
- versus projections that have not been the case in
- the past several years.
- I know the division allowed a Chapter
- 74 ordinance in 2021 after 2020's fiscal year was
- over to allow us to adopt a Chapter 74. because at
- that point the town didn't know what their financial
- picture was in order to calculate what the Chapter
- ²⁵ 74 deficit might have been.

- So now there's just a different set of eyes on the transactions and the record keeping.
- The township has advertised and at
- 4 least interviewed one person to fill the position of
- a chief financial officer in my stead, you know, so
- 6 we haven't really had any success with that right
- 7 now.
- I think you made a comment earlier,
- 9 the lack of chief financial officers out there to do
- is the fiscal year budgets. There's just a lot
- additionally just to move around the state to take
- other positions. But we are trying to find somebody
- to take over the job full time.
- That's what we're doing from a
- financial oversight perspective. And the introduced
- budget was introduced the 28th. It's gone through
- 17 your staff's budget review from Mr. Allen and Ms.
- zakiki [sic].
- There's an amendment that's being
- 20 proposed on the 22nd to which yesterday the tax
- increase is going to be proposed at 7.26. So in the
- cap based on all the exceptions and the use of the
- bank from prior years, but I believe it cast the
- town to a position where the appropriations are to
- the level where they're spending to the level of the

- cost of government, this government.
- MS. SUAREZ: Okay. And I appreciate
- 3 that.
- I think one of the things, too, is I
- 5 know we've had conversations about this as well.
- 6 There's a shortage of CFOs. There's a shortage of
- 7 BAS. There's a shortage of clerks. It's a problem.
- 8 One of the things that we're doing at
- 9 the division is trying to stand up that internship
- program and try to cull talent at the college level
- to get work, especially in the realm of a CFO.
- So I guess since the amount of time
- that you can serve as a CFO in your current position
- is limited. Is there also a way, or at least an
- avenue to pursue for the municipality to look at
- perhaps somebody that could be trained up under your
- tutelage over the next year or possibly year
- 18 and-a-half?
- MR. MONZO: Absolutely. Bring him on.
- 20 Absolutely.
- MS. SUAREZ: Well, I'll happily share
- 22 my new interns with you.
- MR. MONZO: I, too, you know, from my
- position, you know, I have assess to on who passes
- test on a biannual basis and who the deputies are in

- some towns, and I've tried to cherry-pick some of
- those individuals to take this position.
- 3 Sometimes the road block is salary.
- 4 Sometimes the road block is they don't want to drive
- an hour to get here, even though the town's serviced
- 6 by every northwest corridor the state has.
- 7 So the town is open to not necessarily
- 8 hiring somebody who is a midlevel or experienced
- 9 CFO, but hiring somebody who can -- who shows the
- promise to be a CFO.
- And again, I've been one for my entire
- career. More than happy to manage somebody who we
- think might be ready for that position in a year,
- year and-a-half, but might not be ready right this
- second, absolutely.
- MS. SUAREZ: Yes. It's definitely a
- fact. We've also been taking in some of our
- transition area municipalities because if the
- candidates aren't there, then we have to train
- somebody up and build that.
- One of the other things that I kind of
- like to flush out a little bit, too, is how South
- 23 Brunswick's going to rebuild its surplus, right?
- So we know that the vast majority of
- the surplus is going to be utilized this go-round.

- What new revenues can be expected, any
- plots, things of that nature?
- I know, Mr. Bidlack, you were going
- 4 into a little bit of that in the pre-meeting, and I
- 5 think that would be really beneficial for the board
- and the public to kind of hear, so how South
- 7 Brunswick's being proactive in that area.
- 8 MR. BIDLACK: The last two years we
- 9 really focused our efforts on taking some of the
- properties in the township that are not revenue
- producing that have qualified for redevelopment and
- we've entered into some plot agreements with folks
- to eventually produce additional revenue for the
- township, some of which are very significant.
- There's a number of properties on
- Route 1. We just recently did a redevelopment of an
- old shopping mall that was delapidated and got it
- into a good use, good redevelopment. It's a good
- 19 plot for the township.
- 20 Another one is a tired Extended Stay
- 21 Hotel that we've developed into a new use, which
- once again, that will be a new plot for the township
- with good revenue coming in in the future.
- We've had a superfund site in the
- township that is finally eligible to have some

- development. It qualified for redevelopment. It's
- a warehouse project, into a plot agreement with
- 3 them.
- 4 So we have a number of plots that are
- 5 coming online that will assist the municipality in
- 6 revenue in the future to get our -- we're
- 7 anticipating to help our surplus.
- 8 MR. MONZO: And to that end, Director,
- 9 the township hired an ex-municipal manager from
- 10 South Brunswick, also an ex-director of GLGS to
- shepherd those efforts, not at a municipal cost, but
- at a cost that's being borne by the developers.
- So that was a position, or at least a
- service that had not been utilized in the township
- before so very proactive in having that individual
- separate those projects forward.
- 17 Can't quarantee as we sit here because
- I don't want to guarantee something and have the
- board say why didn't it happen.
- 20 All those plots are going to bear
- 21 financial fruit starting right away, January 2024.
- 22 Some of them may not come on board financially until
- mid year of '24.
- Definitely all of them that Bryan
- spoke to would be on board for '25.

- 1 So in terms of the surplus
- regeneration, we're using the cash surplus and
- 3 nothing more than that.
- 4 The township seeks generally on an
- 5 annual basis has about -- sorry -- \$2 and-a-half
- 6 million of added assessments that roll into the
- 7 township. That's a pretty steady stream of revenue
- 8 replenishment.
- 9 So again, I don't want to make a
- promise that we're going to have all the plots on
- board in 2024, but that is the effort moving forward
- that the township has taken.
- MS. SUAREZ: I believe, too, did South
- Brunswick pass a COLA ordinance or is that on the
- 15 horizon?
- MR. MONZO: That was passed in the
- beginning of the year. It was passed as a matter --
- MS. SUAREZ: Also provides some
- 19 relief. Okay.
- MR. MONZO: It was passed as a matter
- of record in January by the clerk.
- Our budget has gone through its
- review. There were a couple of things that I did
- 24 miss that require us to have to advertise the
- amendment so I had hoped to be able to adopt the

- budget on the 22nd, but we're going to have an
- amendment resolution on the 22nd and then adopt the
- budget at the first meeting in September, again,
- 4 pending the board's positive findings for us.
- 5 MS. SUAREZ: Okay. Thank you.
- I will open it up to the board members
- 7 and the public to see if there are any other
- 8 questions or comments.
- 9 MR. CLOSE: Mr. Monzo, thanks so much.
- 10 Appreciate your candor about the situation and where
- 11 things are.
- In addition to all the steps have been
- taken, the amount of the plots, and that sounds like
- very positive and encouraging for the community, any
- other issues internally that you were able to cut
- when you came on board in terms of your analysis, in
- terms of operational to help minimize the amount of
- the overexpenditures you can talk to a little bit?
- MR. MONZO: Coming on board in August,
- it allowed me to be able to see, at least from a
- salary perspective, what the salaries were really
- going to be.
- 23 All the contracts have been settled.
- The payments to employees have been getting, for the
- past several weeks and months, are what they're

- 1 going to get for the rest of the year.
- 2 So I was able to make sure there's not
- going to be any overexpenditures from a salary
- 4 perspective.
- 5 There are no new hires in in this
- 6 budget. There are a couple of police officers who
- 7 are retired who are going to be replaced at a
- 8 significantly decreased salary.
- 9 The township is hiring a planner.
- 10 It's a replacement position. Mr. Bidlack has been
- serving as the planner and the township manager for
- several years now.
- 13 So the budget does have an
- appropriation for two or three months of a planner.
- But again, it's a filling of a vacancy. And also in
- 16 terms of department head for recreation. That
- department's been without a recreation director for
- 18 a couple of years.
- 19 So these are just vacancies that are
- being filled, but no other new positions. Had an
- individual in the manager's office who was
- information officer who retired July 1st, had a
- salary, significant salary. That position's not
- being replaced.
- In terms of positions, the township's

- not just arbitrarily hiring staff.
- There's, if you went down in my old
- financial office, you'd see there's as many empty
- 4 desks there are as physical bodies.
- 5 The township's decided that because of
- 6 some of the financial consequences that they've
- 7 suffered over the past couple years that the staff
- 8 who's there now will have to pick up the work, and
- 9 we're not just going to arbitrarily take a four-man
- staff and make it a six-man staff just because it
- will relieve some of the burden of the existing
- staff.
- Township attorney retired. That
- position was replaced by a contractor so as to not
- incur health benefit costs and recurrent pension
- costs for that position.
- 17 So those are some of the efforts that
- the township has undertaken at least budgetarily.
- MR. CLOSE: Thank you so much. I
- appreciate your expounding upon that. Thank you.
- MR. MONZO: You're welcome.
- MS. SUAREZ: Any other questions or
- 23 comments?
- Hearing none, do we have a motion to
- approve the appropriation cap waiver for the use of

1 surplus?

- MR. AVERY: So moved.
- MR. DiROCCO: I'll make the motion to
- 4 approve.
- MR. AVERY: Second.
- 6 MR. BENNETT: Mr. DiRocco moved and
- 7 Mr. Avery second.
- 8 Ms. Suarez.
- 9 MS. SUAREZ: Yes.
- MR. BENNETT: Mr. DiROCCO.
- MR. DiROCCO: Yes.
- MR. BENNETT: Mr. Close.
- MR. CLOSE: Yes.
- MR. BENNETT: And Mr. Avery.
- MR. AVERY: Yes.
- MR. BENNETT: Motion approved.
- MR. BIDLACK: Thank you very much.
- MR. MONZO: Thank you very much.
- 19 Director you have someone on for the
- 20 MCIA. I'm not going to stay. I'm going to go back
- 21 to my office to be on the phone in case you have any
- questions for me with respect to that application.
- 23 Is that okay?
- MS. SUAREZ: I don't think that's a
- problem, but I'm going to wait for Nick to chime in.

1	Is that an issue, he's no longer on
2	camera?
3	MR. MONZO: Okay. So you see my chair
4	right now. So that's fine.
5	MS. TRACEY: If you go back and just
6	sit right at your desk and don't touch anything,
7	you'll be on camera.
8	MS. SUAREZ: Okay. The next applicant
9	appearing before the board today is the Board of
10	Education of the City of Jersey City School
11	District.
12	MS. KAHN: Good morning, I'm Andrea
13	Kahn. I'm with McManimon, Scotland and Baumann.
14	We have with us on behalf of the city,
15	Dr. Dennis Fernafa, the acting business
16	administrator, Ann Lewis, the assistant. We also
17	have Robbi Acampora of Phoenix Advisors, who is the
18	financial advisor, and Greg Burns and Jeff Norton on
19	behalf of the ESCO, the appointment escrow for the
20	Energy Savings Improvement Program.
21	Would you like to swear them in now
22	before I begin, okay?
23	DR. DENNIS FERNAFA
24	ROBBI ACAMPORA
25	GREG BURNS

1 JEFF NORTON 2 is duly sworn by a Notary Public of the State of New Jersey and testifies under oath as follows: MS. SUAREZ: All right, Ms. Kahn, the 5 floor is yours. 6 MS. KAHN: Thank you. This application is being made for the 8 approval of the energy savings obligation refunding 9 bond ordinance of the city in the principal amount of not to exceed \$62 million. It's being made 10 11 pursuant to N.J.S.A. 18A:18A-4.6(1)(c)(3), and 12 18A-24-61.1 et seq, and the Energy Savings 13 Improvement bond program law.

The law permits them to finance their projects through either bonds or through a lease.

The district has selected to use the bond method, as it's the most cost effective.

18

19

20

21

22

The district used the local government energy audit program in order to conduct audits of all the facilities in the district, and then through a competitive contracting selected DCO to serve them as their ESCO.

DCO worked with the district to help develop the plan. The plan was verified by DLB, the third-party independent verification agent, and the

- 1 BPU has approved the plan.
- The energy conservation measures that
- 3 have been included in the plan include LED lighting,
- 4 management systems, boiler replacement,
- refurbizations, a similar power purchase agreement,
- 6 which of course they don't need to lay out funds
- 7 for, building improvements, controls,
- 8 destratification fans, water conservation, combined
- 9 heat and power improvements and indoor air quality
- 10 and HVAC work.
- In addition to the \$62 million that
- the board is able to contribute through the
- borrowing, they also anticipate, they also have
- approved ESSER funds for the indoor air quality
- energy conservation units.
- They'll be improving 44 buildings, and
- the total budget cost with the ESSER funds is
- 18 126,217,000, but the school district's share will
- 19 not exceed 62 million.
- The Board of Education has determined
- 21 that the cost of the project will be covered by the
- 22 energy savings. The total energy -- the total
- savings from the project is 87,822,000, and there is
- an excess annual savings of approximately \$37,000 a
- 25 year.

- 1 The total amount, I believe is 2 expected to be \$781,000. I mentioned that there is excess 4 savings and they have determined to use the 5 quarantee and the quarantee is available as long as 6 they deem that they need it. They will approval it at least for the (indiscernible). 7 8 We're available to answer any 9 auestions. I turn it over to you now. 10 MS. SUAREZ: Thank you very much. 11 I guess I just have a couple of 12 questions, and I think they can probably be 13 addressed either by you, Ms. Kahn, or by the financial advisors. 14 15 So I know the Board of Education came 16 out from under state supervision almost a year ago 17 at this juncture, and I don't believe the Board of 18 Ed has any kind of credit history at this juncture. 19 So just kind of wanted to hear a 20 little bit on how this formulation kind of makes the 21 most financial sense, and in addition to that, also 22 hear about any foreseeable challenges with the cost 23 of borrowing these funds as a result of not having
- 25 If we could just flush that out a

the credit history, etc.

24

- little bit, I think that would help the board.
- MR. ACAMPORA: Robbi Acampora from
- 3 Phoenix Advisors.
- 4 This is the third formal school
- 5 district that we've done ESIP financing for.
- 6 Paterson and Newark precedes Jersey City. They all
- 7 were at one point under state takeover. None of
- 8 them had ratings. Paterson ended up going through
- 9 their improvement authority.
- We did Newark in 2021. We were
- successful. It basically got a rating in Newark
- that was, mirrored the state's rating because the
- state provides so much aid to the school district.
- So at nine, I anticipated that same
- rating for the school district. However, the City
- of Jersey City has a much better rating than a basic
- investment grade rating.
- The school district's finances have
- continued to improve. The state has been giving
- them additional state aid. They were one of the
- school districts in the state that were getting cut.
- A number of, I can't remember how many
- districts over the past five years have been getting
- cut but the state has implemented that. They're
- building up their surplus, and I don't anticipate

- them getting at least an A rating or something at
- 2 least in the A range.
- MS. SUAREZ: So just to be clear, Mr.
- 4 Acampora, you think this will be similar to what you
- 5 saw with Newark?
- 6 MR. ROBB: So I think the rating will
- 7 be better. We're scheduled to get the rating call
- 8 next Wednesday, so we'll know what the rating's
- 9 going to be.
- MS. SUAREZ: Thank you. That was the
- only question I had.
- I will open it you up to see if any of
- the board members or public have any comments or
- 14 questions.
- Okay. Hearing none, then, do we have
- a motion to issue the proposed funding bonds and the
- 17 proposed ESIP?
- 18 MR. DiROCCO: I make that motion.
- MR. AVERY: Second.
- MR. BENNETT: I have Mr. DiRocco and
- Mr. Avery.
- Ms. Suarez.
- MS. SUAREZ: Yes.
- MR. BENNETT: Mr. DiROCCO.
- MR. DiROCCO: Yes.

- MR. BENNETT: Mr. Close.
- MR. CLOSE: Yes.
- MR. BENNETT: Mr. Avery.
- 4 MR. AVERY: Yes.
- 5 MS. KAHN: Thank you very much.
- 6 MS. SUAREZ: You're welcome. Best of
- 7 luck with the project.
- 8 Okay. The next applicant appearing
- 9 before the today is the Middlesex County Improvement
- 10 Authority.
- 11 Do we have Mr. Inverso?
- MR. INVERSO: I'm here. Good
- 13 afternoon.
- MS. SUAREZ: Good afternoon.
- 15 All right, Mr. Inverso, who do we have
- with us, and I guess we also need to get some folks
- sworn in.
- MR. INVERSO: Absolutely. So from the
- improvement authority, I believe we have executive
- 20 director James Polos and Chief Financial Officer
- 21 William Brennan. From Middlesex County, we have
- 22 Chief Financial Officer Joe Pruti.
- From bond counsel, Matthew Jessup and
- 24 Chris Langhart, and then I believe joining us from
- 25 South Brunswick Township is Joe Monzo. He spoke

- 1 already.
- 2 And I believe from Carteret Borough I
- 3 think Rick Glanos is on.
- 4 MR. GLANOS: I'm here.
- 5 MR. INVERSO: Perfect. I think that's
- 6 everybody. I may have missed somebody, but I think
- 7 that's our group.
- 8 MS. SUAREZ: Thank you, Mr. Inverso.
- 9 Everybody who is not counsel be sworn in.
- 10 JAMES POLOS
- 11 WILLIAM BRENNAN
- 12 JOE PRUTI
- 13 JOE MONZO
- 14 RICK GLANOS
- is duly sworn by a Notary Public of the State of New
- Jersey and testifies under oath as follows:
- MS. SUAREZ: All right, Mr. Inverso,
- the floor is yours.
- MR. INVERSO: Okay. Wonderful. Thank
- you.
- So we're here before you today on
- behalf of Middlesex County Improvement Authority,
- 23 and their annual financing of their capital
- equipment and improvement program.
- We're seeking authorization to issue

- not to exceed \$11,500,000 in bonds which would be
- guaranteed by the county -- guaranteed by the County
- of Middlesex for this financing.
- 4 We originally requested a waiver of
- 5 downpayment for the county's portion of the
- financing, but in further discussions with the
- 7 county, they have determined that they'll make the
- 8 required downpayment to lower the amount they're
- 9 going to borrow.
- 10 Initially we were looking at the
- structure and looking at the requirements of doing
- the downpayment or doing a lease financing
- structure. They want to put themselves initially in
- the same position as if they had done a lease
- structure, but not having all the added
- administrative costs and burdens of the title work
- and the requisition process with the lease
- component. But they've determined that they'll make
- the downpayment, continue with the loan structure
- that's originally planned for and then just reduce
- the amount of their borrowing through the program by
- that downpayment.
- We have currently, besides the County
- of Middlesex, we have two other participants I
- mentioned, Borough of Carteret and the Township of

- 1 South Brunswick. Each will be financing vehicles
- through the program and the county is financing
- 3 various capital equipment, infrastructure technology
- 4 equipment, vehicles, similar to what they typically
- 5 do annually through this program.
- 6 The bonds will mature over a five-year
- 7 period. Each of the repayment structures of the
- 8 participants is conforming to the Local Bond Law so
- 9 we're not seeking any nonconforming authorization,
- and it's the same program that's been done by the
- authority since 1992. So nothing different or new
- 12 here.
- 13 With that, I'll open up to any
- questions or any input from the rest of the team.
- MS. SUAREZ: All right. Well, thank
- you, Mr. Inverso. I think you took away any of my
- questions because they were going to be centered
- around the waiver of downpayment. So that is now
- moot, and I will open it up for any questions from
- the board members or the public.
- All right. Well, hearing none, then
- do we have a motion to issue positive findings.
- MR. DiROCCO: I'll make the motion.
- MR. CLOSE: Second.
- 25 MR. BENNETT: I have Mr. DiRocco and

Yes.

MS. SUAREZ: We're doing all right.

MR. JOHNSON: How are you?

MS. SUAREZ:

23

24

25

1	How are you?
2	MR. JOHNSON: Good.
3	I know we have, do we have Jong Sook
4	Nee from Convergent Law on the line.
5	MS. NEE: I'm here.
6	MR. JOHNSON: I see Tom Eismeier.
7	Do we have Dr. Foster on the line from
8	the authority?
9	MR. GONZALEZ-BOSQUES: We do not, but
10	I am here, Danny Gonzalez-Bosques from the Newark
11	County Housing Authority.
12	MR. JOHNSON: Is there anyone else
13	from the housing authority on the line or anyone
14	else who will be joining us, or Danny, it will just
15	be you from the housing authority.
16	MR. GONZALEZ-BOSQUES: I think you
17	guys just got me.
18	MR. JOHNSON: All right. You're great
19	so that's fine.
20	co e shish word so owner in the cod

- So I think need to swear in Tim and
 Danny before we get started, Director.
- MS. SUAREZ: Yes.
- 23 TIM EISMEIER
- 24 DANNY GONZALEZ-BOSQUES
- 25 DAN MARINIELLO

- is duly sworn by a Notary Public of the State of New
- 2 Jersey and testifies under oath as follows:
- MS. SUAREZ: All right, Mr. Johnson,
- 4 the floor is yours.
- 5 MR. JOHNSON: Sure. Initially I'm
- 6 going to start out with having a conversation about
- 7 the transaction and the purpose of the transaction,
- 8 a little bit of background and history, and that's
- 9 going to be provided by Jong Nee, and then I'm going
- to have Tim Eismeier chime in on the financial
- economic aspects of the structure of the
- transaction, and then we'll conclude with any
- questions you may have of us related to the
- structure or the financing.
- So with that being said, I'm going to
- turn it over to Jong to start us off.
- MS. NEE: Thanks, everyone. Thank
- you, Everett. I'll try to make this brief, but
- again, to the extent that we don't address all of
- your questions up front, please feel free ask us.
- 21 My name is Jong Nee. I'm serving as
- special counsel to the Newark Housing Authority, and
- today we're seeking approval for the refinancing of
- up to \$65 million of a series of lease financing
- transactions that were previously undertaken by the

- 1 Newark Housing Authority, the NHA.
- So back in 2011 through 2015, the NHA
- participated in a HUD program to help finance the
- 4 installation of energy savings equipment, such as
- 5 things such as hot water heaters, more efficient
- 6 HVAC systems, etc. This was known as an energy
- performance contractor, EPCs.
- 8 You hear about this, but this is part
- of a HUD specific program, and as we noted in our
- summary, there were three different transactions
- that were completed within this timeframe, and they
- did it through three different lenders, Citibank,
- 13 Capital One and Goldman Sachs, for a total of over
- 14 \$142 million in total original EPC debt, and as a
- result of these financings, the NHA had EPC
- equipment installed at all 24 of their projects.
- So one important factor in all of this
- 18 EPC financing was that there was a limitation on the
- prepayment of any of the debt. So NHA could only
- prepay the full amount of the debt at a single time.
- That means that the NHA cannot repay a
- portion of the debt for the project, and this has
- been creating problems for the NHA.
- 24 As it tries to finance capital
- improvements for any of this project, this ECA debt

- is essentially a prior lien against these assets and
- that makes it hard for lenders to work around that
- 3 issue.
- 4 I'll give you a very quick example
- 5 that occurred just last year. The NHA had converted
- four of its projects through the HUD conversion
- 7 program. In that transaction, the lenders and HUD
- 8 had required NHA a cash collateral for the EPC debt
- 9 relating just to those four projects.
- 10 Since the NHA could not afford at that
- time to refinance the full EPC debt, the EPC
- lenders, we had to work with them to get them to
- agree to look only to that cash collateral in the
- event there was a default on the EPC debt.
- That meant they wouldn't go after
- their equipment, they would just go after the cash
- 17 collateral.
- That was a bit of a complication and
- the full posting of the principal and interest
- 20 payments for the EPC debt relating just to those
- four projects.
- That money currently is held in escrow
- by the lenders, but again, a mildly complicated
- 24 process just to get to a place where we could
- finance improvements on those four projects.

1 So the reason why we're seeking 2 approval for this refinancing today is to allow us to restructure that debt and the conditions under that debt so that, A, we can reduce our debt 5 overall, but B, so that we have more flexibility in 6 repaying portions of that EPC debt to allow for 7 future financings of improvements to the NHA's 8 properties. 9 It's a key component of what we're 10 trying to do, and the current restrictions are 11 onerous and they require a great deal of 12 negotiations and approvals amongst these three 13 different lenders just to allow the NHA to make just 14 the most basic capital improvements that require some level of financing. 15 16 If we get that approval from the 17 board, we will be able to fully restructure the 18 terms of this debt that allows for the flexibility 19 that we need so that we do not have to come back for 20 additional approvals again relating to this debt and 21 trying to do the work around what we've had. 22 I'm going to turn it over from there, 23 but happy to answer any questions. 24 MR. JOHNSON: Before you speak, I just

want to just chime in a little bit and just clarify.

25

1 I know it's set bond financing, but 2 this is basically a structure called lease revenue total receipts, and what we do is we're going to have to renew with the lender and we're going to, 5 the lender, we're going to issue debt to finance 6 revenues to pay off the old leases through something 7 called custodial receipts, and investors will have an undivided fractional interest in the lease, and 8 9 so when the NHA theoretically repay the lessee on 10 the lease, the lessor is assigning those rights to 11 receive those payments to a custodian. 12 The custodian will make payments to 13 the fractional owners of the lease. And so it's a 14 lease revenue custodial receipts transaction. And 15 so instead of receiving principal and interest on 16 bonds, they're going to basically receive principal 17 and interest on a lease. 18 with that being said, I'm going to 19 turn it over to Tim. 20 Thank you, everyone. MR. EISMEIER: 21 In terms of the results of the 22 refinancing, based on current market conditions, we 23 expect to save about \$750,000 annually in terms of a 24 reduction in debt service versus the existing three

25

financings for a total of about 5.9 million through

1 2031.

- And as Jong alluded to and described in her initial summary, the other primary benefit to the housing authority is to build in provisions to allow partial prepayments which will greatly reduce
- 6 the burden on the housing authority going forward to
- 7 participate either in RAD programs for specific
- 8 buildings or do any kind of capital improvements
- 9 going forward.
- 10 With that being said, I think we'll
- turn it back over to the board for any questions.
- MS. SUAREZ: Thank you very much. I
- really did appreciate our pre-meeting, everybody's
- 14 time.
- 15 I think that answered a lot of the
- questions that I had, and I appreciate you just
- making sure that that was also clear and concise for
- today's meeting for everyone's edification.
- 19 I will open it up to see if board
- members or the public have any questions or comments
- that they would like to raise.
- MR. AVERY: Director, I'd just like to
- ask, when the original financing was done, why
- wasn't it done in this manner versus the way that
- you did? You wouldn't be in the position where you

- 1 had to refinance now. Is there a reason for that?
- 2 Was it the circumstances?
- MS. NEE: On the line as well. The
- 4 original financing, but one of the works of this is
- 5 that the HUD program, the way the HUD program works
- 6 is that it's the energy savings that is generated by
- 7 installing these units is part of how HUD will
- provide, how HUD will provide the subsidy to the
- 9 housing authority.
- So not every piece of equipment is as
- efficient on every single building so there are
- different levels of efficiency depending on how much
- equipment was installed at a particular site.
- 14 So there was a lot of
- cross-collateralization of not just the subsidies
- but which particular subsidies, how much equipment
- went out to do a building.
- 18 So rather than doing it on a
- site-by-site basis, they just cross-collateralized
- everything and that sort of forced the issue of not
- being able to take one site down at a time, the
- issue we're trying to address.
- Dan, I don't know if you have
- 24 additional insights.
- MR. MARINIELLO: I think we could

- 1 probably all have a talk about why they did the deal
- before. We wouldn't have done it that way.
- That's part of this administration
- 4 now, or part of any of the professionals on the call
- were part of that deal. So we really can't speak to
- 6 it.
- 7 Certainly wasn't done the way we
- 8 wanted it to be done, but it's just the circumstance
- 9 we find ourselves in.
- MR. JOHNSON: Going back to 2013, 2015
- originally.
- MR. AVERY: I understand, Dan.
- 13 What I'm hearing you say is that if
- this was to be done today, a new project, but
- simpler in scope, you would finance it this way
- 16 rather than the previous way.
- MR. MARINIELLO: Agree.
- MR. AVERY: Is that correct?
- MR. MARINIELLO: Yes.
- MR. AVERY: All right. Thank you.
- MS. SUAREZ: Thank you, Mr. Avery.
- 22 Any other questions or comments?
- Okay. Then hearing none, do we have a
- 24 motion to issue positive findings?
- MR. CLOSE: So moved.

	David 7
1	Page 7 MS. SUAREZ: I'm sorry, Nick. What
2	was that?
3	MR. BENNETT: For positive findings on
4	the project financing and the private sale bonds.
5	MS. SUAREZ: Yes, both. Thank you.
6	MR. DiROCCO: I'll move it.
7	MR. BENNETT: Mr. DiRocco moving.
8	Do I have a second.
9	MR. AVERY: I'll second it.
10	MR. BENNETT: And Mr. Avery seconds.
11	Ms. Suarez.
12	MS. SUAREZ: Yes.
13	MR. BENNETT: Mr. DiROCCO.
14	MR. DiROCCO: Yes.
15	MR. BENNETT: Mr. Close.
16	MR. CLOSE: Yes.
17	MR. BENNETT: And Mr. Avery.
18	MR. AVERY: Yes.
19	MR. BENNETT: Motion's approved.
20	MR. MARINIELLO: Thank you.
21	MS. SUAREZ: Thank you. Best of luck.
22	Okay. The final applicant appearing
23	before the board today is Buena Borough.
24	MR. TONETTA: Good morning. This is
25	Richard Tonetta. I'm the solicitor for the Borough

4	_	_
	\sim \pm	Buena.
_	()	DUELIA -

- With me I have council president,
- Douglas Adams, our business administrator, Maryann
- 4 Coraluzzo.
- 5 On the line also is our auditor, Mike
- 6 Garcia, as well as Steve LaPorta, who is the
- 7 president of the Minotola Volunteer Fire Company.
- 8 The application essentially is to
- 9 dissolve the existing, last existing fire district.
- MS. SUAREZ: Mr. Tonetta, I'm going to
- interrupt you for one second. I know that you're
- counsel for this, but before we do that, I just need
- to get all non-counsel sworn in.
- 14 MARYANN CORALUZZO
- 15 DOUGLAS ADAMS
- 16 MIKE GARCIA
- 17 STEVE LaPORTA
- is duly sworn by a Notary Public of the State of New
- 19 Jersey and testifies under oath as follows:
- MR. TONETTA: Thank you.
- Steve, is Steve LaPorta, you're on the
- 22 line?
- MR. LaPORTA: Yes, sir.
- MR. TONETTA: Okay. Thank you.
- 25 Again, Richard Tonetta.

1 So just as a brief background, the 2 Borough of Buena's about a 7.9 square mile community with about 4,500 residents. Presently the fire suppression as well 5 as, I guess the word is firematics, correct me, 6 Steve, if I'm wrong, is presently operated by the 7 Minotola Volunteer Fire Company, and it's managed by a board of fire commissioners as a fire district. 8 9 we had recently received a petition. 10 last year we had received a petition that was signed by the requisite number of residents, voting 11 12 residents within the borough in accordance with the 13 statute requiring the borough to consider the 14 dissolution of the fire district, and ultimately for 15 the management budgetary issues and things of that 16 nature to be handled by the governing body, which is 17 not unusual. 18 The vast majority of the 19 municipalities in the state have their fire 20 suppression and prevention services where there is 21 no pace company handled by the governing body. 22 As such, there was a study that was 23 performed by our auditor, Mike Garcia, and in his

- 1 borough governing body undertake the obligations of
- the commission of about \$51,000 per year. With
- 4,500 residents, that's a substantial amount of
- 4 savings for the taxpayers.
- 5 Essentially, there are two issues that
- 6 obviously we want to present to the board. The
- first is, deals with the assumption of debt, and
- 8 again, I have the auditor, Mike Garcia from Ford
- 9 Scott, who can provide the data regarding the fact
- that there really is no debt, long-term debt of the
- fire commissioners and the fire district, and it's
- simply the short-term ongoing cost for fire
- suppression, prevention services that are undertaken
- presently by the Minotola Volunteer Fire Company.
- He will also, again, if there's
- questions or issues that are asked, indicate that
- there's a substantial amount of surplus within the
- fire district and held by the fire commissioners
- that ultimately, should the district and the
- commissioners be dissolved, would come back to the
- borough as part of taxpayers' funds which will
- 22 ultimately be utilized by the borough for fire
- suppression services for future budgets.
- 24 Presently there is also a budget that
- has been passed by the fire commissioners that is

- subject to taxation, and so that budget is already
- ² in place.
- The second issue that would have to be
- 4 discussed is the ability for the borough to,
- 5 governing body to undertake the surplus that are not
- 6 responsible for fire fighting. Some of them may
- 7 very well be members of the volunteer fire company,
- 8 but the obligation of the commissioners is really a
- 9 management and a budget consolidation of services.
- Between the two entities, there's a substantial
- amount of savings that exist.
- I know there's some issues with
- 13 regards to the assurance that the Minotola Volunteer
- 14 Fire Company continues to provide fire suppression,
- prevention or firematic services for the borough,
- and that's why I have Mr. LaPorta, and he's been
- 17 sworn in as well.
- 18 Because we presently don't have the
- legal authority to enter into a contract with the
- fire company under the statute, the only entity that
- has the legal authority to enter the contract is the
- 22 commissioners.
- 23 We prepared a memorandum of
- understanding which basically indicated that, should
- the borough ultimately decide to dissolve the fire

- commissioners and obviously the Local Finance Board
- approves it, we will be entering into an agreement.
- Now, I know I spoke with the president
- 4 and he had indicated he really didn't care what
- agency was the managing agency, whether it's the
- 6 commission or whether it's the borough government.
- 7 Volunteer fire company will continue and have been
- 8 for 100 years providing that service to the
- 9 community and the residents.
- 10 So there's no concern that we have
- with regards to that, that service, and again, once
- this is done, it's the intent that both parties
- enter into an agreement for those services.
- 14 And it's interesting to note that that
- has never been an agreement between the fire company
- and the commissioners, and so that, as I said, the
- agency is community oriented. They really don't
- care who.
- 19 I have Mr. Garcia to testify regarding
- the cost savings as well as the capability of the
- borough to continue to fund the needs of the fire
- company.
- 23 Mr. Garcia?
- I thought he was on.
- 25 Mike?

- 1 Well, I guess he's not.
- MS. SUAREZ: He's there. He's there.
- 3 He's just muted.
- 4 MR. TONETTA: Okay. Mike, can you
- 5 unmute?
- 6 MR. GARCIA: I did not speak. Can you
- 7 hear me now?
- 8 MS. SUAREZ: Yes, we can.
- 9 MR. GARCIA: Okay, great.
- MR. TONETTA: Pete, we'll come back to
- 11 you, is that okay?
- MR. LaPORTA: I'll be here.
- MR. TONETTA: Okay. Mr. Garcia,
- 14 you're the auditor for the Borough of Buena,
- 15 correct?
- MR. GARCIA: Yes.
- MR. TONETTA: And you reviewed the
- borough for the board of fire commissioners as well
- as their, the list of assets and liabilities?
- MR. GARCIA: Yes. We have.
- MR. TONETTA: Can you describe to the
- board your determination with regards to savings in
- the event that the fire commissioners and the fire
- 24 district is dissolved?
- MR. GARCIA: Yes, I can.

1 we estimate that the taxpayers of the 2 borough will save about \$51,000 per year, and that's each and every year, due to the elimination of redundant administrative costs. Those costs are 5 legal fees, auditor fees and a clerical position 6 which will no longer be needed because as the 7 borough assumes the responsibility for management of fire services, it will all be conducted under the 8 9 audit of the borough. 10 The bills and payments will be handled 11 by the borough CFO, and of course legal, there won't 12 be need for an additional attorney other than 13 Mr. Tonetta, you know, once the fire component is 14 brought into the borough. 15 So the savings, based on '22, 2023 16 expenditures of Fire District Number 2, when we 17 eliminate those redundant expenditures, it's just 18 over \$51,000. 19 Also additionally, the Fire District 20 Number 2 did previously maintain, previously have debt in the form of a lease payment, lease purchase 21 22 payment for fire apparatus. The final payment on 23 that debt was made in the 2022 budget year, so 24 there's no more long-term debt.

The borough would assume, once, if

25

- this dissolution is approved, the borough would
- 2 assume all of the remaining assets and liabilities
- of the fire district, and those net assets would be
- 4 restricted to be only used for fire purposes by the
- 5 borough in the future.
- 6 And then additionally, the borough
- 7 would produce a line item in its annual budget for
- 8 fire protection services that would be funded by a
- 9 tax levy that would be, like I said, \$51,000 less
- than what the current levy is from the fire
- district, and also be funded by those net assets are
- that assumed upon the dissolution, without any
- additional cost to the taxpayer.
- MR. TONETTA: Thank you.
- I don't know if, Director, or any of
- the board members want to question Mr. Garcia at
- this point or wait to the end?
- 18 MS. SUAREZ: We can wait till the end.
- 19 Thank you.
- MR. TONETTA: Thank you.
- 21 President LaPorta.
- 22 (Internet connection lost.)
- MR. LaPORTA: I'm back.
- MR. TONETTA: Yes, sir.
- 25 Apparently the court reporter missed

- all of the good stuff that you said and we're going
- 2 to have him resay it.
- 3 So the fire district, I mean the fire
- 4 company involved here, fire company obviously
- 5 consists of all volunteers. Paid in Buena, correct?
- 6 MR. LaPORTA: Correct.
- 7 MR. TONETTA: And so the fire
- 8 company's been in existence for, this year, will be
- 9 100 years, and it's serviced the borough for that
- period of time previously under the Board of Fire
- 11 Commissioners, correct?
- MR. LaPORTA: Still currently, yes.
- MR. TONETTA: Correct. That's
- 14 correct.
- And so you and I have talked and
- discussed the possibility or the probability maybe
- that the fire commissioners would be dissolved to
- save the borough residents approximately \$51,000 a
- 19 year, and thereafter, the governing body would
- undertake the management and budgetary obligations
- that were previously taken up by the fire
- 22 commissioners.
- 23 And previously, the fire company
- didn't have a written agreement to provide fire
- suppression services with the commissioners,

- 1 correct?
- MR. LaPORTA: That's correct, sir,
- yes.
- 4 MR. TONETTA: They just did it because
- 5 that's their duty as residents of this town and
- 6 their moral obligation, correct?
- 7 MR. LaPORTA: Yes.
- 8 MR. TONETTA: And so we prepared a
- 9 memorandum of understanding, because obviously the
- borough does not have the legal authority at this
- juncture to enter into an agreement with the fire
- company because under the statute it's left to the
- fire commissioners, but we prepared a memorandum of
- understanding and it's here in town and that of your
- fire company to continue to provide fire suppression
- and fire prevention or firematic services on behalf
- of the residents of the borough hopefully for next
- 18 hundred years?
- MR. LaPORTA: Yes.
- MR. TONETTA: Okay. Now, one of the
- questions that we had talked about is we are going
- to prepare a contract once this -- the board is --
- the Local Finance Board approves the dissolution and
- counsel ultimately decides it's the best interest of
- the borough, and that contract we talked about would

- be for a one-year term with the continuing renewal
- on a yearly basis, and that neither party would be
- 3 able to dissolve that agreement or terminate it
- 4 without a proper notice of at least 90 days,
- 5 correct?
- 6 MR. LaPORTA: So yes. That would be
- for the MOU with the one-year.
- 8 MR. TONETTA: Yes.
- 9 MR. LaPORTA: Or the MOA.
- MR. TONETTA: In the annual agreement
- with the fire company, yes.
- MR. LaPORTA: Okay.
- MR. TONETTA: And we're working on the
- 14 agreement as we speak.
- In fact, I think you're doing most of
- the work, and I thank you for that.
- MR. LaPORTA: Yeah. And the goal is,
- getting started with things -- good afternoon there,
- 19 Director and the rest of the board and everybody.
- The goal is to work with the borough,
- continue working with the borough on the MOA, and
- that's the contract, so I apologize. We have an
- MOU, and then an MOA would be the contract.
- 24 And then in there that we would put in
- within 90 to 120 days, we would like to have that

- 1 MOA to the borough from the time of dissolution, and
- then mirror along the lines, possibly like they have
- 3 with the current contract, with the emergency
- 4 response center, the police department, where they
- 5 have something like a 10-year contract with a
- one-year window out, and the reason that the fire
- 7 company's looking for things like that is that
- provides longevity and stability for members.
- 9 There's things like LOSAP and there's
- things like Relief Association that you have to be a
- member for like five years or seven years to qualify
- to get those benefits.
- 13 If it's on a short-term thing, it may
- create a problem where a member may not want to join
- because they don't know the stability if they'll be
- 16 there.
- But we're looking to work with the
- borough, maintain firematic services, still provide
- 19 fire services to the residents of Buena for the next
- 20 100, 150 or 200 years. That's our goal.
- I'm not going to be here that long,
- but that's the goal of the fire company.
- MR. TONETTA: Thank you.
- That's all the questions I have, and I
- do have council president, Doug Adams.

- I don't know if, council president, if
- there's anything further that you need to discuss.
- MR. ADAMS: Hello, everyone.
- 4 No. I think that the correct message
- 5 has been delivered. Counsel did approve the first
- 6 reading of the dissolution portions. So we're just
- 7 waiting for the Local Finance Board to have our
- 8 second reading and public hearing on this issue.
- 9 MR. TONETTA: Thank you.
- I think that's all we have. If there
- 11 are any questions.
- MS. SUAREZ: Thank you very much. No,
- 13 I appreciate everybody being here.
- I also just want to take a moment
- before we even jump into questions and comments to
- acknowledge, I think the hard work that went in to
- 17 getting to this point.
- 18 So I know Buena came before the board
- a couple of years ago to dissolve one of the fire
- 20 districts and I know that this has been a long
- 21 process.
- So I just, I really appreciate
- Mr. LaPorta's candor, attention to detail, because I
- think the board also shares the desire to see some
- sort of agreement, contract, memorandum of

- 1 understanding that would make it clear that this
- would be for a longer term period, because you can't
- 3 stand up any kind of fire service in a three-month
- 4 period. So we would very much like to kind of see
- 5 that flushed out.
- I also really appreciate all the
- 7 effort, not just with our board, the Local Finance
- 8 Board, but also the technical advisors. I know Rick
- 9 and Ed, and even I think Ms. Garnice had gone down
- there, and I appreciate all the facilitating and the
- communicating some of the division's concerns as
- well as the various parties' concerns and kind of
- serving as an intermediary there and also getting to
- this culmination between both Buena as well as the
- fire fighters who are going to be providing these
- services so that we're all kind of in a place where
- we're comfortable moving forward.
- 18 With that being said, I just want to
- flag the one concern, and I note there was some
- correspondence going back and forth between Buena
- 21 and Mr. Tonetta in particular, and the Local Finance
- Board, just about the last kind of concern is just
- what happens if everything falls apart? And bear
- with me because I'm often a parade of horribles
- person, because when I put my lawyer hat on, I'm

- always looking at what's the worse-case scenario,
- right? If everything falls apart, what are we left
- 3 with?
- 4 And that's where those agreements and
- 5 memorandums of understanding really come into play
- 6 because everybody is always in a good place at the
- 7 beginning, and then if things should dissolve,
- 8 what's going to happen?
- 9 And that's where the board comes in a
- 10 little bit just to kind of ensure, as you know, and
- Mr. Tonetta, I appreciate you flagging this, our two
- main concerns of, one, making sure that you can pay
- the bills, which Mr. Garcia has indicated there
- really are no bills left to pay, so appreciate that,
- and then the second thing being, are the services
- going to be maintained for the residents of Buena?
- 17 And it seems by all indicators that
- that is going to happen, but again, I always just
- want to make sure that we have that completely
- buttoned up and I think if we could just flush out
- 21 what's that going to look like, that would be really
- helpful from the board's perspective.
- So perhaps we take some testimony on
- that and reduce that to a writing or Buena reduce
- that to a writing with Mr. LaPorta and the fire

- department just so we are ensuring everybody's on
- the same page, because I could only surmise, if plan
- B, if everything hit the fan and everyone walks away
- 4 that there would be mutual aid, and I want to make
- 5 sure we don't get that, and if we get that, there is
- 6 kind of last resort.
- 7 So I kind of heard Mr. LaPorta in some
- 8 suggestions about looking for a 10-year period of
- 9 services to be provided with a one-year requirement,
- a notification on either side not to renew the
- 11 contract.
- 12 Is that where you guys are leaning
- toward? Or where is that going?
- MR. TONETTA: We're looking for a
- long-term. Obviously, on the other hand, we're
- dealing with volunteers. We can't control
- volunteers. We can't force them to perform
- services.
- 19 So we can only assume that it will
- continue as it has for the past 100 years. And so
- while we may very well enter into a long-term
- agreement, again, there's no control that anyone has
- where, especially this day and age, finding
- volunteers is very difficult, but with LOSAP and
- other benefits, we hope to continue to have

- 1 volunteers that serve the force.
- 2 But that being said, it's certainly
- our intent that, barring any unforeseen
- 4 circumstances, that this be a long-term agreement,
- and President LaPorta's correct, LOSAP is an
- 6 important thing, factor for the volunteers, and
- 7 that's something that we want to make sure our
- 8 volunteers earn, and in order for them to do that,
- 9 they have to have a longer term period.
- MS. SUAREZ: Absolutely. We
- understand how important LOSAP is. It's actually
- handled by our division. So acutely aware of how
- important that is for the fire municipalities to
- earn it and the incentive to keep them in fire
- services.
- 16 I'm going to open it up now to
- questions and comments, whether that's from the
- board or the public, before I move forward with
- 19 anything else.
- MR. CLOSE: Sure, Director. Thank
- you. Just a couple things.
- One, I'd like to just echo the
- 23 director's comment with respect to the contract, the
- 24 MOA, length and also the window for notification
- 25 that was discussed.

1 I think it's important that plan B be 2 evaluated and there be sufficient time for the community to ensure if, heaven forbid, it didn't work out, that there was adequate time for some 5 alternative option be put in place, and hopefully, 6 assume during that period of time, Mr. LaPorta, you 7 would continue to work with them even beyond that if additional time was needed to keep firematic 8 9 protection services in place for them until details 10 could be finalized for the protection of the 11 community, obviously. 12 The other question that I did want to 13 talk about, with respect to the surplus that was 14 mentioned early on in the presentation, from the 15 fire district, is that going to be dedicated to future firematic costs moving forward if this 16 17 agreement moves forward as proposed? 18 MR. GARCIA: Yes. and whatever net 19 assets are assumed by the borough from this 20 dissolution would be dedicated and reserved by the 21 borough only for fire protection services. 22 MR. TONETTA: In our opinion. 23 obviously the funds were raised by the previous 24 commissioners for that particular purpose, and so it 25 only makes sense that that continue because that's

- what the taxpayers understood they were paying for
- and that's what the taxpayers should get.
- MR. CLOSE: I appreciate that and just
- 4 wanted to confirm that was, in fact, the case.
- 5 Thank you.
- 6 MR. AVERY: Director, I have a
- 7 question.
- 8 When District 1 was dissolved, who
- 9 provided fire protection for the residents in that
- 10 former district?
- MR. TONETTA: The same company,
- 12 Minotola Fire Company.
- MR. AVERY: And did you enter into a
- contract for that service, for that district, or was
- it just --
- MR. TONETTA: It was -- yeah. There
- was never any contract ever entered into between the
- volunteers and the fire commissioners.
- The borough obviously could not --
- what happened when they dissolved Fire District
- Number 1, there was an expansion of Fire District 2
- to encompass the whole borough, and so the fire
- commissioners were then entrusted with management of
- the whole fire district, which was the whole
- borough, but yet there was still no contract.

- 1 It was, again, as President LaPorta
- said, their belief that it was their obligation to
- 3 continue to provide those services.
- 4 MR. AVERY: Okay. I had forgotten
- 5 that they expanded District 2 to include all of the
- 6 municipality.
- 7 MR. TONETTA: Correct.
- 8 MR. AVERY: Thank you.
- 9 MS. SUAREZ: So I just, I just want to
- make sure that there are no members of the public.
- 11 So whenever we have these types of things, I always
- just clarify that because there's been lots of times
- where we've been told that somebody does want to
- make a comment, and I want to make sure nobody does
- before we move along.
- Okay. One of the other items that I
- do want to discuss is, I know that Buena has pushed
- for an effective date immediately upon would-be
- approval by the board.
- I think that the board and the
- 21 division had made it pretty clear that we had
- concerns with doing that and we would prefer to do
- January 1 timing, and most of that centered around
- that this hasn't been budgeted for in any way, shape
- or form by Buena itself, right, 'cause this was

- obviously the fire district that was handling this
- 2 moving forward.
- 3 So I think that that is still a strong
- 4 preference of the board, and just want to make that
- 5 abundantly clear.
- 6 MR. TONETTA: If I can address that,
- 7 Director.
- I think we sent over, quite frankly,
- 9 the commissioners themselves had sent over an email,
- and I did provide that to the board requesting that
- if the finance, Local Finance Board decided to
- dissolve them, they would like to do it immediately.
- Their staff is now quitting and
- getting other jobs, and I think that -- so from the
- standpoint of operations, I don't think there's an
- 16 issue with that.
- 17 We have already set up our -- well,
- it's actually the Office of Emergency Management as
- well as public safety that regularly meets with the
- fire company. They come to our council meetings.
- 21 So there's not a -- I don't believe
- there will be any skip between the operations, so
- there's a lot of -- we're ready to do that.
- The commissioners want it done
- immediately, and I think Mr. Garcia can address the

- concerns with regards to the budgetary aspect of
- 2 taking over right away.
- MR. GARCIA: Sure, I will.
- 4 Director, as you recall, when Fire
- 5 District Number 1 was dissolved two years ago, it
- 6 was done immediately. Fire District 2 amended their
- budget to allow for the additional appropriations.
- The borough's plan would be to be in a
- 9 similar fashion. The borough would do an emergency
- appropriation in 2023 that would be fully funded in
- 11 2024 by those net assets that were assumed by the --
- 12 assumed from the fire district.
- So even though, yes, there is not
- currently a 2023 appropriation, the borough would be
- able to amend their budget by emergency in the same
- way that Fire District 2 did two years ago when they
- assumed Fire District 1's responsibilities, and it
- was a seamless transaction.
- MR. ADAMS: Director, if I may. Okay.
- I was contacted by the chairman of the Minotola fire
- commissioners and he asked to meet with me as
- director of public safety and president of council.
- His concern and his question was, and
- this was about two or three weeks ago, if Local
- 25 Finance Board approves the application, what is

- council's intent on the effective date.
- 2 And like, you know, we said
- immediately, and his reaction was, Oh, that's good.
- 4 And I said, Well, that's not the reaction I
- 5 expected. Tell me why.
- 6 So his concerns were and are that some
- of the commissioners, he feels that some of the
- 8 commissioners may not attend the commissioner board
- 9 meetings if the Local Finance Board approves it and
- doesn't make it until December 31st and they'll be a
- lame duck board, they will not have enough members
- to show up and make quorum to conduct business, and
- the one part-time secretary that they do have, he
- knows is already looking for another job.
- So he believes that the burden of
- running the commission will fall to one or two
- people, him included, and he just said, you know,
- 18 Frankly, I'd like to see, if it does happen, I'd
- 19 like to see it happen sooner than later.
- So I asked him to, if that was true,
- to put that into writing, and he did and he gave it
- to us in an email. We forwarded that up to your
- office and to your board members.
- 24 So that's kind of how that discussion
- started was by them contacting me asking me about

- the intent on the effective date.
- MR. TONETTA: And quite frankly, to
- follow that up, one of the concerns that I had is,
- 4 in fact, if this board does not have to approve
- 5 their future not being good, we want to make sure
- 6 that the budgetary aspect of, the fire suppression
- 7 and prevention is handled and that bills are being
- 8 paid, and I'm sure President LaPorta would confirm
- 9 or agree with me that that's an important aspect of
- 10 this.
- There's things such as clothing
- obligations and other expenditures, if they don't
- have -- if they don't have a quorum to make a
- determination or to provide a vote in order to pay
- bills or to make decisions, those services could be
- impacted adversely, but again, we're ready to take
- over that obligation and we're ready to make sure
- that the fire company does, in fact, continue to
- have the appropriate funding to continue to provide
- the service for the borough, and I think, as Mike
- 21 had, Garcia had indicated that it's a seamless
- transition in terms of finances, and we've already
- 23 planned for that.
- 24 And again, there's substantial funding
- within their budget at this point to handle any of

- their concerns. Like, once -- once, the way the law
- works is once that, and I'm sure I don't have to
- explain it, once the commissioners are dissolved,
- 4 all of the assets of the fire district and the
- 5 commissioners immediately become the assets of the
- 6 borough.
- 7 So there will not be a lack of funding
- 8 to continue the fire suppression services for
- 9 Minotola Fire Company.
- MR. CLOSE: I clearly understand that,
- 11 Mr. Tonetta. So thank you.
- 12 My question is, did you bring up the
- issue, you and Mr. Garcia, in your conversations
- with staff about doing the emergency appropriation,
- amending the budget and certifying that you had all
- the financials in place as part of this application
- or request for dissolution? And did you raise that
- with staff to go over previously?
- MR. TONETTA: With the staff of Local
- 20 Finance Board?
- MR. CLOSE: Correct.
- MR. TONETTA: I believe it was part of
- 23 Mr. Garcia's report in the application process.
- MR. GARCIA: It was not specified that
- 25 the method would be an emergency appropriation.

1 we did have a pre-meeting with 2 division staff and the discussion, we were informed that we would have to have a separate Local Finance Board hearing for assumption of service waiver. 5 But as far as the specifics that the 6 borough would do an emergency appropriation to 7 continue this funding, that was not specifically 8 discussed or is it specifically in the application, but it is the method that the borough would use to 9 10 accommodate the budget funding requirement. 11 MR. CLOSE: Okay. Thank you. 12 MS. SUAREZ: And Mr. Garcia, what, 13 round numbers, what are we talking here? 14 MR. GARCIA: Round numbers as far as 15 what the budget would be? 16 MS. SUAREZ: Yes. 17 MR. GARCIA: The budget would be 18 estimated to be \$190,000 for a full fiscal year. 19 Now, that is without capital. It's 20 the operating budget, because the fire district does 21 have fluctuating capital needs from one year to the next. but the amount of annual tax levy that would 22 23 be required for operations would be \$190,000. 24 So depending on when the dissolution 25 is effective, we would prorate that \$190,000 by the

- 1 remaining months in the year.
- MS. SUAREZ: Okay. So if they needed
- to do an emergency, it would be somewhere shy of
- 4 50,000?
- 5 MR. GARCIA: Correct.
- 6 MS. SUAREZ: Okay.
- 7 MR. GARCIA: Getting that emergency
- 8 would be fully funded. It would be an emergency
- only in name. It would be fully funded by those
- assets that were being assumed from the dissolved
- 11 district.
- MS. SUAREZ: Right. Okay.
- MR. AVERY: Mr. Garcia, how much did
- you say or did you say what the assets of the
- district currently are? What would be transferred
- to the borough?
- MR. GARCIA: The most available
- information is the district's '21 audit shows
- unrestricted net assets or fund balance of about
- ²⁰ \$500,000. That's as of December 31st, '21.
- The '22 audit has not been completed.
- That's not done by me. That's another firm that
- will be doing that audit, but we anticipate it will
- be a similar amount of surplus at the end of '22,
- and now into '23 that would ultimately flow to the

- borough that, again, would be reserved only for fire
- purposes.
- MR. AVERY: Okay. Thank you.
- 4 And I like that reserving it for fire
- 5 purposes. We can ask you consider dissolving
- 6 utilities authorities and so forth, we generally
- 7 make that as a requirement of the dissolution, the
- 8 funds that get transferred be used for the purpose
- 9 for which they were collected.
- MR. GARCIA: Yes. When Council
- 11 President Adams first approached me on doing this
- analysis, he was adamant that all remaining funds
- would be dedicated to fire purposes, and also he was
- adamant that all funding would stay the same outside
- of those administrative costs that total about
- 16 \$51,000.
- 17 So the borough's goal in the financial
- end of it always was to -- it wasn't to gut into the
- 19 fire program. It was to eliminate the redundant
- admin, but then keep all other services and funding
- 21 at the current levels.
- MS. SUAREZ: Okay. Any other
- questions or comments?
- Okay. Mr. LaPorta, I guess I have
- just one question for you, and I know this isn't 100

- percent in your realm because I heard Mr. Tonetta,
- and yes, I did read and I heard council president,
- and we did read the correspondence that was sent
- over, but there is hearing directly from individuals
- 5 who see it and deal with it on a daily basis versus
- 6 the expression of sentiments of others is more
- 7 powerful and preferable for testimony before the
- 8 board.
- 9 So as far as the concerns about not
- having the effective date be co-terminus with the
- approval of the board, how will that impact, I
- guess, any provision of fire services or the ability
- for leadership to continue ensuring that the fire
- company itself can maintain its services?
- MR. LaPORTA: I think if we were able
- to do something sooner rather than later, Director,
- sooner rather than later, I know that there's been
- talk around the firehouse, there's concerns of a
- possible, as described earlier by Mr. Tonetta, or a
- lame duck session, and if we have bills for
- equipment that needs to be purchased or hose testing
- or ladder testing and normal business can't be done
- because they're not coming around, I think that's
- going to be somewhat detrimental.
- 25 It could affect morale, different

- things like that, and you know, it's important that
- we keep morale up and things of that nature.
- And as a resident in Buena Borough, I
- 4 would also state that there's a fire commissioner
- 5 election in November. You could potentially be
- 6 seating new commissioners coming in to sit for three
- 7 days, five days, 26 days if we wait until 12/31 for
- 8 this.
- If it's something that we're able to
- do right now currently at this time, I think that
- it's better for the board of commissioners, better
- for on overall morale and ensuring that we maintain
- moving forward to keep doing a firematic services,
- ma'am.
- MR. TONETTA: Commissioner, Director,
- one additional thing along those lines, which I just
- thought of. If, in fact, we have to have another
- election in November, the cost associated with that
- election, which would be a complete worthless cost
- if we waited till 60 more days, would not be fair to
- the taxpayers of the borough as well.
- MS. SUAREZ: I don't disagree. We're
- 23 not in business here of expending more money.
- Okay. So I think there have been a
- few items that eliminated myself and some of the

- other board members here during this testimony. I
- don't think we understood maybe the gravity of the
- need to effectively do this as soon as possible, nor
- 4 did we fully appreciate how this would be
- 5 accomplished with doing this through the emergency
- 6 provisions, even if it's not an emergency in true
- 7 nature.
- 8 And I appreciate Mr. Garcia kind of
- 9 walking us through the thought process of how this
- would be done for Buena.
- Those two things, coupled with the
- idea that it's the strong preference for the board
- membership to understand how the agreement is going
- to be reduced in writing for the length of term
- along with when somebody can actually cease
- providing the services and under what conditions.
- 17 I think we need to kind of see how
- that's going to be reduced in writing by between
- Buena and the fire company, and I think it would be
- 20 my strong preference, and we'll hear from other
- board members if they feel differently, that this be
- deferred until September so that way we can iron
- those things out before we can give positive yeses
- 24 in this direction.
- 25 And I also just want to be clear on

- this, too, because as you know, this is not the only
- instance that these types of dissolutions come
- 3 before the board, and I completely hear you and I
- 4 understand and I do appreciate and I want to be
- 5 clear, I believe you, that there's no intention of
- 6 ceasing fire services and to have -- that the strong
- 7 will is to continue this for another 100 years.
- 8 That, I think, point has been made.
- 9 As the board, we'd have to look at how
- this is accomplished across the state, and so the
- reason that we usually require these be reduced into
- some sort of writing, so that way there is equity
- across the board for this whole State of New Jersey,
- and while I don't question that everybody wants this
- to work and continue for the next 100 years, what we
- require of you has to be the same we require
- everybody that comes before the board.
- So I just want to level set that, that
- this is not something for Buena, this is really
- because we get these from time to time all across
- the state, sometimes people who maybe don't want
- things to work out the way that you all do here
- 23 today.
- So go ahead. I think, President
- LaPorta, you did want to say something.

1 MR. LaPORTA: Yeah. I apologize also.

- I would just like to, for the members that are here
- and as part of the testimony when we were explaining
- 4 a long-term longevity, you guys understand the
- 5 LOSAP, the length of service program, in our fire
- 6 company, it takes five years for a member to become
- 7 invested. That's when they're eligible to get it
- 8 based upon the ordinance.
- 9 The Relief Association, if members
- don't know what the Relief Association, New Jersey
- has the Firemen's Relief Association that you're
- entitled to go into and you need 84 months of
- credited service. That's seven years of at least
- attaining 25 percent of the incidents, and when
- those members get that, they're qualified for up to
- \$15,000 debt borough benefit that could be awarded
- to a beneficiary.
- So they're the reasons why when I'm
- looking for longevity for the members, for the
- recruitment of volunteers, I just wanted the board
- 21 to be aware.
- I didn't know if they were familiar
- with the Relief Association, Madam Director, so I
- just wanted that on the record so they're aware of
- 25 what that Relief Association is.

- MR. TONETTA: Director, as far as, if
- I could, just one quick question. I hear what you
- 3 say.
- 4 My question is, are you looking for a
- form of a contract? Because my concern, and please
- 6 put your attorney hat on for a second, my
- 7 understanding of the law indicates that while a
- 8 commissioner, board of elected, board of
- 9 commissioners exist, they are the sole management
- agency for providing fire suppression services. So
- the only legal entity that could enter into an
- agreement while they exist is the commissioners.
- So are you looking for a draft of a
- document? Because that would be easy. Until the
- commissioners are dissolved under the statute, that
- specifically deals with the municipality's right to
- enter into agreements for that purposes.
- 18 So that's the question I have is, are
- 19 you looking for the format or are you looking for
- something more than we could put together in the
- 21 MOU?
- MS. SUAREZ: I think that's it. Mr.
- Tonetta. I think we're looking for a more
- descriptive MOU for this in any event.
- MR. TONETTA: Understood.

- 1 MS. SUAREZ: And then I think we can
- wrap this up.
- 3 MR. TONETTA: Okay. Is it possible
- 4 that we can get, without knowing the other questions
- 5 that the board members might have, but assuming I
- 6 guess that the board may very well approve it, is it
- 7 possible that we could approve it subject to the --
- because I think that Steve and I could probably
- 9 knock out the agreement quickly.
- I mean, obviously the council can't
- approve it, but we can knock out an agreement pretty
- 12 quickly.
- 13 If we could get the board to allow the
- dissolution subject to the submission of the MOU.
- 15 Just a question.
- MS. SUAREZ: No, you're definitely
- 17 trying to earn your keep, Mr. Tonetta, and I
- appreciate that.
- 19 I think it would be best to wait
- because I still have the other two components. If
- it was just, with the emergency is what I mean and
- the effective date going co-terminus.
- So I just want to button those two up
- because otherwise, I think we probably could move
- forward with making that a condition, but then the

- 1 effective date would be January 1, and I hear how
- important that is to Buena as well as the fire
- fighters to maybe not have it be January 1.
- 4 So that also needs to be thought
- 5 through and borne out. So I don't want to split the
- 6 baby on that. I don't think you'd like that either.
- 7 MR. TONETTA: Thank you.
- 8 MS. SUAREZ: Of course.
- 9 MR. ADAMS: I asked our solicitor what
- the additions would be to the MOU and the board
- would be looking for the effective date to be
- immediate and the length, the term of the agreement
- and renewal. Okay. Agreed.
- MR. AVERY: I didn't hear that.
- MR. TONETTA: As I understand it --
- MR. AVERY: That would include the
- provisions under which termination by either party
- 18 could occur?
- MR. TONETTA: Yes.
- MR. AVERY: Okay. That's all I
- 21 wanted.
- MR. TONETTA: Yes.
- MS. SUAREZ: And I just, I also want
- to be clear, Mr. Tonetta, the only thing that would
- go to into additional descriptions for the MOU would

- be the renewal going forward, right?
- 2 So of course, the length of term would
- 3 be ideal, along with under what conditions the
- 4 contract could not be renewed.
- 5 MR. TONETTA: Yes.
- 6 MS. SUAREZ: Okay. All right.
- 7 Any other questions, comments or
- 8 concerns from the group?
- 9 All right. Hearing none, I'm going to
- move for a motion to table this application so that
- we can hear it next month and then vote.
- MR. CLOSE: So moved.
- MR. AVERY: Second.
- MR. BENNETT: I have Mr. Close and
- Mr. Avery.
- Ms. Suarez.
- 17 MS. SUAREZ: President LaPorta, do you
- have a question before we vote?
- MR. LaPORTA: I was just going to ask,
- what's the date so I can make sure I'm available for
- you, Director? That's all. I apologize.
- MR. BENNETT: The September meeting is
- 23 September 13.
- MR. LaPORTA: Thank you, sir.
- MS. SUAREZ: Okay. Mr. Bennett, yes.

- MR. BENNETT: Okay. Mr. DiRocco.
- 2 Mr. Close.
- MR. CLOSE: Yes.
- 4 MR. BENNETT: And Mr. Avery.
- 5 MR. AVERY: Yes.
- 6 MR. BENNETT: Okay. With three votes,
- 7 the motion on the table is approved.
- MR. TONETTA: Very well. Thank you
- 9 very much.
- MS. SUAREZ: Thank you, all.
- MR. ADAMS: Thank you.
- MS. SUAREZ: Okay. So I think that
- concludes our agenda for today. So I'm going ask
- for a motion to adjourn.
- MR. AVERY: So moved.
- MR. CLOSE: Second.
- MR. BENNETT: Mr. Avery and Mr. Close.
- 18 Ms. Suarez.
- MS. SUAREZ: Yes.
- MR. BENNETT: Mr. DiRocco is absent.
- Mr. Close.
- MR. CLOSE: Yes.
- MR. BENNETT: And Mr. Avery.
- MR. AVERY: Yes.
- MR. BENNETT: Motion approved.

A	48:25 49:8,10	106:5,18,19	accommodate (1) 103:10
a (395)	49:13,16,22	107:3,4,13,19	accomplished
2:1,1,1 4:3,22	50:4,15,16,18	107:24 110:4,6	
5:2,14,19 6:6	50:18,20,21,22	110:17 111:4,5	108:5 109:10 accordance (3)
6:11 7:18,19	50:24 51:2,2,4	111:6,7,13,13	
7:24 8:1,13,16	51:11,12,13,13	111:23 112:15	34:19 35:2
9:14,18,25	52:7,9,14,17	112:25 114:10	79:12
10:6,7,15,24	52:20,23 53:18	114:18 115:14	according (1)
11:12,18,24	53:20 54:3,6,7	116:1,4,7	20:21
12:8,14,23	54:9,10,14,15	ability (2)	account (1)
	54:15,17,18,22	81:4 106:12	45:23
13:5,12,19,22 13:22 14:1,19	55:9,10,14,24	able (13)	accounting (1)
14:20,22,23	56:24 58:2,15	24:25 25:24	33:10
15:15,16,17,22	58:21 59:5,24	52:25 53:15,20	accurate (2)
16:16 17:6,16	60:11,16,19,23	54:2 59:12	29:8 116:8
17:16,19 18:3	60:25 61:11,16	72:17 75:21	achieve (1)
18:4,5,7,9,10	61:16,22 62:1	88:3 99:15	46:5
18:14,20,25	62:2,16 64:15	106:15 107:9	acknowledge (1)
19:11,16,19,20	65:4,12,14	about (41)	90:16
	66:6,22 69:1,6	12:19 13:12	acquire (1)
19:21,22,23,24 19:25 20:1,5,7	69:8,24 70:3,9	19:20 20:5,7 20:13,15 21:2	17:16
20:10,21,22,24	70:13,14,18,20	24:24 27:5	acquisition (4)
21:16,22,25	70:21 71:1,4,8		19:1 22:13,17
22:10,10,13,14	71:14,18,18,23	28:24 29:1	23:24
22:18 23:1,6	71:24 72:4,9	30:1,25 32:24	across (4)
23:14,22,23,25	72:11,25 73:2	36:18 45:2	39:18 109:10,13
24:8,12 25:4	73:11,13,17,23	48:5 52:5	109:20
25:16,20,20	73:25 74:15	53:10 60:22	acting (1)
26:18,25 27:2	75:1,13,14,17	69:6 70:8	57:15
27:11,12,13,15	75:18,21 76:1	73:23,25 76:1	actual (2)
	76:14,23 77:8	79:2,3 80:2	24:7 39:22
27:23 28:1,3,4	78:18 79:1,2,8	84:2 87:21,25	actually (10)
28:5,10 29:17	79:8,9,10,22	91:22 93:8	14:7 25:10
29:19,20,20,24 30:2,5,8,12,15	79:24,25 80:3	95:13 99:24 100:25 102:14	30:20 33:7
30:19,22 31:17	80:17,24 81:8	104:19 105:15	39:7 41:21
31:18 32:16,16	81:9,10,19,23		45:24 94:11
32:16 33:4,5	84:5,21 85:7,8	106:9	98:18 108:15
33:24 34:7,14	86:18,24 87:8	above (2)	acutely (1)
35:1,8,10,11	87:13,22 88:1	1:8 23:15	94:12
35:14,22 36:1	88:2,4 89:5,5	above-captio	adamant (2)
36:7,12,18,19	89:10,13,14,14	1:7	105:12,14
36:23,23 37:1	90:14,19,20	absent (2)	Adams (8)
37:3,4,5,6,11	91:2,3,16,24	6:18 115:20	78:3,15 89:25
37:13,14,15,16	92:6,9,24,25	absolute (1)	90:3 99:19
37:19,23,24,24	93:8,9,10,14	24:18	105:11 113:9
	93:21 94:4,9	absolutely (7)	115:11
38:8 39:20,24	94:21 96:6,13	30:7,13 48:19	add (2)
40:10 42:16	97:14 98:3,21	48:20 49:15	39:3,14
43:10 44:8,23 44:24 45:15	98:23 99:8,14	63:18 94:10	added (4)
46:4,5,5,7,15	99:18 100:10	abundantly (1)	14:8,10 52:6
46:20,22 47:1	101:13,13,14	98:5	65:15
47:5,8,10,14	101:21 102:7	Acampora (5) 57:17,24 61:2,2	addition (4)
47:24 48:6,6,7	103:1,3,18		44:4 53:12
48:7,11,13,14	104:24 105:7	62:4	59:11 60:21

additional (12) 24:4 34:4 50:13	17:2,3 26:2 33:14 57:17	95:17 108:13 111:12 112:9	99:7 112:13 allowed (2)
61:20 72:20 75:24 84:12	60:14 61:3 91:8	112:11 113:12 agreements (3)	46:20 53:20 allows (1)
85:13 95:8	AFFAIRS (1)	50:12 92:4	72:18
99:7 107:16	1:1	111:17	alluded (1)
113:25 additionally	affect (2) 27:25 106:25	Agricultural 8:6	74:2 almost (1)
47:11 84:19	afford (1)	ahead (2)	60:16
85:6	71:10	19:12 109:24	along (6)
additions (1)	after (5)	ahold (1)	21:11 89:2
113:10 address (6)	11:7 33:7 46:21 71:15,16	21:16 aid (9)	97:15 107:16 108:15 114:3
22:21 29:15	afternoon (4)	34:21,24 35:11	
69:19 75:22	42:21 63:13,14	35:21 36:12,13	21:8 24:5 38:12
98:6,25 addressed (2)	88:18 again (21)	61:13,20 93:4 air (2)	64:1 81:1 98:17 100:14
28:23 60:13	13:19 30:23	59:9,14	101:22
addresses (1)	36:22 49:11	Alan (1)	also (49)
31:11 adequate (1)	50:22 52:9 53:3 54:15	2:2 all (74)	6:6 11:24 12:21 16:25 20:1
95:4	69:19 71:23	6:25 9:20 13:8	
adjourn (1)	72:20 78:25	14:10 15:8,12	25:7 28:25
115:14	80:8,15 82:11 92:18 93:22	17:8 20:10 21:17 22:24	35:8,13 36:3 36:11 37:12,16
admin (1) 105:20	97:1 101:16,24		
administrati	105:1	31:11,15 32:14	40:3 43:2
33:16 76:3	against (1)	33:2,5 34:10	44:18 48:14
administrati 65:16 84:4	71:1 age (2)	36:7,13 37:9 38:2,3 41:1	49:17 51:10 52:18 54:15
105:15	12:23 93:23	42:11,18 47:22	
administrato	agency (4)	51:20,24 52:10	60:21 63:16
57:16 78:3 adopt (5)	82:5,5,17 111:10	53:12,23 58:4 58:20 61:6	74:17 78:5 80:15,24 84:19
4:3 43:15 46:22	agenda (1)	63:15 64:17	
52:25 53:2	115:13	65:15 66:15,21	91:6,8,13
adoption (1) 38:13	agent (1) 58:25	67:20,25 68:18 69:3,19 70:16	94:24 105:13 107:4 108:25
Adrian (1)	ago (10)	70:17 76:1,20	110:1 113:4,23
2:3	13:12 27:23,24	78:13 84:8	alternative (1)
advantageous	33:2 45:2	85:2 86:1,5	95:5
14:21 35:21 38:1	60:16 90:19 99:5,16,24	89:24 90:10 91:6,10,16	Although (1) 12:1
adversely (1)	agree (3)	92:17 97:5	aluminum (2)
101:16	71:13 76:17	102:4,15	10:1,1
advertise (1) 52:24	101:9 Agreed (1)	105:12,14,20 109:20,22	always (7) 16:14 26:11
advertised (1)	113:13	113:20 114:6,9	92:1,6,18
47:3	agreement (19)	114:21 115:10	97:11 105:18
advise (1) 30:3	51:2 59:5 82:2 82:13,15 86:24	Allen (1) 47:17	am (1) 68:10
advisor (2)	87:11 88:3,10	allow (8)	amend (1)
20:8 57:18	88:14 90:25	37:12 46:22	99:15
advisors (8)	93:22 94:4	72:2,6,13 74:5	amended (1)
	I	I	l

99:6	10:11,14,21,25	61:6,25 62:16	100:17,21,21
amending (1)	11:1,2,6,11,19	62:20 63:16,20	100:23 101:2,7
102:15	11:23,24 12:18	63:23,24 64:2	101:7,8,12,17
amendment (3)	13:4,8,16,23	64:16,23,24	101:20,22,24
47:19 52:25	14:4 15:9 16:2	65:11,16,17,20	102:2,4,13,15
53:2	16:15 17:1,7	65:25 66:2,10	102:17 103:2
amongst (1)	18:10,18 19:2	66:19,25 67:8	103:12 104:25
72:12	19:11,14,19,25 20:8,9,10,14 20:23 21:5,10 21:14,16,17,24 22:7,12,23 23:15,17,24 24:3,7,9,24 25:8 26:1,1,5 27:3,6,14,15 28:5,9,12,13	67:21 68:20	105:4,6,13,20
amortization		69:2,7,8,8,9	105:25 106:2,2
20:2		69:12,22 70:9	106:3,5,7,20
amount (27)		70:11,13,14,22	106:22 107:1,2
7:22,25 8:2,3		71:1,7,18,19	107:3,12,25
12:25 14:3		72:3,10,11,12	108:8,16,19,19
22:15,15 23:9		72:20,25 73:3	108:20,25
24:10,23 25:1		73:4,7,8,13,14	109:3,3,4,4,6
26:3 35:19		73:15,17 74:2	109:10,14,15
48:12 53:13,17		74:2,16,17	110:3,12,14
58:9 60:1 65:8	28:21,23,24,25	75:20 77:4,10	111:5 112:1,8
65:21 70:20	29:17 31:13,21	77:17 78:19	112:17,21
80:3,17 81:11	32:4,15,19	79:7,14,15,20	113:1,5,10,12
103:22 104:24	33:4,7,11,16	79:23,25 80:7	113:13,23
an (49)	33:18,19,20,23	80:11,11,18,19	114:11,14
10:20,21 12:4	33:24 34:3,3	81:1,9,16,16	115:4,17,23
15:14 22:11	34:15,20,22,25	82:1,4,7,9,11	116:6,7,9
26:20 33:9	35:2,7,7,8,9	82:14,16,16	Andrea (1)
36:25 42:23,23	35:18 36:8,11	83:17,19,23	57:12
43:19 47:19	36:13,15,20	84:2,3,5,10,11	and-a-half (3)
48:14 49:5	37:1,6,16,19	85:2,3,6,11	48:18 49:14
50:16 51:9,10	37:23,25 38:4	86:1,7,9,15,15	52:5
52:4 53:1	38:7,7,10,12	86:15,19,20,23	and/or (1)
54:13,20 57:1	38:15 39:2,4	87:5,8,14,14	9:24
59:24 62:1	39:16 40:1,7	87:16,23,25	Ann (1)
70:6 73:8 82:2	40:13,23 41:18	88:2,13,16,17	57:16
82:13,15 84:12	41:18 42:7,10	88:19,19,21,23	annual (10)
87:11 88:22,23	42:12,17 43:2	88:24 89:1,6,8	10:20,21 19:19
91:13 94:5	43:8,15 44:14	89:9,24 90:8	44:1 52:5
96:21 97:18	44:15 45:4,7	90:15,20 91:9	59:24 64:23
98:9,15 99:9	45:10,22 46:2	91:9,10,10,12	85:7 88:10
100:22 101:9	46:2,8,14 47:2	91:13,19,20,21	103:22
102:25 103:6	47:3,15,17,22	91:21,23 92:4	annually (2)
104:3,8 108:6	48:2,10,25	92:4,7,9,10,15	66:5 73:23
111:11 112:11	49:1,11,20	92:17,20,24,25	another (7)
analysis (4)	50:4,6,11,17	93:3,4,5,20,23	15:10,13 50:20
19:1 38:19	51:8,18 52:2	93:24 94:5,6,8	100:14 104:22
53:16 105:12	53:2,7,10,13	94:14,17,24	107:17 109:7
analyze (1) 38:22 and (480) 1:8 4:7,13,24 5:10,16,16 6:2 6:8,15,21 7:7 7:9,10,20,20 7:25 8:11,19 9:2,19 10:2,4	53:14,25 54:11 54:15 55:8,10 55:15 56:6,14 57:5,6,13,18 57:18 58:3,11 58:12,20,25 59:9,9,10,16 59:23 60:4,5 60:12,17,21	95:2,5,18,20 95:24 96:2,3 96:13,18,22 97:14,20,22,23 98:4,10,13,14 98:25 99:17,21 99:22,23,23 100:2,3,4,6,9 100:10,12,12	answer (8) 20:13 34:4 39:4 44:15,20 46:11 60:8 72:23 answered (4) 21:7 28:15 29:10 74:15 anticipate (4) 36:2 59:13

	1	1	
61:25 104:23	18:14 20:14,19	appropriate (2)	38:12 39:3
anticipated (5)	24:25 25:15	46:14 101:19	40:7 46:15
11:25 12:14	26:14,19,20	appropriatio	47:12,24 48:25
21:20 29:4	27:11,22 28:2	42:23 43:16,17	50:10,14 51:4
61:14			
	28:2 29:7	54:14 55:25	51:20 53:7,11
anticipating	84:22	99:10,14	53:25 54:5,6,7
51:7	apparently (2)	102:14,25	54:7,19,19
any (70)	41:18 85:25	103:6	55:4,17 67:24
4:25 5:18 6:9	appear (1)	appropriatio	68:1 72:10
7:5 8:8 12:13	7:10	43:21 44:5,12	75:11 80:5,13
14:14 15:4,20	appearing (9)	44:12 45:17,22	80:16 81:5
20:13,15 21:19	9:6 16:19 17:11	47:24 99:7	84:4 85:11
25:10 26:18,24	32:15 41:11	approval (15)	87:21 90:11
27:6 28:19	57:9 63:8	8:4,8 9:24	91:15 92:2,14
29:5,13 34:4,4	67:17 77:22	17:23 36:25	92:15 93:1,12
36:3,4 38:19	applicant (11)	43:11,20 45:20	95:19 97:10
39:4 40:5,7	9:6 16:19 25:8	58:8 60:6	100:6 101:7
44:11,16,19	26:17 32:14,23		102:3 103:13
		69:23 72:2,16	
46:16 47:6	41:10 57:8	97:19 106:11	104:15 110:2
50:1 53:7,14	63:8 67:17	approvals (2)	111:4,9,13,15
54:3 55:22	77:22	72:12,20	111:18,19
56:21 60:8,18	application	approve (9)	area (3)
60:22 62:12,13	7:9,12 8:14	8:13 31:19	19:3 49:18 50:7
66:9,13,14,16	19:9 33:25	55:25 56:4	aren't (1)
66:19 69:12	34:6 42:23	90:5 101:4	49:19
70:19,25 72:23	43:6,12,20,22	112:6,7,11	arises (1)
74:8,11,20	44:20 56:22	approved (23)	35:3
76:4,22 85:12	58:7 78:8	4:15 5:12 6:4	around (10)
85:15 90:11	99:25 102:16	6:23 9:4 11:17	15:8 18:21
91:3 94:3	102:23 103:8	16:12 22:13,15	25:25 47:11
96:17 97:24	114:10	23:16 25:12	66:18 71:2
98:22 101:25	applications	29:20,22 32:6	72:21 97:23
105:22 106:12	3:1 7:4 35:7	40:25 56:16	106:18,23
111:24 114:7	apply (1)	59:1,14 67:10	arrears (1)
anybody (2)	8:7	77:19 85:1	11:6
24:17 44:18	appointment (1)	115:7,25	arrival (1)
anyone (3)	57:19	approves (4)	10:24
68:12,13 93:22		82:2 87:23	as (130)
	appreciate (22) 16:14 21:5 25:6	99:25 100:9	7:3 9:19 11:6
anything (8)	26:9 32:8 48:2		12:5 13:20
15:5 28:9 39:3		approving (1)	
39:4,13 57:6	53:10 55:20	24:10	14:8,18 15:7
90:2 94:19	67:15 74:13,16	approximatel	17:7 19:14
apart (2)	90:13,22 91:6	11:14 17:21	20:10,12 22:10
91:23 92:2	91:10 92:11,14	59:24 86:18	24:13,24 25:8
apologize (4)	96:3 108:4,8	arbitrarily (2)	25:13,14 27:24
34:9 88:22	109:4 112:18	55:1,9	28:8,8 29:6,17
110:1 114:21	appreciated (2)	are (71)	32:20 33:2,3
apparatus (34)	25:17 44:23	7:6 9:10,12	34:6,15,20
9:24 10:4,6,23	approach (1)	13:21 14:7,9	35:3,25 36:11
11:1,3,7 12:5	30:12	14:13 15:8	36:23,24 39:1
12:18 13:18	approached (1)	16:23 19:16	39:5 42:17
14:7 15:6,10	105:11	25:2 27:19	43:1,10,13,25
15:13,14,16,16	approaching (1)	28:18 30:17	44:3,7 45:8,19
15:18 18:7,9	15:9	34:23 37:20,21	46:5,16 48:5

48:13 51:17 52:17,20 54:11 55:3,4,14 58:3 58:16,22 60:5 60:5,23 64:16 65:14 69:2,21 70:4,5,6,9,14 70:24 74:2 75:3,10 78:6,6 78:19 79:1,4,5 79:8,22 80:21 81:17 82:16,20 82:20 83:18,19 84:6 87:5 88:14 91:11,12 91:13,14,14 92:10 93:20 95:17 97:1 98:18,19 99:4 99:21 101:11 101:20 102:16 103:5,5,14,14 104:20 105:7 106:9,9,19 107:3,21 108:3 108:3 109:1,9 110:3 111:1,1 113:2,2,15 aside (2) 26:13,24 ask (7) 13:4 31:16 69:20 74:23 105:5 114:19 115:13 asked (7) 19:8 25:7 29:16 80:16 99:21 100:20 113:9 asking (2) 44:15 100:25 aspect (3) 99:1 101:6,9 aspects (1) 69:11	20:1,7,10,11 20:22 21:3,25 25:1,4 33:7,19 38:17 43:3 44:10 45:2 46:16,22 47:3 47:21 48:8,10 48:14,15 51:11	92:1,6 101:25 104:24 105:21 107:10 109:9 110:13 116:9 attaining (1) 110:14 attend (1) 100:8 attention (1) 90:23 attorney (3) 55:13 84:12 111:6 audit (6) 13:7 58:19 84:9 104:18,21,23 auditor (5) 78:5 79:23 80:8 83:14 84:5 audits (1) 58:19 August (5) 1:4 43:12 44:11 53:19 116:18 authorities (1) 105:6 authorities (1) 105:6 authority (20) 3:9,10 61:9 63:10,19 64:22 66:11 67:19 68:8,11,13,15 69:22 70:1 74:4,6 75:9 81:19,21 87:10 authorizatio 64:25 66:9 authorize (1) 11:15 authorized (2) 19:3 37:1 available (13) 12:1,5,6 17:15 19:15 23:20 24:3 25:2 39:3 60:5,8 104:17	6:22 8:15,17 8:19 9:2,3 16:10,11 29:14 31:1,11,20,22 32:4,5 40:23 40:24 56:2,5,7 56:14,15 62:19 62:21 63:3,4 67:8,9 74:22 76:12,18,20,21 77:9,10,17,18 96:6,13 97:4,8 104:13 105:3 113:14,16,20 114:13,15 115:4,5,15,17 115:23,24 avoid (1) 45:6 awarded (3) 7:24 8:1 110:16 aware (4) 25:23 94:12 110:21,24 away (4) 51:21 66:16 93:3 99:2 a.m (1) 1:9 B B B (3) 72:5 93:3 95:1 baby (1) 113:6 back (12) 34:25 45:7 56:20 57:5 70:2 72:19 74:11 76:10 80:20 83:10 85:23 91:20 background (4) 7:6 17:20 69:8 79:1
19:8 25:7 29:16	12:15 18:5	authorize (1)	34:25 45:7
80:16 99:21	20:1,7,10,11	11:15	56:20 57:5
100:20 113:9	20:22 21:3,25	authorized (2)	70:2 72:19
asking (2)	25:1,4 33:7,19	19:3 37:1	74:11 76:10
44:15 100:25	38:17 43:3	available (13)	80:20 83:10
aspect (3)	44:10 45:2	12:1,5,6 17:15	85:23 91:20
aspects (1) 69:11 assess (1) 48:24 assessed (3) 11:11,12 20:6 assessments (1)	47:21 48:8,10 48:14,15 51:11 51:12,13 53:3 53:20 54:7 55:18 57:6 60:7,17,18 61:7,14 62:1,1	60:5,8 104:17 114:20 avenue (1) 48:15 average (2) 11:12 20:6	79:1 balance (2) 29:6 104:19 bank (1) 47:23 banking (1)
52:6	65:10,11 70:16	Avery (68)	19:22
assets (12)	70:20 71:10	2:2 4:5,7,13,14	barring (1)
71:1 83:19 85:2	75:13,21 85:16	5:3,10,11,20	94:3
85:3,11 95:19	87:10 88:4	6:2,3,13,15,21	BAS (1)

	I	1	I
48:7	85:3,4,8,9,11	10:10 13:7,7	54:20,24 58:7
base (1)	86:8,17 88:1,2	14:8,10 21:10	58:10 69:15
28:12	88:6,23 89:10	21:11,14 24:5	73:18 74:10
based (5)	89:15,21 91:2	25:13,19 30:12	75:21 90:13
42:24 47:22	91:15 92:16,21	33:5,8,19	91:18 92:15
73:22 84:15	93:4,9 94:4	34:20 35:8,18	94:2 101:5,7
110:8	95:1,2,5,10,15	44:1,25 45:13	104:10
	95:20 98:22	45:13,16 46:4	1
basic (2) 61:16 72:14			belief (1) 97:2
	99:8,8,10,14	46:18,25 49:11	
basically (4)	100:10 101:15	49:17 51:14	believe (14)
61:11 73:2,16	102:7,25	53:12,23,24	20:2 27:23
81:24	103:15,17,18	54:10,17 59:3	30:15 47:23
basis (5)	103:23,23	61:19,23 66:10	52:13 60:1,17
48:25 52:5	104:3,8,8,9,15	70:23 80:25	63:19,24 64:2
75:19 88:2	104:23,24	81:16 82:7,15	67:21 98:21
106:5	105:1,8,13	86:8 90:5,20	102:22 109:5
Baumann (1)	106:10,21,22	97:12,13,24	believes (2)
57:13	106:24 107:5	104:21 106:17	38:1 100:15
be (189)	107:19,20	107:24 109:8	bells (1)
7:13,23 8:3,10	108:4,10,14,18	before (39)	13:23
10:2,6,17,23	108:19,21,25	1:7 4:1,18 6:5	beneficial (1)
11:2,6,8,11	109:4,11,16	7:12 8:10 9:6	50:5
12:10,19,19	110:16,21	9:23 13:16	beneficiary (1)
15:10 17:3,15	111:14 112:19	16:20 19:14	110:17
18:19,23 19:15	113:1,3,4,10	20:12 32:15,22	benefit (5)
19:18 20:3,5	113:11,11,24	34:10 38:10	19:13 35:9
20:19 21:18	114:1,3,4	41:11 44:14	55:15 74:3
22:2 24:4,12	116:7	45:1 51:15	110:16
24:23,25 25:10	bear (2)	57:9,22 63:9	benefits (2)
25:17,21,23	51:20 91:23	64:21 67:17	89:12 93:25
		68:21 72:24	
26:2 28:3,4,6	because (45)		Bennett (68)
28:13 29:19	8:4 13:5 15:2	76:2 77:23	2:5 4:7,10,13
30:1,4 31:9	18:19 19:16	78:12 90:15,18	4:15 5:5,7,10
33:7,10 36:3	21:6 22:21	94:18 97:15	5:12,22,24 6:2
37:18 38:6,21	23:8 25:7	106:7 108:23	6:4,15,18,21
38:23,24 41:5	26:16,19 33:9	109:3,17	6:23 8:18,23
42:7 44:4,7	37:18 39:17	114:18	8:25 9:2,4
45:10 47:21	46:22 49:18	beg (1)	16:2,6,8,10,12
48:16 49:10,13	51:17 55:5,10	36:24	31:21,25 32:2
49:14,25 50:1	61:12 66:17	begin (1)	32:4,6 40:13
50:5,22 51:25	81:18 84:6	57:22	40:17,19,23,25
52:25_53:20,22	87:4,9,12	beginning (3)	56:6,10,12,14
54:3,7 56:21	89:15 90:23	43:17 52:17	56:16 62:20,24
57:7 59:16,21	91:2,24,25	92:7	63:1,3 66:25
60:2,12 62:3,4	92:6_93:2	behalf (4)	67:4,6,8,10
62:7,9 64:9	95:25 97:12	57:14,19 64:22	77:3,7,10,13
65:1 66:1,17	103:20 106:1	87:16	77:15,17,19
68:14,15 69:9	106:23 109:1	being (30)	114:14,22,25
72:17 74:25	109:20 111:5	1:9 8:11,11	115:1,4,6,17
76:8,14 79:16	111:14 112:8	14:19 19:6,23	115:20,23,25
79:24,25 80:20	112:20,24	28:10 39:25	besides (1)
80:22 81:3,7	become (2)	43:13 45:5	65:23
82:2 83:12	102:5 110:6	46:13,15 47:19	best (8)
84:6,8,10,12	been (53)	50:7 51:12	19:6 20:10 21:2
	•	•	•

63:6 67:12	8:10 9:7 10:11	19:16,18 20:2	102:12
77:21 87:24	10:13,18 13:16	20:5 24:9,10	brings (1)
112:19	14:14 16:20	24:19 58:15	44:10
better (7)	19:13 28:19	62:16 65:1	broadly (1)
20:21,25 38:3	32:15,24 40:7	66:6 73:16 77:4	23:1
61:16 62:7 107:11,11	41:8,11 43:20 44:14,19 45:2	borne (2)	brought (3) 13:12 45:19
between (9)	50:5 51:19,22	51:12 113:5	84:14
11:23 23:24	51:25 52:11		Brunswick (12)
81:10 82:15	53:6,16,19	borough (56) 3:3,11 7:13,15	3:7 41:11,18
91:14,20 96:17	57:9,9 59:12	7:24 64:2	42:22 43:4,9
98:22 108:18	59:20 60:15,17	65:25 77:23,25	
beyond (4) 15:1 18:15	61:1 62:13	79:2,12,13	51:10 52:14 63:25 66:1
29:21 95:7	66:20 67:18 72:17 74:11,19	80:1,21,22 81:4,15,25	Brunswick's (2)
biannual (1)	77:23 79:8	82:6,21 83:14	49:23 50:7
48:25	80:6 82:1	83:18 84:2,7,9	Bryan (6)
bid (7)	83:18,22 85:16	84:11,14,25	17:1,5 20:14
10:10,13,15,15	86:10 87:22,23	85:1,5,6 86:9	42:13 43:2
19:6,17 20:11	88:19 90:7,18	86:18 87:10,17	51:24
Bidlack (11) 41:25 42:7,10	90:24 91:7,8 91:22 92:9	87:25 88:20,21 89:1,18 95:19	budget (50) 11:9 24:6 25:20
42:12,13 43:2	94:18 97:19,20	95:21 96:19,22	
44:17 50:3,8	98:4,10,11	96:25 99:9,14	32:17 34:25
54:10 56:17	99:25 100:8,9	101:20 102:6	35:12,16 36:1
big (3)	100:11,23	103:6,9 104:16	36:4,8,17,23
19:24 22:15	101:4 102:20	105:1 107:3,21	38:3,4,11,16
27:19 bill (1)	103:4 106:8,11 107:11 108:1	110:16 borough's (2)	38:20,23 39:2 39:8 42:25
37:13	108:12,21	99:8 105:17	43:10,13,15
bills (7)	109:3,9,13,17	borrow (1)	44:3 45:22
38:14 84:10	110:20 111:8,8	65:9	47:16,17 52:22
92:13,14 101:7		borrowing (3)	53:1,3 54:6,13
101:15 106:20	113:10	59:13 60:23	59:17 80:24
bit (24) 14:1 17:20	board's (5) 4:21 5:13 43:11	65:21 both (8)	81:1,9 84:23 85:7 99:7,15
18:20 19:16	53:4 92:22	7:7 17:3 18:11	101:25 102:15
20:21,25 22:10	bodies (1)	18:17 27:3	103:10,15,17
22:11,19 23:6	55:4	77:5 82:12	103:20
23:14 25:17	body (6)	91:14	budgetarily (1)
27:3,13 44:24	10:1 79:16,21	Boyle (2)	55:18
49:22 50:4 53:18 60:20	80:1 81:5 86:19	9:14,17 BPU (1)	budgetary (4) 79:15 86:20
61:1 69:8	boiler (1)	59:1	99:1 101:6
71:18 72:25	59:4	bracket (1)	budgetary-wi
92:10	bond (14)	12:24	25:24
blended (2)	8:7 16:23 19:23	Brennan (2)	budgeted (3)
37:5,18	22:24 23:22,24	63:21 64:11	44:7 46:14 97:24
block (2) 49:3,4	23:25 28:11 58:9,13,16	brief (2) 69:18 79:1	budgeting (3)
board (100)	63:23 66:8	briefly (1)	26:5 45:16 46:4
1:2 3:8 4:2,19	73:1	32:24	budgets (4)
5:15 6:5,7	bonds (16)	bring (3)	27:10 33:9
7:12 8:4,7,9	17:14,24 19:14	18:22 48:19	47:10 80:23

Buena (18) 3:11 77:23 78:1 89:17,22 91:8 90:18 99:17,22 91:8 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:18 99:21 99:22 91:14,20 92:24 97:17,25 103:12 100:15 100:15 76:4 27:12,14 28:8 13:3 18:24 26:33 17:22 26:31,34 27:12 27:12 27:12 27:12 27:12 27:12 27:12 27:13 26:33 38:4,7:5,20 40:4 40:4 40:4 40:4 40:4 40:4 40:4 40:4 40:4 40:13 40:13 40:14				
3:11 77:23 78:1 83:14 86:5 83:14 86:5 91:19 90:18 91:14,20 92:16 91:14,20 92:16 91:14,20 92:16 91:14,20 92:16 91:14,20 92:16 91:14,20 92:16 108:19 109:19 113:2 108:19 109:19 113:2 8uena's (1) 79:2 49:20 74:4 11:25 12:22 49:20 74:4 11:25 12:22 49:20 74:4 11:25 12:22 49:20 74:4 11:25 12:22 49:20 74:4 11:25 12:2 49:10 75:11,17 10:21 61:9 11:18 12:18 175:11 74:6 100:15 100:16 103:1, 100:11 100:12 100:1	Buena (18)	81:8 87:13	38:4.15.20	Cape (1)
83:14 86:5				
89:19 90:18 691:14,20 92:16 91:14,20 92:16 92:24 97:17,25 103:10 103:10 103:19 103:19 103:19 103:19 103:19 103:19 103:19 113:2			_	
91:14,20 92:16				
92:24 97:17,25 107:3 108:10 108:19 109:19 113:2 Buena's (1) 79:2 buitd (4) 11:25 12:22 49:20 74:4 buildings (4) 59:7 61:25 75:11,17 buildings (2) 59:16 74:8 burden (3) 100:15 burdens (1) 65:16 Burns (2) 57:18,25 business (5) 57:18,26 100:12 100:12 100:12 100:12 100:12 100:12 100:12 100:12 100:13 13:12 80:14,18,22,25 100:14 18:12 18:22 19:12 20:1,24,21:8 21:17,22,25 22:1,2,15,16 22:1,2,15,16 22:1,2,15,16 30:17,21,33:5 30:10,33:7				
108:19 109:19 113:2 button (1) 112:5,11,25 button (1) 112:23 button (1) 92:20 build (4) 92:20 by (70) 75:11,17 building (2) 59:16 74:8 burden (3) 7:8 57:2,7 camera (3) 7:8 57:2,7 camera (3) 7:8 57:11,17 building (2) 59:16 74:8 burden (3) 7:8 57:17,17 doi:10.1 74:6 100:15 burdens (1) 40:11 42:16 100:15 burdens (1) 45:11 55:11 74:6 100:15 burdens (1) 45:11 52:21 55:14 58:2,24 Burns (2) 59:16 57:18,25 business (5) 57:15,78:3 100:12 106:22 107:23 but (84) 8:9 12:16 13:1 14:3 18:4,5,21 18:22 19:12 20:1,2,15,16 22:11,2,1	91:14,20 92:10			
108:19 109:19				
113:2 Buena's (1) button (1) 35:7,18'36:8,15' 72:14'74:8' 99:2 build (4) 92:20 36:20'38:7' cane (3)' care (2)' 49:20 74:4 building (4) 13:22' by (70)' 76:18'85'9:18' care (2)' 82:4,18' 75:11,17 buildings (2) 10:2,16,19' 11:18'18' career (1)' 49:12' 59:16 74:8 burden (3) 24:17'34:14' 40:21'42:16' 41:18' Carteret (2)' 55:11 74:6 100:15 45:9'49:6' 49:14'51' 40:21'42:16' 20:20,24'27:3' 46:26'5:25' 55:11 74:6 40:21' 40:21'42:16' 20:20,24'27:3' 46:26'5:25' case (6)' 8urns (2) 59:16'66:10' 55:12'5:221' 35:25'37:8' 38:11,14'41:14' 41:18' 46:26'5:25' 8urns (2) 59:16'65:22' 66:10' 45:10' 41:15' 42:20' 42:10' 43:12' 44:15' 46:42' 45:21' 24:3' 25:14' 23:13' 46:14' 46:24' 46:14'				
Buena's (1) 112:23 36:20 38:7 came (3) caps (2) 90:10 11:25 12:22 buying (1) 53:16 60:15 60:15 43:16 60:15 caps (2) 43:16 60:15 60:12 60:12 60:15 60:12 60:12 70:11 40:12 40:12 40:12 40:13 40:17 77:7,11 11:18 10:15 40:17 40:11 40:17 77:7,11 11:18 10:15 40:18 40:17 77:7,11 11:18 10:18 40:18 50:12 60:13 35:25 37:8 46:18 56:21 60:13 41:15 42:10 43:14 41:15 42:10 4				
79:2 build (4) build (4) 11:25 12:22	113:2	button (1)		
build (4) 11:25 12:22 49:20 74:4 building (4) 59:7 61:25 77:6,18 8:5 9:18 75:11,17 buildings (2) 59:16 74:8 burden (3) 55:11 74:6 100:15 burdens (1) 65:16 8urns (2) 57:18,25 business (5) 57:15 78:3 100:12 106:22 107:23 but (84) 8:9 12:16 13:1 14:3 18:4,5,21 14:3 18:4,5,21 14:3 18:4,5,21 18:22 19:12 20:1,24 21:8 21:17,22,25 22:1,215,16 22:21 23:13,24 25:21,23:13,24 26:13,21,24 28:13 30:4 27:13:15,20 20:12,24 21:8 21:17,22,25 22:1,21,15,16 22:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 25:21,23:13,24 26:13,21,24 28:13 30:4 26:13,21,24 28:13 30:4 26:13,21,24 28:13 30:4 27:13:13:17 24:16 20:20,24 27:3 27:13 34:3 24:16 20:20,24 27:3 28:11,4 41:14 20:18 20:20,24 27:3 20:13,44 21:15 20:14,18 20:20,24 27:3 20:13,44 21:15 20:14,18 20:20,24 27:3 20:13,44 21:15 20:13,44 21:14	Buena's (1)	112:23	36:20 38:7	103:19,21
build (4) 49:20 74:4 building (4) 59:7 61:25 75:11,17 buildings (2) 59:16 74:8 burden (3) 55:11 74:6 100:15 burdens (1) 65:16 Burnes (2) 57:18,25 business (5) 57:15 78:3 100:12 106:22 107:23 but (84) 8:9 12:16 13:1 14:3 18:4,5,21 15:10 19:10 20:1,24 21:8 21:17,22,25 22:1,2,15,16 22:21,23:13,24 25:2,1,2 27:25 22:1,2,15,16 22:21,23:13,24 25:2,1,2 27:25 29:19 30:13,15 30:17,21 33:5 30:17,21 33:5 36:3 37:15,18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 59:18 61:24 64:6 65:6,15 65:18 68:9 69:18 70:8 47:17 34:14 10:2,16,19 20:18 2camera (3) 7:8 57:2, 7 cameras (1) 41:18 20:20,24 27:3 41:18 20:20,24 27:3 30:7 35:24 38:9 46:18 56:21 20:20,24 27:3 38:11,14 41:14 20:20,24 27:3 38:11,14 41:14 20:20,24 27:3 30:7 35:24 38:9 46:18 56:21 30:7 35:24 38:9 46:18 56:21 30:7 33:3 34:3 96:4 case (6) 41:15 42:16 41:18 20:20,24 27:3 38:11,14 41:14 20:20,24 27:3 38:11,14 41:14 20:20,24 27:3 30:15,24,90 42:10 43:1 41:15 42:2,4,9 42:10 43:1 42:10 43:1 42:10 43:1 42:10 43:1 42:10 43:1 42:10 43:1 42:10 4	79:2	buttoned (1)	came (3)	caps (2)
11:25 12:22 49:20 74:4 building (4) 59:7 61:25 75:11,17 buildings (2) 59:16 74:8 burden (3) 55:11 74:6 burden (3) 55:11 74:6 100:15 burdens (1) 65:16 55:16 57:18,25 business (5) 57:18,25 business (5) 57:18 78:3 100:12 106:22 107:23 but (84) 8:9 12:16 13:1 14:3 18:4,5,21 18:22 19:12 20:1,24 21:8 20:1,7,22,25 22:1,2,15,16 22:1,2,15,16 22:1,2,15,16 33:17 34:18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 53:13 57:18,18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 55:18 68:9 69:18 70:8 69:18 70:8 57:2,7 cameras (1) 41:18 can (48) 64:26 55:25 case (6) 60:20,0,24 27:3 20:20,24 27:3 20:20,24 27:3 20:20,24 27:3 20:20,24 27:3 20:21,24,15,16 20:12,24 21:8 20:12,24 21:8 20:1,24 21:4 20:1,24 21:8 20:1,24 21:4 20:1,24 21:8 20:1,24 21:4	build (4)			
49:20 74:4 building (4) building (2) 59:7 61:25 75:11,17 buildings (2) 59:16 74:8 burden (3) 24:17 34:14 40:21 42:16 100:15 45:9 49:6 65:16 65:16 65:16 65:16 65:16 65:16 75:11,57 8:3 100:12 106:22 100:12 106:22 107:23 but (84) 8:9 12:16 13:1 18:22 19:12 20:1,24 21:8 21:17,22,25 22:1,2,15,16 22:12,213:13,24 25:21,22,15,16 30:17,21,33:5 30:17,21,33:				
building (4) 59:7 61:25		13.22		
59:7 61:25 7:6,18 8:5 9:18 cameras (1) 49:12 carteret (2) 75:11,17 buildings (2) 11:18 12:18 can (48) 41:18 case (6) 59:16 74:8 17:6,24 18:13 4:17 7:7,11 30:7 35:24 38:9 55:11 74:6 40:21 42:16 20:20,24 27:3 30:7 35:24 38:9 55:11 74:6 45:9 49:6 27:13 34:3 30:7 35:24 38:9 burdens (1) 55:12 52:21 65:16 35:14 58:2,24 38:11,14 41:14 44:14 46:18 56:21 Burns (2) 59:21 60:13,13 48:13 49:9 24:3 25:14 34:22 cases (1) 35:14 38:9 57:15 78:3 69:1,9,25 50:1 53:18 60:12 72:4 28:13 30:4 26:13,21,24 100:12 106:22 71:23 75:6 78:18 79:6,7 79:11,16,21,23 83:21,25 85:18 82:22 71:8,13 26:13,21,24 28:13 30:4 26:13,21,24 18:22 19:12 20:1,24 21:8 29:17 94:12 99:17,925 95:19,20,23 112:1,4,11 97:25 47:23 22:1 42:14,11 97:25 22:1 42:14,11 97:25 22:1 42:14,11 97:25<		l =		
75:11,17 buildings (2) 59:16 74:8 burden (3) 55:11 74:6 100:15 50:16 52:12 50:16 50:16 50:16 50:16 50:16 50:17 50:18,25 50:18 78:8 100:12 106:22 107:23 100:12 106:22 107:23 100:12 106:22 107:23 100:12 106:22 107:23 11:18 12:18 24:17 34:14 40:21 42:16 20:20,24 27:3 30:7 35:24 38:9 96:4 cases (1) 31:18 1:15 42:14 34:12 34:12 34:12 34:12 34:12 34:12 34:12 34:12 34:13 35:12 35:14 36:10 30:7 35:24 38:9 96:4 cases (1) 34:12 34:12 34:12 34:12 34:12 34:12 34:13 35:14 34:15 36:14 36:15 36:17 36:14 36:16 36:17 36:14 36:16 36:17 36:17 36:18 36:17 36:18				
buildings (2) 59:16 74:8 burden (3) 55:11 74:6 100:15 burdens (1) 65:16 8urns (2) 57:18,25 business (5) 57:15 78:3 100:12 106:22 107:23 but (84) 8:9 12:16 13:1 14:3 18:4,5,21 14:3 18:4,5,21 18:22 19:12 20:1,24 21:8 21:17,22,25 22:1,2,15,16 22:21 23:13,24 25:22,12 27:25 29:19 30:13,15 36:3 37:15,18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 54:15,20 56:25 59:18 61:24 66:66:66.56 65:18 68:9 69:18 70:8 47:123 72:5,23 73:1 75:4,16 61:10 10:1 62:21 123:17 5:4,16 62:21 23:13,124 62:61 33:1 62:11 4:23 6:8 116:1,1 62:11 6:15 62:11 6:16 63:16 64:15 65:22 64:18 68:9 66:10 64:18 56:21 20:20,24 27:3 27:13 34:3 27:13 34:3 27:13 34:3 44:11 5 42:2,4,9 46:18 56:21 96:4 case (6) 30:7 35:24 38:9 46:18 56:21 96:4 cases (1) 34:22 cash (13) 15:10 19:15 24:3 25:14 26:13,21,24 28:13,30:4 62:1 93:19 62:12 93:19 62:17 94:12 112:1,411 112:11 20:20,24 27:3 20:1,24:18 20:1,24:19 20:1,24:18 20:1,24:19 20:1,24:18 20:1,24:19 20:1,24:18 20:1,24:19 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,25:10 21:1,24:10 22:1,25:18 22:1,25:18 23:1,25:18 24:2:10 23:1,24:19 24:11:19 24:12:10 24:12:10 24:1				
59:16 74:8 burden (3) 17:6,24 18:13 24:17 34:14 4:17 7:7,11 20:02:02:02:02:02:02:02:02:02:02:02:02:0				
burden (3) 24:17 34:14 14:1 19:11 30:7 35:24 38:9 55:11 74:6 40:21 42:16 20:20,24 27:3 46:18 56:21 burdens (1) 55:12 52:21 35:12 52:21 35:25 37:8 34:22 8urns (2) 59:21 60:13,13 41:15 42:2,4,9 42:10 43:1 34:22 business (5) 65:21 66:10 69:1,9,25 50:1 53:18 26:13,21,24 100:12 106:22 71:23 75:6 79:11,16,21,23 83:21,25 83:21,25 85:18 26:13,21,24 107:23 79:11,16,21,23 83:21,25 85:18 79:12,72 79:11,16,21,23 83:24,6,8 52:2 71:8,13 8:9 12:16 13:1 81:4,18,22,25 85:11 86:21 98:6,25 105:5 71:16 23:19 20:12 72:4 83:21,25 85:18 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 71:16 23:23 23:11	DUT 101ngs (2)			
55:11 74:6 40:21 42:16 20:20,24 27:3 46:18 56:21 burdens (1) 51:12 52:21 35:25 37:8 27:13 34:3 34:22 Burns (2) 59:21 60:13,13 38:11,14 41:14 43:22 2cases (1) 57:18,25 64:15 65:2,2 42:10 43:1 15:10 19:15 business (5) 65:21 66:10 48:13 49:9 24:3 25:14 57:15 78:3 69:1,9,25 71:23 75:6 60:12 72:4 28:13 30:4 107:23 78:18 79:6,7 80:9 83:4,6,8 83:21,25 85:18 52:2 71:8,13 8:9 12:16 13:1 80:14,18,22,25 84:11 85:4,8 83:21,25 85:18 71:16 18:22 19:12 85:11 86:21 92:17 94:12 93:19,25 99:11 106:14 108:15 20:1,24 21:8 20:1,24,15,16 20:1,24,218 20:1,24,218 92:17 94:12 106:14 108:15 20:1,4,11 97:25 22:1,2,15,16 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,21 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218 20:1,24,218<				
100:15 45:9 49:6 27:13 34:3 96:4 65:16 55:12 52:21 35:25 37:8 34:22 8urns (2) 59:21 60:13,13 38:11,14 41:14 34:22 57:18,25 64:15 65:2,2 42:10 43:1 15:10 19:15 business (5) 65:21 66:10 48:13 49:9 24:3 25:14 57:15 78:3 69:1,9,25 50:1 53:18 26:13,21,24 100:12 106:22 71:23 75:6 69:1,9,25 50:1 53:18 26:13,21,24 107:23 78:18 79:6,7 79:11,16,21,23 83:21,25 85:18 52:2 71:8,13 8:9 12:16 13:1 80:14,18,22,25 92:12 93:19 cast (1) 14:3 18:4,5,21 48:11 85:4,8 83:21,25 85:18 52:2 71:8,13 18:22 19:12 85:11 86:21 92:17 94:12 98:6,25 105:5 64:12 60:14 108:15 64:24 64:20 20:1,2,15,16 97:19,25 99:11 114:11,20 62				
burdens (1)				
65:16 Burns (2)	I			
Burns (2) 59:21 60:13,13 41:15 42:2,4,9 cash (13) business (5) 65:21 66:10 42:10 43:1 15:10 19:15 57:15 78:3 69:1,9,25 50:1 53:18 26:13,21,24 100:12 106:22 71:23 75:6 60:12 72:4 28:13 30:4 107:23 79:11,16,21,23 80:9 83:4,6,8 52:2 71:8,13 but (84) 89:9 12:16 13:1 80:14,18,22,25 83:21,25 85:18 71:16 28:13 30:4 8:9 12:16 13:1 80:14,18,22,25 84:11 85:4,8 83:21,25 85:18 71:16 28:13 30:4 14:3 18:4,5,21 84:11 85:4,8 83:21,25 85:18 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 28:13 30:4 71:16 29:12 93:19 20:12 93:19 20:12 93:19 20:12 93:19 20:12 93:19 <td> burdens (1)</td> <td>51:12 52:21</td> <td>35:25 37:8</td> <td>cases (1)</td>	burdens (1)	51:12 52:21	35:25 37:8	cases (1)
Burns (2) 59:21 60:13,13 41:15 42:2,4,9 cash (13) business (5) 65:21 66:10 48:13 49:9 24:3 25:14 57:15 78:3 69:1,9,25 50:1 53:18 26:13,21,24 100:12 106:22 71:23 75:6 60:12 72:4 28:13 30:4 107:23 79:11,16,21,23 80:9 83:4,6,8 52:2 71:8,13 but (84) 8:9 12:16 13:1 80:14,18,22,25 83:21,25 85:18 71:16 8:9 12:16 13:1 80:14,18,22,25 98:6,25 105:5 71:16 14:3 18:4,5,21 84:11 85:4,8 92:12 93:19 63:4 (13) 14:3 18:4,5,21 84:11 85:4,8 98:6,25 105:5 47:16 20:1,24 21:8 85:11 86:21 98:6,25 105:5 47:23 6ast (1) 20:1,24,5,16 99:11,15,20 100:25 103:25 106:19 108:18 114:11,20 6andor (2) 30:15,24 29:19 30:13,15 106:19 108:18 113:17 6andor (2) 116:15 6ase (1) 38:8 40:5 43:3 14:23 6:8 13:10 49:19 6andor (2) 116:15 6ase (1) 39:18 70:8 <td>65:16</td> <td>55:14 58:2,24</td> <td>38:11,14 41:14</td> <td>34:22</td>	65:16	55:14 58:2,24	38:11,14 41:14	34:22
57:18,25 64:15 65:2,2 42:10 43:1 15:10 19:15 business (5) 65:21 66:10 48:13 49:9 24:3 25:14 57:15 78:3 69:1,9,25 50:1 53:18 26:13,21,24 100:12 106:22 78:18 79:6,7 80:12 72:4 28:13 30:4 8:9 12:16 13:1 80:14,18,22,25 92:12 93:19 71:16 14:3 18:4,5,21 84:11 85:4,8 83:21,25 85:18 71:16 18:22 19:12 92:17 94:12 98:6,25 105:5 77:23 20:1,24 21:8 92:17 94:12 95:19,20,23 112:1,4,11 97:25 22:1,2,15,16 99:11,15,20 29:19 30:13,15 30:15,24 20:22:1 23:13,24 20:1,24 21:8 114:1,15,20 20:andidates (1) 30:15,24 20:15,24 20:1,24 21:8 20:1,25 103:25 106:19 108:18 113:17 20:12,14,11 20:12,14,11 20:12,14,11 20:12,14,11 20:15,24 20:13,21	Burns (2)			cash (13)
business (5) 65:21 66:10 48:13 49:9 24:3 25:14 25:14 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 26:13,21,24 27:18,13 30:4 50:1 53:18 60:12 72:4 28:13 30:4 26:13,21,24 28:13 30:4 26:13,21,24 27:18,13 27:16 20:17,21,23 83:21,25 85:18 27:16 20:17,24,218 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17,94:12 20:17:18,13 20:11,14 20:12 20:12 20:12 20:13,94 20:12 20:12 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 20:13,94 </td <td></td> <td></td> <td></td> <td></td>				
57:15 78:3 69:1,9,25 50:1 53:18 26:13,21,24 100:12 106:22 78:18 79:6,7 80:9 83:4,6,8 52:2 71:8,13 8:9 12:16 13:1 79:11,16,21,23 83:21,25 85:18 71:16 14:3 18:4,5,21 84:11 85:4,8 83:21,25 85:18 71:16 18:22 19:12 84:11 85:4,8 92:12 93:19 63:1 (1) 20:1,24 21:8 92:17 94:12 98:6,25 105:5 63:1 (2) 21:17,22,25 95:19,20,23 106:14 108:15 60:12 72:4 22:1,2,15,16 92:17 94:12 98:6,25 105:5 63:1 (2) 22:1,2,15,16 92:17 94:12 97:19,20,23 112:1,4,11 97:25 22:1,2,15,16 92:17,925 99:11 114:11,20 60:19 108:18 60:12 72:4 60:18 70:2 60:18 70:2 60:19 108:18 113:17 60:19 108:18 114:11,20 60:19 108:18 60:12 72:4 60:12 72:4 60:12 72:4 60:12 72:4 60:12 72:4 60:12 72:4 60:12 72:4 60:12 72:4 60:12 72:4 60:12 72:4 80:9 83:4,6,8 80:9 83:4,6,8 80:9 83:4,6,8 80:12 93:19 60:12 72:4 80:12 93:19 60:12 72:4 70:20 60:12 72:4 70:20 60:1				
100:12 106:22				
107:23 78:18 79:6,7 80:9 83:4,6,8 52:2 71:8,13 8:9 12:16 13:1 80:14,18,22,25 83:21,25 85:18 71:16 14:3 18:4,5,21 84:11 85:4,8 92:12 93:19 cast (1) 18:22 19:12 85:11 86:21 98:6,25 105:5 62:2 71:8,13 20:1,24 21:8 92:17 94:12 98:6,25 105:5 62:2 71:8,13 21:17,22,25 95:19,20,23 106:14 108:15 62:2 71:8,13 22:21 23:13,24 92:17 94:12 97:25 97:25 22:11,2,15,16 99:11,15,20 99:11,15,20 97:25 29:19 30:13,15 106:19 108:18 113:17 66:19 108:18 113:17 66:19 108:18 61:1 61:2 61:1 61:2 61:1 61:2 61:1 61:2 66:17 61:2 66:17 97:23 66:17				
but (84) 79:11,16,21,23 83:21,25 85:18 71:16 8:9 12:16 13:1 80:14,18,22,25 92:12 93:19 cast (1) 14:3 18:4,5,21 84:11 85:4,8 92:17 94:12 98:6,25 105:5 47:23 18:22 19:12 85:11 86:21 106:14 108:15 cause (3) 20:1,24 21:8 92:17 94:12 108:22,23 14:20 28:2 21:17,22,25 95:19,20,23 12:1,4,11 97:25 22:1,2,15,16 97:19,25 99:11 100:25 103:25 12:1,4,11 97:25 29:19 30:13,15 104:9,22 106:19 108:18 13:17 candor (2) 30:15,24 29:19 30:13,15 106:19 108:18 13:17 53:10 90:23 cease (1) 38:8 40:5 43:3 47:12,23 49:9 44:10 70:21 ceasing (1) 49:14 51:11 C C 51:17 61:22 cell (1) 59:18 61:24 cb (1) 106:22 112:10 center (1) 65:18 68:9 calculate (1) 46:24 42:24 43:21 66:17 97:23 69:18 70:8 73:1 75:4,16 32:17 34:25 capability (1) certain (2)				
8:9 12:16 13:1 14:3 18:4,5,21 18:22 19:12 20:1,24 21:8 21:17,22,25 22:1,2,15,16 22:21 23:13,24 25:2,12 27:25 29:19 30:13,15 30:17,21 33:5 30:17,21 33:5 47:12,23 49:9 49:14 51:11 52:11 53:1 54:15,20 56:25 59:18 61:24 64:6 65:6,15 65:18 68:9 69:18 70:8 73:1 75:4,16 80:14,18,22,25 84:11 85:4,8 85:11 86:21 92:17 94:12 106:14 108:15 108:22,23 112:1,4,11 108:22,23 112:1,4,11 114:11,20 candidates (1) 20:14:11,20 candidates (1) 116:15 20:10:10 20:				
14:3 18:4,5,21 84:11 85:4,8 98:6,25 105:5 47:23 18:22 19:12 92:17 94:12 106:14 108:15 cause (3) 20:1,24 21:8 95:19,20,23 112:1,4,11 97:25 21:17,22,25 95:19,20,23 112:1,4,11 97:25 22:21 23:13,24 99:11,15,20 candidates (1) 30:15,24 25:2,12 27:25 100:25 103:25 114:11,20 cavalierly (2) 29:19 30:13,15 104:9,22 candor (2) 30:15,24 29:19 30:13,15 106:19 108:18 113:17 candor (2) 116:15 38:8 40:5 43:3 13:17 cannot (2) 108:15 49:19 cases (1) 109:6 cess (1) 41:19 ceasing (1) 109:6 cell (1) 44:10 70:21 ceasing (1) 41:19 54:15,20 56:25 16:1,1 cap (7) center (1) 59:18 61:24 66:17 97:23 certain (2) 65:18 68:9 46:24 44:5,12,12 66:17 97:23 65:18 70:8 46:24 47:22 55:25 66:17 97:23 73:1 75:4,16 32:17 34:25 capability (1) certain (
18:22 19:12 85:11 86:21 20:1,24 21:8 92:17 94:12 21:17,22,25 95:19,20,23 22:1,2,15,16 97:19,25 99:11 22:21 23:13,24 99:11,15,20 25:2,12 27:25 100:25 103:25 29:19 30:13,15 104:9,22 30:17,21 33:5 106:19 108:18 36:3 37:15,18 113:17 38:8 40:5 43:3 13:17 47:12,23 49:9 C 49:14 51:11 C 52:11 53:1 C 54:15,20 56:25 16:1,1 59:18 61:24 calculate (1) 64:6 65:6,15 10:1 69:18 70:8 calculate (1) 71:23 72:5,23 73:1 75:4,16 32:17 34:25 capability (1) 10:1 certainly (9)				
20:1,24 21:8				
21:17,22,25 22:1,2,15,16 22:21 23:13,24 25:2,12 27:25 29:19 30:13,15 30:17,21 33:5 36:3 37:15,18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 54:15,20 56:25 59:18 61:24 64:6 65:6,15 65:18 68:9 69:18 70:8 73:1 75:4,16 95:19,20,23 97:19,25 99:11 114:11,20 candidates (1) 30:15,24 CCR#XIO1753 (1) 116:15 5andor (2) 116:15 5andor (2) 116:15 5andor (2) 108:15 5annot (2) 44:10 70:21 can't (8) 51:17 61:22 76:5 91:2 93:16,17 106:22 112:10 89:4 cap (7) 42:24 43:21 66:17 97:23 centered (2) 66:17 97:23 73:1 75:4,16 32:17 34:25 capability (1) certainly (9)				
22:1,2,15,16 97:19,25 99:11 114:11,20 cavalierly (2) 22:21 23:13,24 99:11,15,20 49:19 CCR#XIO1753 (1) 29:19 30:13,15 104:9,22 106:19 108:18 13:17 53:10 90:23 cease (1) 38:8 40:5 43:3 13:17 C 65:11 53:1 C 65:12 61:22 76:5 91:2 76:5 91:2 41:19 54:15,20 56:25 16:1,1 93:16,17 center (1) 89:4 65:18 68:9 66:17 97:23 66:17 97:23 69:18 70:8 73:1 75:4,16 32:17 34:25 47:22 55:25 14:7,9 73:1 75:4,16 75:4,16 76:5 91:2 76:5 91:2 66:17 97:23 66:17 97:23 66:17 97:23 66:17 97:23 66:17 97:23 66:17 97:23 66:17 97:23 66:17 97:23 67:24 67:25 55:25 76:5 91:2 77:23 77:23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23 77:25 72:5,23				
22:21 23:13,24 99:11,15,20 100:25 103:25 29:19 30:13,15 104:9,22 30:17,21 33:5 106:19 108:18 113:17 Cannot (2) 108:15 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 2:1 4:23 6:8 116:1,1 59:18 61:24 64:6 65:6,15 65:18 68:9 69:18 70:8 73:1 75:4,16 32:17 34:25 73:1 75:4,16 32:17 34:25 73:17 5:4,16 32:17 34:25 73:17 5:4,16 32:17 34:25 73:17 5:4,16 70:21 Candor (2) 108:15 Cannot (3) 109:6 Cannot (4) 109:6 Cannot (5) 109:6 Cannot (6) 109:6 Cannot (7) Cannot (8) 109:6 Cannot (1) 109:6 Cannot (2) 108:15 Cannot	21:1/,22,25	95:19,20,23	112:1,4,11	97:25
25:2,12 27:25	22:1,2,15,16	97:19,25 99:11		
29:19 30:13,15 30:17,21 33:5 36:3 37:15,18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 54:15,20 56:25 59:18 61:24 64:6 65:6,15 65:18 68:9 69:18 70:8 73:1 75:4,16 20:106:19 108:18 113:17 106:19 108:18 113:17 106:19 108:18 113:17 cannot (2) 53:10 90:23 cannot (2) 53:10 70:21 cannot (2) 63:10 70:21 cannot (2) 64:10 70:21 can't (8) 61:17 61:22 76:5 91:2 93:16,17 106:22 112:10 cap (7) cap (7) 42:24 43:21 cancered (2) 66:17 97:23 certain (2) 66:17,9 7:23 73:1 75:4,16 32:17 34:25 capability (1) canot (2) 64:10 70:21 cannot (2) 62:14:19 cease (1) 108:15 cease (1) 109:6 cell (1) 41:19 center (1) 89:4 centered (2) 66:17 97:23 certain (2) 14:7,9 certainly (9)				
30:17,21 33:5 36:3 37:15,18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 54:15,20 56:25 59:18 61:24 64:6 65:6,15 69:18 70:8 73:1 75:4,16 30:17,21 33:5 106:19 108:18 113:17 108:15 cannot (2) 44:10 70:21 can't (8) 51:17 61:22 76:5 91:2 93:16,17 106:22 112:10 cap (7) 42:24 43:21 42:24 43:21 43:25 44:5,12,12 certain (2) 44:7,9 certainly (9)				
36:3 37:15,18 38:8 40:5 43:3 47:12,23 49:9 49:14 51:11 52:11 53:1 54:15,20 56:25 116:1,1 59:18 61:24 64:6 65:6,15 65:18 68:9 69:18 70:8 73:1 75:4,16 313:17 113:17 2 cannot (2) 44:10 70:21 can't (8) 109:6 51:17 61:22 76:5 91:2 93:16,17 106:22 112:10 89:4 cap (7) cap (7) 42:24 43:21 66:17 97:23 44:5,12,12 certain (2) 47:22 55:25 14:7,9 capability (1) certainly (9)	29:19 30:13,15	104:9,22		116:15
38:8 40:5 43:3 47:12,23 49:9 44:10 70:21 ceasing (1) 49:14 51:11 C 51:17 61:22 cell (1) 52:11 53:1 2:1 4:23 6:8 51:17 61:22 41:19 59:18 61:24 cab (1) 93:16,17 center (1) 64:6 65:6,15 10:1 cap (7) centered (2) 65:18 68:9 calculate (1) 42:24 43:21 66:17 97:23 69:18 70:8 46:24 44:5,12,12 certain (2) 71:23 72:5,23 calendar (9) 32:17 34:25 capability (1) certainly (9)	30:17,21 33:5	106:19 108:18	53:10 90:23	cease (1)
38:8 40:5 43:3 47:12,23 49:9 44:10 70:21 ceasing (1) 49:14 51:11 C 51:17 61:22 cell (1) 52:11 53:1 2:1 4:23 6:8 76:5 91:2 41:19 54:15,20 56:25 116:1,1 93:16,17 center (1) 59:18 61:24 cab (1) 10:1 cap (7) centered (2) 65:18 68:9 calculate (1) 42:24 43:21 66:17 97:23 69:18 70:8 46:24 44:5,12,12 certain (2) 71:23 72:5,23 calendar (9) 32:17 34:25 capability (1) certainly (9)	36:3 37:15,18	113:17	cannot (2)	108:15
47:12,23 49:9 C can't (8) 109:6 49:14 51:11 2:1 4:23 6:8 51:17 61:22 cell (1) 52:11 53:1 2:1 4:23 6:8 76:5 91:2 41:19 54:15,20 56:25 116:1,1 93:16,17 center (1) 59:18 61:24 cab (1) 10:1 cap (7) centered (2) 65:18 68:9 calculate (1) 42:24 43:21 66:17 97:23 69:18 70:8 46:24 44:5,12,12 certain (2) 71:23 72:5,23 calendar (9) 47:22 55:25 14:7,9 73:1 75:4,16 32:17 34:25 capability (1) certainly (9)				
49:14 51:11 C (5) 51:17 61:22 cell (1) 52:11 53:1 2:1 4:23 6:8 76:5 91:2 41:19 54:15,20 56:25 116:1,1 93:16,17 center (1) 59:18 61:24 cab (1) 10:1 cap (7) centered (2) 65:18 68:9 calculate (1) 42:24 43:21 66:17 97:23 69:18 70:8 46:24 44:5,12,12 certain (2) 71:23 72:5,23 calendar (9) 47:22 55:25 14:7,9 73:1 75:4,16 32:17 34:25 capability (1) certainly (9)		C		
52:11 53:1 2:1 4:23 6:8 76:5 91:2 41:19 54:15,20 56:25 116:1,1 93:16,17 center (1) 59:18 61:24 cab (1) 106:22 112:10 89:4 64:6 65:6,15 10:1 cap (7) centered (2) 65:18 68:9 calculate (1) 42:24 43:21 66:17 97:23 69:18 70:8 46:24 44:5,12,12 certain (2) 71:23 72:5,23 calendar (9) 47:22 55:25 14:7,9 73:1 75:4,16 32:17 34:25 capability (1) certainly (9)		C (5)		
54:15,20 56:25 116:1,1 93:16,17 center (1) 59:18 61:24 cab (1) 106:22 112:10 89:4 64:6 65:6,15 10:1 cap (7) centered (2) 65:18 68:9 calculate (1) 42:24 43:21 66:17 97:23 69:18 70:8 46:24 44:5,12,12 certain (2) 71:23 72:5,23 calendar (9) 47:22 55:25 14:7,9 73:1 75:4,16 32:17 34:25 capability (1) certainly (9)				
59:18 61:24 cab (1) 106:22 112:10 89:4 64:6 65:6,15 10:1 cap (7) centered (2) 65:18 68:9 calculate (1) 42:24 43:21 66:17 97:23 69:18 70:8 46:24 44:5,12,12 certain (2) 71:23 72:5,23 calendar (9) 47:22 55:25 14:7,9 73:1 75:4,16 32:17 34:25 capability (1) certainly (9)				
64:6 65:6,15				
65:18 68:9				
69:18 70:8				
71:23 72:5,23				
73:1 75:4,16 32:17 34:25 capability (1) certainly (9)				
76:8,14 78:12 35:9,15 37:7 82:20 13:16 22:7,8		1		
	/6:8,14 /8:12	35:9,15 3/:/	82:20	13:16 22:/,8
		<u> </u>	<u> </u>	

24:16 30:10	70:12	115:22	55:23 62:13
			74:20 76:22
37:24 40:6	cities (3)	closely (1)	
76:7 94:2	36:6,11,13	41:6	90:15 94:17
certificatio	citizens (2)	clothing (1)	105:23 114:7
39:23	37:17,20	101:11	commission (3)
Certified (2)	city (31)	coffers (1)	80:2 82:6
1:7 116:4	3:6,6,8,8,10	23:11	100:16
certify (1)	32:15,25 33:13	COLA (1)	commissioner
116:7	33:16,18,20,23	52:14	13:8 100:8
certifying (1)	36:2,4,5,22	Colditz (8)	107:4,15 111:8
102:15	37:12 38:12,18	32:19,21 34:2	commissioner
CFO (9)	38:19,25 39:3	34:13 39:2,13	79:8,25 80:11
39:2 43:4 45:9	40:8 57:10,10	41:4,7	80:18,20,25
45:20 48:11,13	57:14 58:9	collateral (3)	81:8,22 82:1
49:9,10 84:11	61:6,15,16	71:8,13,17	82:16 83:18,23
CF0s (2)	67:18	collected (1)	86:11,17,22,25
39:24 48:6	City's (2)	105:9	87:13 95:24
I	35:24 36:18	collection (1)	96:18,23 98:9
chair (1)			
57:3	clarify (2)	35:15	98:24 99:21
chairman (1)	72:25 97:12	college (1)	100:7,8 102:3
99:20	clear (8)	48:10	102:5 107:6,11
Chairwoman (1)	62:3 74:17 91:1	combination (2)	111:9,12,15
2:2	97:21 98:5	7:18 44:9	common (1)
challenges (1)	108:25 109:5	combined (2)	33:17
60:22	113:24	33:12 59:8	communicatin
challenging (1)	clearly (1)	come (11)	91:11
33:8	102:10	8:10 13:15	communities (1)
changes (1)	clerical (1)	27:24 45:1	38:2
44:11	84:5	51:22 72:19	community (8)
	l .		
changing (1)	clerk (1)	80:20 83:10	1:1 10:19 53:14
38:21	52:21	92:5 98:20	79:2 82:9,17
Chapter (4)	clerks (1)	109:2	95:3,11
34:19 46:20,22	48:7	comes (3)	company (27)
46:24	close (66)	26:11 92:9	13:12 21:24
charges (1)	2:4 4:6,7,11,12	109:17	78:7 79:7,21
43:25	5:4,8,9,21,25	comfortable (1)	80:14 81:7,14
checked (1)	6:1,14,15,19	91:17	81:20 82:7,15
13:6	6:20 8:16,19	coming (9)	82:22 86:4,4
cherry-pick (1)	8:25 9:1 14:16	14:5 15:11	86:23 87:12,15
49:1	15:15,19 16:1	27:20 44:14	88:11 89:22
chief (4)	16:3,8,9 20:23	50:23 51:5	96:11,12 98:20
	74.75 75.1 4 0	53:19 106:23	
47:5,9 63:20,22	24:25 25:1,4,8		101:18 102:9
chime (3)	28:21 29:10,12	107:6	106:14 108:19
56:25 69:10	32:2,3 40:12	Commander (1)	110:6
72:25	40:14,19,20	9:25	company's (2)
chose (1)	53:9 55:19	commencing (1)	86:8 89:7
10:18	56:12,13 63:1	1:8	comparable (1)
Chris (1)	63:2 66:24	comment (3)	12:5
63:24	67:1,6,7 76:25	47:8 94:23	compared (1)
circumstance	77:15,16 94:20	97:14	11:21
76:8	96:3 102:10,21	comments (14)	comparison (2)
circumstance	103:11 114:12	15:21 28:19	11:21 12:5
75:2 94:4	114:14 115:2,3	29:13 31:16	
			competitive (3)
Citibank (1)	115:16,17,21	40:8 53:8	10:10 19:25
<u> </u>			

		1	
58:21	conforming (1)	114:4	37:14,15,15
complaint (1)	66:8	contracted (1)	45:17,23 48:1
4:18	confusion (2)	43:4	51:11,12 58:17
complete (2)	37:11,19	contracting (1)	59:17,21 60:22
38:25 107:19	connection (1)	58:21	79:24 80:12
completed (2)	85:22	contractor (2)	82:20 85:13
70:11 104:21	consent (2)	55:14 70:7	107:18,19
completely (2)	7:14 8:12	contracts (1)	costs (15)
92:19 109:3	consequences	53:23	costs (15) 22:17 24:3,11
compliance (2)	55:6	contribute (1)	26:1,5 27:15
15:2 23:4	_	contribute (1)	20.1,3 27.13
	conservation	59:12	30:20 46:3
complicated (1)	59:2,8,15	contribution	55:15,16 65:16
71:23	consider (2)	24:23	84:4,4 95:16
complication	79:13 105:5	control (2)	105:15
71:18	consideratio	93:16,22	could (26)
component (3)	4:21 5:14	controls (1)	21:2 25:16
65:18 72:9	consideratio	59:7	43:14 48:16
84:13	4:18 44:2	Convergent (1)	60:25 70:19
components (1)	consists (1)	68:4	71:10,24 75:25
112:20	86:5	conversation	92:20 93:2
concern (6)	consolidatio	23:1,13 69:6	95:10 96:19
30:21 82:10	81:9	conversation	101:15 106:25
91:19,22 99:23	constant (1)	48:5 102:13	107:5 110:16
111:5	37:3	converse (1)	111:2,11,20
concerning (1)	contacted (1)	23:2	112:7,8,13,24
44:19	99:20	conversion (3)	113:18 114:4
concerns (11)	contacting (1)	33:24 36:17	council (8)
91:11,12 92:12	100:25	71:6	78:2 89:25 90:1
97:22 99:1	contemplated	convert (1)	98:20 99:22
100:6 101:3	33:19	37:6	105:10 106:2
102:1 106:9,18	contemplatio	converted (1)	112:10
114:8	26:24	71:5	council's (1)
concise (1)	continue (17)	cooperative (1)	100:1
74:17	65:19 82:7,21	10:7	counsel (11)
conclude (1)	87:15 88:21	Coraluzzo (2)	16:24 19:3
69:12	93:20,25 95:7	78:4,14	22:24 24:1
concludes (1)	95:25 97:3	correct (23)	26:1 63:23
115:13	101:18,19	12:12 13:9 29:9	64:9 69:22
condition (3)	102:8 103:7	31:6,7 39:7	78:12 87:24
27:14 35:1	106:13 109:7	76:18 79:5	90:5
112:25	109:15	83:15 86:5,6	county (13)
conditions (5)	continued (1)	86:11,13,14	3:9 17:22 37:8
33:13 72:3	61:19	87:1,2,6 88:5	37:10 63:9,21
73:22 108:16	continues (1)	90:4 94:5 97:7	64:22 65:2,2,7
114:3	81:14	102:21 104:5	65:23 66:2
conduct (2)	continuing (1)	correctly (2)	68:11
58:19 100:12	88:1	28:16 29:2	county's (1)
conducted (2)	contract (17)	corresponden	65:5
18:25 84:8	12:4 81:19,21	91:20 106:3	couple (9)
confirm (4)			12:8 13:5 52:23
13:6 21:9 96:4	87:22,25 88:22	corridor (1) 49:6	54:6,18 55:7
	88:23 89:3,5		
101:8	90:25 93:11	cost (23)	60:11 90:19
confluence (1)	94:23 96:14,17	10:4 11:1 15:5 20:3 27:12	94:21
35:17	96:25 111:5	20.3 2/:12	coupled (1)

108:11	customizatio	70:20,22,25	depending (3)
			depending (3)
course (7)	19:11	71:8,11,14,20	23:10 75:12
25:8 38:4 59:6	cut (3)	72:3,4,4,6,18	103:24
67:16 84:11	53:15 61:21,24	72:20 73:5,24	depleted (1)
113:8 114:2	cycle (8)	80:7,10,10	15:12
court (3)	32:17 34:25	84:21,23,24	deputies (1)
1:8 85:25 116:4		110:16	48:25
	10.1		
covered (2)	40:1,2	deceive (1)	describe (1)
39:14 59:21		24:17	83:21
co-terminus (2)	D	December (2)	described (2)
106:10 112:22	D (2)	100:10 104:20	74:2 106:19
create (3)	4:24 5:16	decide (1)	descriptions
37:3 44:8 89:14	daily (1)	81:25	113:25
	106:5		
created (3)		decided (2)	descriptive (1)
36:19 37:19	Dan (3)	55:5 98:11	111:24
44:6	68:25 75:23	decides (1)	desire (2)
creates (2)	76:12	87:24	24:12 90:24
35:10 37:10	Danny (4)	decisions (1)	desk (1)
creating (1)	68:10,14,21,24	101:15	57:6
70:23	data (1)	decreased (1)	desks (1)
credit (2)	80:9	54:8	55:4
60:18,24	date (11)	dedicated (3)	destratifica
credited (1)	1:8 22:1 44:11	95:15,20 105:13	59:8
110:13	97:18 100:1	deem (1)	detail (1)
crossed (1)	101:1 106:10	60:6	90:23
32:10	112:22 113:1	default (1)	details (3)
cross-collat	113:11 114:20	71:14	43:6,22 95:9
75:15	Dated (1)	deferred (2)	determinatio
	116:18		
cross-collat		43:24 108:22	83:22 101:14
75:19	dates (1)	deficit (2)	determine (1)
cull (1)	21:11	45:15 46:25	12:15
48:10	day (8)	definitely (4)	determined (5)
culmination (1)	16:17 18:6 20:8	21:6 49:16	43:14 59:20
91:14	20:11 21:1	51:24 112:16	60:4 65:7,18
curious (4)	25:1,4 93:23	definitive (1)	detrimental (1)
	days (9)	30:6	106:24
13:20,24 14:18	100.24 21.2	30.0	
29:1	20:24 21:2	degree (2)	develop (1)
current (8)	32:11 88:4,25	19:10 46:8	58:24
11:10 20:4	107:7,7,7,20	delapidated (1)	developed (1)
48:13 72:10	DCA (1)	50:17	50:21
73:22 85:10	24:14	delivered (3)	developers (1)
89:3 105:21	DCO (2)	13:18 20:19	51:12
currently (7)	58:21,23	90:5	development (2)
43:3 65:23	deadline (1)	delivery (5)	7:19 51:1
71:22 86:12	10:17	11:3,25 13:24	di (4)
99:14 104:15	deal (4)	21:1 28:25	29:17 30:7,13
107:10	72:11_76:1,5	Dennis (2)	30:19
custodial (2)	106:5	57:15,23	did (30)
73:7,14	dealing (1)	department (7)	11:20 22:21
custodian (2)	93:16	1:1 7:21 8:1,5	28:23 46:9
73:11,12	deals (2)	54:16 89:4	50:16 52:13,23
custom (5)	80:7 111:16	93:1	61:10 70:12
14:20,22,23	debt (25)	department's	74:13,25 76:1
19:10 28:25	18:23 70:14,19	54:17	83:6 84:20
L			

	I		1
87:4 90:5	director's (3)	17:23 18:2,4	72:10,19,21
95:12 96:13	14:18 45:20	18:16,17,24,25	73:3 74:8
98:10 99:16	94:23	19:20 21:12	75:17 76:23
100:21 102:12	DiRocco (37)	22:9 23:20	77:8 78:12
102:17 103:1	2:3 4:10 5:7,24	24:2 27:6,10	89:25 94:8
104:13,14	6:18 8:23,24	29:6 57:11	97:17,22 98:12
106:2,3 108:4	15:24 16:2,6,7	58:16,18,20,23	98:23 99:9
109:25	31:18,21,25	61:5,13,15	100:13 103:6
didn't (11)	32:1_40:11,13	78:9 79:8,14	104:3 106:16
26:18 28:1	40:17,18 56:3	80:11,18,19	107:10 108:3
30:22,25 46:23	56:6,10,11	83:24 84:16,19	109:4,22
51:19 82:4	62:18,20,24,25	85:3,11 86:3	114:17 116:6
86:24 95:3	66:23,25 67:4	95:15 96:8,10	document (1)
110:22 113:14	67:5 77:6,7,13	96:14,20,21,24	111:14
difference (7)	77:14 115:1,20	97:5 98:1 99:5	documents (1)
22:20 23:15,21	disagree (1)	99:6,12,16,17	38:10
23:23 24:6	107:22	102:4 103:20	does (9)
30:16,19	discuss (2)	104:11,15	36:24 54:13
different (10) 30:12 36:6,20	90:2 97:17 discussed (4)	districts (3) 61:21,23 90:20	87:10 97:13,14 100:18 101:4
47:1 66:11	81:4 86:16	district's (7)	101:18 103:20
70:10,12 72:13	94:25 103:8	13:9 20:8 22:20	doesn't (2)
75:12 106:25	discussion (2)	25:13 59:18	22:16 100:10
differently (1)	100:24 103:2	61:18 104:18	doing (18)
108:21	discussions (1)	division (10)	15:2 20:1 23:25
difficult (3)	65:6	9:23 23:2 33:15	25:13,19 47:14
37:22 40:2	dismissal (2)	37:25 38:18	48:8 65:11,12
93:24	5:15 6:6	46:20 48:9	67:25 75:18
diligence (1)	dissolution	94:12 97:21	88:15 97:22
11:20	79:14 85:1,12	103:2	102:14 104:23
diligently (1)	87:23 89:1	division's (1)	105:11 107:13
33:15	90:6 95:20	91:11	108:5
direction (1)	102:17 103:24	DLB (1)	dollars (3)
108:24	105:7 112:14	58:24	10:5 22:14
directive (1)	dissolutions	DLS (1)	30:11
24:14	109:2	33:20	Dominick (1)
directly (1)	dissolve (6)	do (71)	2:3
106:4	78:9 81:25 88:3	4:3 5:2,19 6:11	done (17)
director (33)	90:19 92:7	8:13 12:8,13	38:17,19 61:5
4:20 14:16	98:12	14:22 15:22 16:20 19:25	65:14 66:10
16:22 28:23 29:14 31:12	dissolved (10) 79:25 80:20	20:18 21:5,19	74:23,24 76:2 76:7,8,14
34:2,6,20 39:1	83:24 86:17	22:6 23:22	82:12 98:24
41:14 43:8	96:8,20 99:5	24:13 27:15	99:6 104:22
44:19 46:12	102:3 104:10	28:9 29:21	106:22 108:10
51:8 54:17	111:15	32:15,18,19	don't (40)
56:19 63:20	dissolving (1)	35:2 36:2,11	14:2 18:22 22:7
68:21 74:22	105:5	37:9 38:21	25:18 30:5,14
85:15 88:19	district (68)	39:23 40:5,9	30:15,23 36:10
94:20 96:6	3:4,5,8 9:7	41:20,21 45:1	39:13 41:16,19
98:7 99:4,19	10:3 11:20	46:6 47:9	49:4 51:18
99:22 106:16	12:11 15:8	55:24 62:15	52:9 56:24
107:15 110:23	16:20,24 17:1	63:11,15 66:5	57:6 59:6
111:1 114:21	17:11,16,18,19	66:22 68:3,7,9	60:17 61:25
-			

69:19 75:23 81:18 82:17	25:11 35:20 46:15 95:6	effort (3) 33:4 52:11 91:7	end (11) 18:6 20:7,11
85:15 89:15	108:1	efforts (5)	25:1,4,23 51:8
90:1 93:5 98:15,21	duty (1) 87:5	32:24 38:24 50:9 51:11	85:17,18 104:24 105:18
101:12,13		55:17	ended (1)
102:2 107:22 108:2 109:14	E (4)	eight (1) 27:23	61:8
108.2 109.14	2:1,1 116:1,1	Eismeier (5)	energy (11) 57:20 58:8,12
113:5,6	each (4)	67:21 68:6,23	58:19 59:2,15
Doug (1) 89:25	35:3 66:1,7 84:3	69:10 73:20 either (10)	59:22,22 70:4 70:6 75:6
Douglas (2)	earlier (2)	12:11 13:2	engine (1)
78:3,15	47:8 106:19	18:23 31:8	10:25
Douglass (13) 16:25 17:4	early (1) 95:14	58:15 60:13 74:7 93:10	enough (1) 100:11
20:13 21:1,13	earn (3)	113:6,17	ensure (5)
21:21 25:22	94:8,14 112:17	elected (1)	23:3,5 30:17
27:18 28:22 29:9 31:7 32:9	easier (1) 37:16	111:8 election (5)	92:10 95:3 ensuring (3)
32:12	easily (1)	11:17 17:25	93:1 106:13
down (6)	29:18	107:5,18,19	107:12
15:4 26:11,18 55:2 75:21	easy (2) 33:11 111:14	eligible (2) 50:25 110:7	enter (8) 81:19,21 82:13
91:9	ECA (1)	eliminate (3)	87:11 93:21
downpayment	70:25 echo (1)	7:5 84:17	96:13 111:11 111:17
15:1 25:10 26:13,19,25	94:22	105:19 eliminated (1)	entered (2)
28:1,6 29:1,7	economic (1)	107:25	50:12 96:17
65:5,8,12,19 65:22 66:18	69:11 Ed (2)	elimination (1) 84:3	entering (1) 82:2
downpayments	60:18 91:9	else (5)	entire (3)
25:14	edification (1)	12:11 46:12	15:5 23:9 49:11
Dr (3) 57:15,23 68:7	74:18 Education (4)	68:12,14 94:19 email (2)	entities (2) 8:7 81:10
draft (1)	3:8 57:10 59:20	98:9 100:22	entitled (1)
111:13	60:15 effect (1)	emails (1)	110:12
drafted (1) 24:8	11:10	13:8 emergencies (1)	entity (3) 36:7 81:20
dramatic (2)	effective (11)	26:14	111:11
35:22 37:14 drive (1)	20:3 37:14 58:17 97:18	emergency (13) 89:3 98:18 99:9	entrusted (1) 96:23
49:4	100:1 101:1	99:15 102:14	EPC (9)
duck (2)	103:25 106:10	102:25 103:6	70:14,15,18
100:11 106:20 due (5)	112:22 113:1 113:11	104:3,7,8 108:5,6 112:21	71:8,11,11,14 71:20 72:6
11:7,20 35:15	effectively (1)	employées (2)	EPCs (1)
36:17 84:3 duly (8)	108:3 efficiencies	36:11 53:24 empty (1)	70:7 equip (2)
9:18 17:6 34:14	38:23	55:3	28:14 31:5
42:16 58:2	efficiency (1)	encompass (1)	equipment (20)
64:15 69:1 78:18	75:12 efficient (2)	96:22 encouraging (2)	10:2,5 13:3 14:8 19:6 28:8
during (5)	70:5 75:11	14:23 53:14	28:8 31:4,8,9

	1	I	1
64:24 66:3,4	74:13 93:1	11:24	100:16
70:4,16 71:16	everyone (5)	experience (2)	falls (2)
75:10,13,16	7:4 69:17 73:20	34:22 35:18	91:23 92:2
106:21	90:3 93:3	experienced (2)	familiar (1)
equity (1)	everyone's (1)	36:6 49:8	110:22
100.12			
109:12	74:18	expired (1)	fan (1)
ESC0 (2)	everything (6)	46:10	93:3
57:19 58:22	13:11 39:14	explain (1)	fans (1)
escrow (2)	75:20 91:23	102:3	59:8
57:19 71:22	92:2 93:3	explaining (2)	far (6)
ESIP (2)	example (3)	23:14 110:3	25:14 28:8
61:5 62:17	18:13 36:15	explanation (1)	103:5,14 106:9
especially (3)	71:4	37:17	111:1
33:11 48:11	exceed (5)	explanations	fashion (2)
93:23	10:5 11:18	37:21	23:10 99:9
		l	
essentially (3)	58:10 59:19	expounding (1)	faster (1)
71:1 78:8 80:5	65:1	55:20	14:2
ESSER (2)	exceeded (1)	expression (1)	favorable (1)
59:14,17	18:11	106:6	18:1
estimate (1)	exceeds (1)	Extended (1)	February (1)
84:1	8:3	50:20	11:16
estimated (1)	Excellent (1)	extent (2)	feel (2)
103:18	40:21	30:18 69:19	69:20 108:21
et (1)	exceptions (1)	extremely (1)	feels (1)
58:12	47:22	18:1	100:7
etc (5)	excess (2)	ex-director (1)	fees (4)
24:1 25:15	59:24 60:3	51:10	19:22 23:25
26:15 60:24	executive (1)	ex-municipal	84:5,5
70:6	63:19	51:9	Fernafa (2)
evaluated (1)	exercise (1)	eyes (1)	57:15,23
95:2	33:10	47:2	few (4)
even (10)	exist (3)	E1 (1)	33:1 39:21,25
23:8 36:18	81:11 111:9,12	18:7	107:25
39:20 40:1	existence (1)	10.7	fighters (3)
49:5 90:15	86:8	F	10:3 91:15
91:9 95:7		F (2)	113:3
	existing (5)	F (2) 1.7 116.1	
99:13 108:6	29:5 55:11	1:7 116:1	fighting (1)
event (3)	73:24 78:9,9	facilitating	81:6
71:14 83:23	expanded (1)	91:10	figure (1)
111:24	97:5	facilities (1)	45:3
eventually (1)	expansion (1)	58:20	filed (1)
50:13	96:21	fact (9)	44:1
ever (1)	expect (3)	14:23 29:15	fill (1)
96:17	19:18 38:21	49:17 80:9	47:4
Everett (2)	73:23	88:15 96:4	filled (1)
67:22 69:18		101:4,18	
	expected (3)		54:20
every (5)	50:1 60:2 100:5	107:17	filling (1)
45:14 49:6	expending (1)	factor (2)	54:15
75:10,11 84:3	107:23	70:17 94:6	final (2)
everybody (7)	expenditures	facts (1)	77:22 84:22
64:6,9 88:19	84:16,17 101:12	24:18	finalized (1)
90:13 92:6	expenses (2)	fair (1)	95:10
109:14,17	24:4 27:10	107:20	finally (2)
everybody's (2)	expensive (1)	fall (1)	37:23 50:25
	I	I	I

finance (21) 1:2 9:24 23:8 29:24 58:14 70:3,24 71:25 73:5 76:15 82:1 87:23 90:7 91:7,21 98:11,11 99:25 100:9 102:20 103:3 financed (3) 8:3 30:1,4 finances (3) 45:13 61:18 101:22 financial (18) 20:8 26:1 44:1 45:12 46:23 47:5,9,15	Fingers (1) 32:10 finish (1) 33:21 fire (127) 3:4,5 9:7 10:2 12:11 13:9 16:20,24 17:1 17:10,17,19,23 18:2,4,7,9,14 18:16,17,24,25 19:20 21:12 22:9,20 23:20 24:2 25:13 27:9,11 78:7,9 79:4,7,8,8,14 79:19 80:11,11 80:12,14,18,18 80:22,25 81:6	Firemen's (1) 110:11 firm (1) 104:22 first (12) 4:1,21 7:12 9:6 28:22 36:7 37:3 43:16 53:3 80:7 90:5 105:11 fiscal (15) 11:5,8 32:16 33:3 34:7,24 35:4,23 37:5,7 39:23,25 46:21 47:10 103:18 fits (1) 27:8 five (7)	flushing (1) 26:25 focused (1) 50:9 folks (2) 50:12 63:16 follow (2) 24:22 101:3 follows (9) 9:19 17:7 24:20 34:15 42:17 58:3 64:16 69:2 78:19 for (242) 4:21,23 5:13,15 6:7 8:8,9 9:23 10:7,11 11:7 11:21 12:11,14 13:2,8,21,24
8:3 30:1,4 finances (3) 45:13 61:18 101:22 financial (18) 20:8 26:1 44:1 45:12 46:23	18:16,17,24,25 19:20 21:12 22:9,20 23:20 24:2 25:13 27:9,11 78:7,9 79:4,7,8,8,14 79:19 80:11,11 80:12,14,18,18	11:5,8 32:16 33:3 34:7,24 35:4,23 37:5,7 39:23,25 46:21 47:10 103:18 fits (1) 27:8 five (7) 10:11,14 33:7 61:23 89:11 107:7 110:6 five-year (1) 66:6 flag (2) 22:24 91:19 flagging (1) 92:11 flavor (1) 33:25 flavoring (1) 44:24 fleet (6) 12:23,23 15:8 27:9,14 33:11 flexibility (2)	58:3 64:16 69:2 78:19 for (242) 4:21,23 5:13,15 6:7 8:8,9 9:23 10:7,11 11:7 11:21 12:11,14

71 0 20 72 2 6	C (1)	F4 2 F0 22	
71:8,20 72:2,6 72:18,19 73:25	formal (1) 61:4	54:3 59:23 60:16 61:2	G
74:7,11,17,18	format (1)	63:18,21,23,24	gallon (5)
75:1 77:3,25	111:19	64:2 66:14,19	17:17 18:8,10 18:10,13
78:11,12 79:14	formed (1)	68:4,7,10,13	Galveston (1)
80:4,12,22,23	10:1	68:15 72:16,22	19:2
81:4,6,15 82:8	former (1)	80:8 85:10	garbage (1)
82:13 83:14,18	96:10	89:1 92:22	46:2
84:7,12,22 85:4,7 86:8,9	formulation (1) 60:20	94:17 95:14,19 98:14 99:12	Garcia (29)
87:17 88:1,7	forth (3)	103:21 104:10	78:6,16 79:23 80:8 82:19,23
88:16 89:7,8	91:20 105:6	106:4 108:20	83:6,9,13,16
89:11,19 90:7	116:10	109:20 114:8	83:20,25 85:16
91:2 92:16	forward (19)	front (1)	92:13 95:18
93:8,14,20	22:25 23:3,13 26:12 28:1	69:20	98:25 99:3
94:6,8,13,24 95:2,4,9,10,21	45:4,23 51:16	fruit (1) 51:21	101:21 102:13
95:24 96:1,9	52:11 74:6,9	full (9)	102:24 103:12 103:14,17
96:14,14 97:18	91:17 94:18	9:25 15:13	103:14,17
97:24 99:7	95:16,17 98:2	30:18 35:11	105:10 108:8
100:14 101:20	107:13 112:25	47:13 70:20	Garcia's (1)
101:23 102:8 102:17 103:4	114:1 forwarded (2)	71:11,19 103:18	102:23
103:18,23	10:13 100:22	fully (6)	Garnice (1) 91:9
105:1,4,8,9,25	Foster (1)	26:20 72:17	Gary (10)
106:7,13,20	68:7	99:10 104:8,9	16:25 17:4
107:6,7,11,12	four (6)	108:4	19:11 20:12,20
108:10,12,14 109:7,13,15,19	14:5 28:3 71:6 71:9,21,25	fund (3) 29:6 82:21	20:24 25:18
110:2,6,15,19	four-door (1)	104:19	27:3,13,17
110:19,19	9:25	funded (7)	gathering (1) 29:4
111:4,6,10,13	four-man (1)	7:18 11:7 85:8	gave (1)
111:17,19,19	55:9	85:11 99:10	100:21
111:23,24 113:11,25	fractional (2) 73:8,13	104:8,9 funding (9)	general (3)
114:10,20	frankly (4)	13:2 62:16	17:14 35:9 39:18
115:13,14	30:22 98:8	101:19,24	generally (3)
forbid (1)	100:18 101:2	102:7 103:7,10	20:16 52:4
95:3 force (2)	free (1) 69:20	105:14,20 funds (17)	105:6
93:17 94:1	from (64)	12:14 17:15	generated (2)
forced (1)	7:19,20 14:14	23:21 25:2,25	35:19 75:6 generation (3)
75:20	15:11 16:23	28:6,13 31:5,6	35:10 36:3 38:8
Ford (1)	17:2 18:18	59:6,14,17	gentleman (2)
80:8 foregoing (1)	19:24 21:20 25:20,20 26:17	60:23 80:21 95:23 105:8,12	9:15 21:22
116:7	27:15 28:19	further (3)	gentlemen (1) 31:13
foreseeable (1)	31:8 32:16	33:17 65:6 90:2	get (38)
60:22	34:7,22 35:18	future (11)	7:11 9:16 12:15
forgotten (1) 97:4	35:25 36:20 37:6,11 44:18	13:2 25:15 26:5 28:7 50:23	12:18 13:18
form (3)	45:5 47:14,17	51:6 72:7	17:16 18:20 19:12 22:1
84:21 97:25	47:23 48:23	80:23 85:5	29:21 33:1
111:5	51:9 53:20	95:16 101:5	34:9 38:14

go (15) 8:19 13:1 20:10 92:6 100:3 105:18 44:20 49:12 72:23 21:17 23:4 25:16 42:6 20:12,14 50:17 68:17 93:12 hard (2) 71:2 90:16 56:20 57:5 61:11 68:17 gotta (1) 100:18 109:24 110:12 113:25 had (46) 7:24 8:1 10:10 10:12 113:25 governing (5) 79:16,21 80:1 11:24 13:10,11 33:8,10,18 33:17 34:20 81:5 86:19 38:1 45:18,23 24:24 27:22 38:10,18 88:17,20 89:20 38:1 45:18,23 24:24 27:22 38:12,19 43:22 goes (2) 48:1,1 58:18 28:6 44:1 45:25 45:19 46:10 going (67) go-round (1) 47:6 48:5 50:24 51:14 50:22 54:10 50:24 51:14 50:24 51:14 50:25 54:20,22 55:18 58:16 50:14 70:15 50:18 60:18 50:18,92 50:18 58:16 60:18,92 46:6 47:21 49:25 70:22 80:25 70:22 80:25 70:22 80:25 70:22 80:25 49:23,25 50:3 Granted (1) 70:21 74:16 81:21 82:15	8:19 13:1 20:10 21:17 23:4 25:16 42:6 56:20 57:5 71:15,16 102:18 109:24 110:12 113:25 goal (7) 33:17 34:20 88:17,20 89:20 89:22 105:17 goes (2) 22:11 45:8 going (67) 7:4,13 22:20,25 23:3,8,13 31:5 34:3,9 36:22 42:6 44:25 46:6 47:21	114:19 115:13 Goldman (1) 70:13 gone (3) 47:16 52:22 91:9 Gonzalez-Bos 68:9,10,16,24 good (21) 9:10 13:19 16:16,22 30:2 42:20 43:7 50:18,18,18,23 57:12 63:12,14 68:2 77:24 86:1 88:18 92:6 100:3 101:5 got (5) 20:12,14 50:17 61:11 68:17 gotta (1) 22:1 governing (5) 79:16,21 80:1 81:5 86:19 government (7) 38:1 45:18,23 48:1,1 58:18 82:6 go-round (1) 49:25 grade (1) 61:17 grant (2) 7:25 8:1	83:1 105:24 106:12 112:6 gut (1) 105:18 guys (3) 68:17 93:12 110:4 H had (46) 5:15 6:7 10:17 11:24 13:10,11 15:1 19:8 21:15 23:16 24:24 27:22 28:24 38:7 44:1 45:25 47:6 48:5 50:24 51:14 52:25 54:20,22 61:8 62:11 65:14 70:15 71:5,8,12 72:21 74:16	72:23 hard (2) 71:2 90:16 has (52) 7:24 8:1 10:10 13:7,15 21:9 23:20 24:2 33:8,10,18 34:20,23 35:8 35:18 37:18 38:12,19 43:22 44:19,25 45:16 45:19 46:10 47:3 49:6 52:5 52:12,22 54:10 55:18 58:16 59:1,20 60:18 61:16,19,24 70:22 80:25
--	---	---	---	--

82:19 83:20	57:17 59:3,13 60:4,11 61:18 61:23 62:13,15 62:20 63:11,15 63:19,21 64:6 65:7,23,24 66:22,25 68:3 68:3,7 69:10 69:13 72:5,19 73:4,7 74:20 75:23 76:1,2 76:23 77:8 78:2 79:19 80:8 81:3,16 81:18 82:7,10 82:19 83:20 84:20 86:2,15 86:24 87:10	63:25 80:15 82:4,4,24 99:21 100:7,13 100:15,17,21 100:21 105:12 105:13 head (1) 54:16 health (1) 55:15 hear (14) 41:14,15 45:5 50:6 60:19,22 70:8 83:7 108:20 109:3 111:2 113:1,14 114:11 heard (7) 7:14 8:11,18 26:16 93:7 106:1,2 hearing (15) 5:2,19 6:11 15:22 31:15 40:9 55:24 62:15 66:21 76:13,23 90:8 103:4 106:4 114:9 heat (1)	51:9 hires (1)	how (30) 9:10,12 12:15
-------------	---	--	-------------------	---------------------------

29:21 30:12 45:3 49:22 50:6 60:20 61:22 67:24 68:1 75:7,8,12 75:16 94:11,12 100:24 104:13 106:11 108:4,9 108:13,17 109:9 113:1 however (4) 10:16 33:14 35:24 61:15 HUD (8) 70:3,9 71:6,7 75:5,5,7,8 hundred (1) 87:18 hundreds (1) 30:11 HVAC (2) 59:10 70:6 I I (324) 4:3 8:13,18,18 9:9,13 12:8,14 12:14 13:4,5,6 13:15 14:2,13 14:22,25 15:1 15:7 16:2 19:8 20:18,23 21:5 21:5,7,9,18,22 22:1,6,7,9,12 22:12,16,18,18 22:21,21,23,24 23:12,17 25:6 25:7,18 26:7,8 26:10,25 27:2 27:20,22 28:5 28:15,18,24 29:2,14,17,23 30:5,11,14,15 30:23 31:1,16 32:18,19,22,23 33:6,19 34:2,9 35:25 36:13 39:4,6,13,14 39:16,24 40:3 40:5,5,13 41:2 41:13,15,16 42:9,10 44:3 44:15,23 45:4 45:4,9,9,10,11	46:11,20 47:8 47:23 48:2,4,4 48:12,23,24 49:21 50:3,4 51:18 52:9,13 52:23,25 53:6 54:2 55:19 56:24 57:22 60:1,3,9,11,11 60:12,15,17 61:1,14,22,25 62:6,11,12,18 62:20 63:16,19 63:24 64:2,2,5 64:6,6 65:24 66:16,19,25 67:20,20,21 68:3,6,10,16 68:20 72:24 73:1 74:10,12 74:15,16,16,19 75:23,25 76:12 77:8 78:2,11 78:12 79:5 80:8 81:12,16 82:3,3,16,19 82:24 83:1,6 83:25 85:9,15 86:3,15 88:15 88:16,22 89:24 89:24 90:1,4 90:10,13,14,16 90:18,20,22,22 90:23 91:6,8,9 91:10,18,19,25 92:11,18,20 93:2,4,7 94:18 95:1,12 96:3,6 97:4,9,9,11,14 97:16,17,20 98:3,6,8,10,14 98:15,21,25 99:3,19,20 100:4,4,20 101:3,20 102:2 105:4,24,24,25 106:1,2,2,11 106:15,17,23 107:24 108:1,8 108:17,19,25 109:8,14,18,24	110:1,2,20,22 110:23 111:2,2 111:18,22,23 112:1,5,8,8,10 112:17,19,20 112:21,23,24 113:1,5,6,9,14 113:15,20,23 113:23 114:14 114:19,20,21 115:12 116:1,1 116:4 idea (1) 108:12 ideal (1) 114:3 ideally (1) 24:24 if (77) 7:6 14:2,13,23 19:25 20:14 22:2 23:8,13 24:12 25:16,18 26:22,23 28:15 28:18 29:2 30:10,10 31:16 39:3 40:7 44:18 49:18 53:7 55:2 57:5 60:25 62:12 65:14 72:16 74:19 75:23 76:13 79:6 80:15 84:25 85:15 89:13,15 90:1,1,10 91:23 92:2,7 92:20 93:2,3,5 95:3,7,16 98:6 98:11 99:19,24 100:9,18,20 101:4,12,13 104:2 106:15 106:20 107:7,9 107:17,20 108:6,21 110:9 110:22 111:1 112:13,20 image (1) 7:10 immediate (1) 113:12 immediately (6) 97:18 98:12,25	99:6 100:3 102:5 impact (7) 11:8 26:2 36:2 36:4,23 38:5 106:11 impacted (1) 101:16 implemented (1) 61:24 important (8) 70:17 94:6,11 94:13 95:1 101:9 107:1 113:2 improve (1) 61:19 improvement (8) 3:9 57:20 58:13 61:9 63:9,19 64:22,24 improvements 7:16 59:7,9 70:25 71:25 72:7,14 74:8 improving (1) 59:16 in (248) 1:6 7:11,25 8:1 8:2 9:14,16 10:19,21 11:4 11:5,6,10,13 11:20,25 12:21 12:23 13:2,3 13:21 14:5,23 15:3,10,11,11 15:13 17:3,11 17:16,20,22 19:3,8,11 20:6 20:25 21:15 22:25 23:10,11 23:18 24:5,8 24:18,19 25:11 26:11,20 27:6 28:3,7 29:3,6 29:24,25 30:7 30:19 32:25,25 33:5,6,20,23 34:4,10,18,22 35:2,6,7,8,11 35:21,24 36:2 36:16 37:4,13 38:9,17 39:18 41:2,17,23,25
---	--	--	---

42:8,10,12	incidents (1)	insights (1)	105:18 109:11
43:16,17,25	110:14	75:24	110:12 111:11
44:3,6,8,11	include (4)	installation	111:17 113:25
45:7,10,15,15	22:16 59:3 97:5	70:4	introduce (2)
45:19,22 46:1	113:16	installed (2)	33:23 43:15
46:6,8,15,17 46:18,21,24	included (3) 29:25 59:3	70:16	introduced (5) 38:12 42:25
47:5,21 48:11	100:17	75:7	43:10 47:15,16
48:13,25 49:13	includes (1)	instance (1)	introducing (1)
49:17 50:4,7	45:25	109:2	39:7
50:10,23,23,24	including (2)	instead (1)	introduction
51:5,6,14,15 52:1,11,16,21	7:16 23:25 increase (2)	73:15 institutions	42:24 Inverso (10)
53:3,12,16,16	20:5 47:21	19:22	63:11,12,15,18
53:19 54:5,5	incur (1)	insurance (1)	64:5,8,17,19
54:15,21,25	55:15	46:2	66:16 67:11
55:2 56:21,25 57:21 58:9,19	independent (1) 58:25	intends (2) 18:17 19:21	invested (1) 110:7
58:20 59:3,11 60:21 61:10,11	indicate (1) 80:16	intent (4) 82:12 94:3	investigate (1) 4:23
61:21 62:2	indicated (6)	100:1 101:1	investigated
63:17 64:9	15:7 79:24	intention (1)	5:15 6:7
65:1,6,13	81:24 82:4	109:5	investigatio
68:20 69:10	92:13 101:21	interest (10)	4:22
70:2,3,9,14,17	indicates (1) 111:7	7:23 10:20,21 19:20,24 71:19	investment (1) 61:17
71:7,13,22 72:5,25 73:8	indicators (1)	73:8,15,17	investors (2)
73:21,23,24	92:17	87:24	19:25 73:7
1 74:3.4.7.24.25	indiscernibl	interesting (1)	involved (1)
76:9,15 78:13 79:12,19,23	60:7 individual (2)	82:14 intermediary	86:4 iron (1)
81:2,17 83:22	51:15 54:21	91:13	108:22
84:21,23 85:5	individuals (3)	internally (1)	irregardless
85:7 86:5,8 87:14 88:10,15	39:22 49:2 106:4	53:15	25:3 is (277)
88:24,24 90:16	indoor (2)	Internet (1) 85:22	4:2,22,22 5:14
91:3,16,21	59:9,14	interns (1)	5:14 6:6,6 7:9
92:6,9 93:7	inflation (1)	48:22	7:9,13,13,15
94:8,14 95:5,9	33:12	internship (1)	7:18,22 8:4,10
95:14,22 96:4	information (4)	48:9	8:11 9:7,15,18
96:9 97:24 99:8,10,10,15	33:24 34:5 54:22 104:18	interrupt (1) 78:11	9:21 10:24 11:1,6,7,13
100:22 101:4	informed (1)	interviewed (1)	12:1,4,6,10,17
101:14,18,22	103:2	47:4	12:22,23 13:8
102:13,16,23	infrastructu	into (28)	13:16,18,19,21
103:8 104:1,9 105:17 106:1	66:3 initial (3)	25:16 27:8 34:25 45:6	14:6,23 16:20
107:3,5,6,17	11:5 44:10 74:3	50:4,12,18,21	16:25 17:1,2,6 17:9,11,20,21
107:18,23	initially (3)	51:2 52:6	18:4,5,7,9,10
108:6,14,18,24	65:10,13 69:5	81:19 82:2,13	18:14,15 19:3
110:5 111:20	input (1)	84:14 87:11	19:9,9,23 20:6
111:24	66:14	90:15 92:5	20:18 21:5,8
incentive (1) 94:14	inside (2) 44:5,12	93:21 96:13,17 100:21 104:25	21:22 22:7 23:2,8,10
	,	100.21 107.23	23.2,0,10
	•		

24:14,18,19	99:25 100:14	38:1,21,22	24:5,5 25:9
25:14 28:3,10	101:3,7 102:2	40:1,6 43:5,14	27:2,5 29:17
28:11,12,24	102:12 103:8,9	43:15 46:7,8	29:18 31:3
29:7,9,16,20	103:19,25	47:23 50:17	32:10 33:11
30:2,5,10,19	104:18 106:4,6	51:1,19 52:17	36:7 37:14
31:2,2,6,7	108:13 109:1,7	52:20 53:6,20	38:3 40:1
32:15,16 33:1	109:10,12,19	55:10,10 60:6	47:16 48:7
34:1,7,14,18	109:19 110:25	60:6,9 61:11	49:16 50:18
35:2,10,10,14	111:4,12,18	62:12 66:19	51:1 54:10,15
35:15,20,21,22	112:3,6,21	68:14 69:16	58:10,17 66:10
35:24 36:5,7,8	113:2 114:22	70:12,24 71:2	72:9 73:1,13
36:9,18,22	115:7,20	72:22 73:19	75:6 76:8 79:7
37:13,15,19,23	isn't (1)	74:11,19,24	80:11 82:5,6
41:11,25 42:16 42:18,22 43:3 43:25 44:17 45:5,24 46:12 46:13,14,14 47:10,21 48:4 48:9,14,14 49:3,4,7,8,22 49:25 50:20,25 52:11,14 54:9 56:23 57:1,9 57:17 58:2,5,7 59:12,17,23,23 60:1,3,5 61:4 63:9,25 64:3,9 64:15,18 66:2 66:8,18 67:18 68:12 69:1,4 69:21 70:8 71:1,22 72:2 73:2,3,10 74:4 75:1,4,6,6,7 75:10 76:13,18 77:23,24 78:5 78:6,8,18,21 79:5,6,16,20 80:7,10,24,25 81:1,4,8,21 82:12,17 83:11 83:24 84:13 85:1,10 87:21 87:22 88:17,20 89:7 91:22 92:6,18 93:5 93:12,13,24 94:5,11,13 95:15 97:17 98:3,13 99:13	20:4 23:23,25 issue (20) 15:23,25 22:11 31:17 35:3 37:13 45:6 57:1 62:16 64:25 66:22 71:3 73:5 75:20,22 76:24 81:3 90:8 98:16 102:13 issued (1) 19:18 issues (5) 53:15 79:15 80:5,16 81:12 issuing (1) 24:19 it (162) 6:13 11:21 12:15,18,19 13:21,23,25 14:10,13 15:5 17:20 19:9 21:9 22:1,2,10 22:22 23:2,9 24:8,9 25:5,12 26:2 27:12 28:12,14,16,18 29:19,20 30:7 30:9,10,12,13 30:20,22,24,25 31:20 32:8,15 33:1,22 34:20 34:21,23 35:4 35:10,22 37:3 37:5,10,12,15 37:16,24,24	87:4 88:3 89:13 91:1 92:17 93:19,20 94:14,16 95:3 95:24 96:15,16 97:1,2,21 98:12,24 99:5 99:17 100:9,10 100:18,19,21 102:3,22,24 103:8,9 104:3 104:8,9,23 105:4,18,18,19 106:5,5,25 108:19 110:6,7 111:22 112:3,6 112:6,7,11,19 112:21 113:3 113:15 114:11 item (1) 85:7 items (4) 44:9 45:25 97:16 107:25 its (13) 9:23 11:20 17:13 18:15 30:23 43:10,15 45:17 49:23 52:22 71:6 85:7 106:14 itself (5) 24:8 31:3 37:17 97:25 106:14 itself (5) 24:8 31:3 37:17 97:25 106:14 itself (5) 24:8 31:3 37:17 97:25 106:14	94:2,11 95:1 98:18 101:21 103:19 107:1,9 107:11 108:6 108:12 I'd (6) 22:4 45:2 74:22 94:22 100:18 100:18 I'll (16) 15:24 17:16 31:18,20 33:22 42:7 43:5 48:21 56:3 66:13,23 69:18 71:4 77:6,9 83:12 I'm (45) 7:4 9:12 12:9 13:23 21:21,23 22:1 27:8 28:15 29:3 34:3 41:5,17 41:19 42:6 56:20,20,25 57:12,13 63:12 64:4 68:5 69:5 69:9,15,21 72:22 73:18 76:13 77:1,25 78:10 79:6 85:23 89:21 91:24,25 94:16 101:8 102:2 110:18 114:9 114:20 115:13 I've (5) 14:3 20:12,14

49:1,11	July (5)	60:13 63:5	47:9 102:7
i.e (1)	4:3 17:25 43:10	keep (6)	lacking (1)
19:21	45:10 54:22	94:14 95:8	45:13
	jump (2)	105:20 107:2	ladder (3)
	34:3 90:15	107:13 112:17	28:3 29:5
Jacquelyn (1)	juncture (5)	keeping (1)	106:22
2:2	33:19 45:3	47:2	ladies (3)
James (2)	60:17,18 87:11	key (1)	34:1,10 41:2
63:20 64:10	just (111)	72:9	lame (2)
January (5)	7:4,8 13:4,11	kind (31)	100:11 106:20
51:21 52:21	13:20,23 14:18	13:22 22:23,24	landfill (1)
97:23 113:1,3	15:9 17:19,25	25:10,12 26:10	46:2
Jeff (4) 16:23 24:24	19:12 21:9,15	26:18,18,22,23 39:17,24 44:24	Langhart (1)
57:18 58:1	22:8,19,21,23 23:2,12 24:22	45:5 49:21	63:24 LaPorta (29)
Jersey (21)	25:12,16 26:7	50:6 60:18,19	78:6,17,21,23
1:1 3:8 7:20,25	26:16,22,23	60:20 74:8	81:16 83:12
9:19 12:4 17:7	28:12 29:14	91:3,4,12,16	85:21,23 86:6
19:4 33:6	31:3 32:23	91:22 92:10	86:12 87:2,7
34:15 42:17	36:14,22 39:6	93:6,7 100:24	87:19 88:6,9
57:10 58:3	39:7,16,19,24	108:8,17	88:12,17 92:25
61:6,16 64:16	40:1 41:16	knock (2)	93:7 95:6 97:1
69:2 78:19	44:24 45:16	112:9,11	101:8 105:24
109:13 110:10	46:4 47:1,10	know (49)	106:15 109:25
116:6	47:11 50:16	13:15 14:2 15:1	110:1 114:17
Jessup (1)	54:19 55:1,9	18:22 19:8	114:19,24
63:23	55:10 57:5	22:12,21 25:18	LaPorta's (2)
job (2) 47:13 100:14	60:11,19,25 62:3 65:20	27:19 28:6 29:17 30:5	90:23 94:5 large (2)
jobs (1)	68:14,17 71:5	33:2,11 45:1	19:23 33:9
98:14	71:9,16,20,24	46:16,20,23	larger (1)
Joe (7)	72:13,13,24,25	47:5 48:5,23	36:12
42:14 43:2,5	72:25 74:16,22	48:24 49:24	largest (2)
63:22,25 64:12		50:3 60:15	35:13,13
64:13	78:12 79:1	62:8 68:3 73:1	last (18)
John (2)	83:3 84:17	75:23 78:11	4:2 6:5 25:8
9:14,17	87:4 90:6,14	81:12 82:3	26:20 27:22
Johnson (12) 67:21,22,22,24	90:22 91:7,18 91:22,22 92:10	84:13 85:15 89:15 90:1,18	33:1,12 39:16 43:25 45:2
68:2,6,12,18	92:18,20 93:1	90:20 91:8	46:1,10 50:8
69:3,5 72:24	94:21,22 96:3	92:10 97:17	71:5 78:9
76:10	96:15 97:9,9	100:2,17	79:10 91:22
join (1)	97:12 98:4	105:25 106:17	93:6
89:14	100:17 105:25	107:1 109:1	late (1)
joining (3)	107:16 108:25	110:10,22	44:11
7:6 63:24 68:14	109:18 110:2	knowing (1)	later (3)
Jones (7)	110:20,24	112:4	100:19 106:16
4:17,20 5:13 6:5,24 7:1,2	111:2 112:15 112:21,23	known (1) 70:6	106:17 1aw (8)
Jong (5)	113:23 114:19	knows (1)	8:7 44:13 58:13
68:3 69:9,16,21	113.63 117.13	100:14	58:14 66:8
74:2	K		68:4 102:1
Jr (2)	Kahn (6)	L	111:7
9:14,17	57:12,13 58:4,6	1ack (2)	laws (1)

34:19	73:10	links (1)	65:10,11 89:7
lawyer (1)	let's (1)	13:8	89:17 92:1
91:25	42:11	LISA (3)	93:8,14 100:14
lay (1)	level (8)	1:7 116:4,15	110:19 111:4
59:6	19:19 44:7	list (1)	111:13,19,19
		02.10	111:23 113:11
leadership (1)	45:17 47:25,25	83:19	
106:13	48:10 72:15	little (27)	LOSAP (5)
leaning (1)	109:18	14:1 17:19	89:9 93:24 94:5
93:12	levels (2)	18:20 19:16	94:11 110:5
lease (15)	75:12 105:21	20:21,22,25	lost (1)
10:9 20:1 58:15	levy (4)	21:16 22:10,11	85:22
65:12,14,17	24:4 85:9,10	22:13,18 23:6	lot (15)
69:24 73:2,8	103:22	23:14 25:17	12:23 13:22
73:10,13,14,17	Lewis (1)	27:3,13 36:19	19:24 20:7
84:21,21	57:16	44:24 49:22	28:10 30:8,16
leases (1)	liabilities (2)	50:4 53:18	30:22 36:7
73:6	83:19 85:2	60:20 61:1	37:11,19 47:10
Leasing (1)	lien (1)	69:8 72:25	74:15 75:14
10:19	71:1	92:10	98:23
least (10)	life (1)	lives (1)	lots (1)
47:4 48:14	18:15	18:12	97:12
51:13 53:20	lighting (1)	loan (3)	lower (7)
55:18 60:7	59:3	7:19,22 65:19	3:5 16:20 17:10
62:1,2 88:4	like (34)	local (14)	17:20,22 20:6
110:13	13:22 22:14	1:2 37:25 58:18	65:8
leave (1)	23:3 26:11	66:8 82:1	luck (4)
27:5	28:5 29:15		41:2 63:7 67:13
	32:23 41:20	87:23 90:7	77:21
LED (1) 59:3	45:4 49:22	91:7,21 98:11	//.21
	53:13 57:21	99:24 100:9 102:19 103:3	
left (4)			Mack (1)
9:13 87:12 92:2	74:21,22 85:9	logged (1)	10:24
92:14	88:25 89:2,5,7	41:25	
legal (8)	89:9,10,11	long (3)	Madam (1) 110:23
11:17 26:1	91:4 92:21	60:5 89:21	
81:19,21 84:5	94:22 98:12	90:20	made (8)
84:11 87:10	100:2,18,19	longer (5)	35:1 40:1 47:8
111:11	102:1 105:4	11:24 57:1 84:6	58:7,10 84:23
lender (2)	107:1 110:2	91:2 94:9	97:21 109:8
73:4,5	113:6	longevity (3)	main (2)
lenders (6)	liked (1)	89:8 110:4,19	7:16 92:12
70:12 71:2,7,12	38:6	long-term (6)	maintain (4)
71:23 72:13	limitation (1)	80:10 84:24	84:20 89:18
length (5)	70:18	93:15,21 94:4	106:14 107:12
94:24 108:14	limited (2)	110:4	maintained (1)
110:5 113:12	22:8 48:14	look (5)	92:16
114:2	line (14)	20:10 48:15	maintenance (1)
less (3)	16:25 20:14	71:13 92:21	27:5
32:10 36:16	23:2 27:20	109:9	majority (2)
85:9	29:19 30:6	looked (1)	49:24 79:18
lessee (1)	33:21 68:4,7	20:1	make (42)
73:9	68:13 75:3	looking (22)	7:8 15:24 21:25
lesser (1)	78:5,22 85:7	20:22 26:4 29:3	22:20 23:15,21
46:7	lines (2)	29:5 36:25	24:6 26:7
lessor (1)	89:2 107:16	37:20 38:13	31:18 35:4,13

36:25 44:11	76:17,19 77:20	32:18 33:23	message (1)
45:21 46:13	market (3)	34:11,17 39:9	90:4
52:9 54:2	12:16 18:22	39:11,15 40:21	method (3)
55:10 56:3	73:22	40:22 41:9	58:16 102:25
62:18 65:7,18	Marlboro (3)	mean (6)	103:9
66:23 69:18	3:4 9:7,15	12:14 27:20	methods (1)
72:13 73:12	Maryann (2)	30:23 86:3	19:1
91:1 92:19	78:3,14	112:10,21	Michele (4)
93:4 94:7	match (1)	means (1)	34:9,11 39:14
97:10,14,14	25:4	70:21	41:7
98:4 100:10,12	matter (5)	meant (2)	mid (1)
101:5,13,15,17	1:7 4:1 8:11	24:16 71:15	51:23
105:7,114:20	52:17,20	measures (1)	Middlesex (6)
makes (6)	Matthew (1)	59:2	3:9 63:9,21
34:22 35:4,5	63:23	meet (1)	64:22 65:3,24
60:20 71:2	I	99:21	
	mature (1)	I	midlevel (1)
95:25	66:6	meeting (6)	49:8
making (5)	matured (1)	4:2 21:10,13	might (9)
8:16 43:19	27:23	53:3 74:18	12:19,25 25:21
74:17 92:12	maturity (1)	114:22	33:7 38:23
112:25	19:19	meetings (2)	46:25 49:13,14
mall (1)	may (15)	98:20 100:9	112:5
50:17	13:1 17:22	meets (1)	migrate (1)
manage (1)	18:19,22 29:6	98:19	34:21
49:12	51:22 64:6	member (3)	Mike (7)
managed (1)	69:13 81:6	89:11,14 110:6	78:5,16 79:23
1811ageu (1)			
	89:13,14 93:21	members (21)	80:8 82:25
management (9)	99:19 100:8	14:14 28:19	83:4 101:20
45:12 59:4	112:6	33:16 40:6	mildly (1)
79:15 81:9	maybe (6)	53:6 62:13	71:23
84:7 86:20	20:24 36:18	66:20 74:20	mile (1)
96:23 98:18	86:16 108:2	81:7 85:16	79:2
111:9	109:21 113:3	89:8 97:10	miles (2)
manager (4)	mayor (2)	100:11,23	10:25 17:21
43:2 44:17 51:9	32:25 33:15	108:1,21 110:2	million (15)
54:11	ma'am (1)	110:9,15,19	10:5,8 11:18
manager's (1)	107:14	112:5	28:4 29:20,21
54:21		membership (1)	
	McCay (1)		43:21,23 52:6
managing (1)	16:23	108:13	58:10 59:11,19
82:5	MCIA (1)	memo (1)	69:24 70:14
mandated (1)	56:20	35:25	73:25
8:5	McManimon (1)	memorandum (4)	mind (1)
manner_(2)	57:13	81:23_87:9,13	23:13
46:16 74:24	me (19)	90:25	minimize (1)
manufacturer	22:2 41:14,20	memorandums (1)	53:17
14:1,4,4	41:21 45:19	92:5	minimus (4)
manufacturer	53:20 56:22	mentioned (9)	29:17 30:8,14
11:22	68:17 78:2	23:18 24:24	30:19
many (3)	79:5 83:7	25:9 34:20	minor (2)
33:2 55:3 61:22	91:24 99:21	36:14 39:1	30:16,23
		60:3 65:25	
Mapp (1)	100:5,25,25		Minotola (7)
2:3	101:9 104:22	95:14	78:7 79:7 80:14
MARINIELLO (5)	105:11	mercy (1)	81:13 96:12
68:25 75:25	Meade (10)	44:15	99:20 102:9
1			

minute (2)	84:24 106:6	4:5,6,7,7,7,10	63:3,3,4,11,12
17:16 19:12	107:20,23	4:10,11,12,13	63:15,18 64:4
minutes (5)	111:20,23	4:13,14,15 5:3	64:5,8,17,19
4:2,4 13:6	morning (6)	5:4,5,7,7,8,9	66:16,23,24,25
21:10,13	9:10 16:22	5:10,10,11,12	66:25 67:1,4,4
mirror (1)	42:20 43:7	5:20,21,22,24	67:5,6,6,7,8,8
89:2	57:12 77:24	5:24,25 6:1,2	67:9,10,11,14
mirrored (1)	Morris (4)	6:2,3,4,13,14	67:21,21,22,24
61:12	17:2,5 20:14	6:15,15,15,18	68:2,6,9,12,16
miss (1)	24:22	6:18,19,20,21	68:18 69:3,5
52:24	most (9)	6:21,22,23	72:24 73:20
missed (3)	20:3 28:12	8:15,16,17,18	74:22 75:25
39:4 64:6 85:25	34:22 58:17	8:19,19,23,23	76:10,12,17,18
MLU (2)	60:21 72:14	8:24,25,25 9:1	76:19,20,21,25
35:2 37:25	88:15 97:23	9:2,2,3,4	77:3,6,7,7,9
MOA (5)	104:17	14:16 15:15,19	77:10,10,13,13
88:9,21,23 89:1	motion (31)	15:24 16:1,2,2	77:14,15,15,16
94:24	4:15 5:2,12,19	16:3,4,6,6,7,8	77:17,17,18,19
moment (2)	6:4,12,23 8:13	16:8,9,10,10	77:20,24 78:10
22:1 90:14	8:16 9:4 15:22	16:11,12,22	78:20,23,24
money (5)	15:24 16:12	17:8,10 20:20	81:16 82:19,23
15:12 46:9,10	31:17,18 32:6	21:1,6,13,21	83:4,6,9,10,12
71:22 107:23	40:10,25 55:24	23:17 24:22	83:13,13,16,17
month (2)	56:3,16 62:16	25:2,8,18,22	83:20,21,25
39:8 114:11	62:18 66:22,23	26:4 27:2,18	84:13 85:14,16
months (7)	67:10 76:24	28:21,21,22	85:20,23,24
11:7,25 13:12	114:10 115:7	29:9,10,12,14	86:6,7,12,13
53:25 54:14	115:14,25	29:23 31:1,7	87:2,4,7,8,19
104:1 110:12	Motion's (1)	31:11,18,20,21	87:20 88:6,8,9
month's (1)	77:19	31:21,22,25,25	88:10,12,13,17
4:2	MOU (7)	32:1,2,2,3,4,4	89:23 90:3,9
Monzo (25)	88:7,23 111:21	32:5,6,7,9,12	90:23 91:21
41:14,16,17,24	111:24 112:14	40:11,12,13,13	92:11,13,25
	113:10,25		93:7,14 94:20
42:2,4,6,10,12		40:14,17,17,18	05.6 10 22
42:14 43:2,7	move (11)	40:19,19,20,23	95:6,18,22
45:8 48:19,23	6:13 7:3 25:25	40:23,24,25	96:3,6,11,13
51:8 52:16,20	34:23 45:3	41:14,16,17,24	96:16 97:4,7,8
53:9,19 55:21	47:11 77:6	41:25 42:2,4,6	98:6,25 99:3
56:18 57:3	94:18 97:15	42:7,10,10,12	99:19 101:2
63:25 64:13	112:24 114:10	42:12 43:7	102:10,11,13
moot (1)	moved (10)	44:17 45:8	102:19,21,22
66:19	4:5 5:3,20 8:15	47:17 48:19,23	102:23,24
moral (1)	40:11 56:2,6	50:3,8 51:8	103:11,12,14
87:6	76:25 114:12	52:16,20 53:9	103:17 104:5,7
morale (3)	115:15	53:9,19 54:10	104:13,13,17
106:25 107:2,12	moves (1)	55:19,21 56:2	105:3,10,24
more (23)	95:17	56:3,5,6,6,7	106:1,15,19
8:8 11:23 14:21	moving (9)	56:10,10,11,12	107:15 108:8
19:17 23:1,6	8:19 27:25	56:12,13,14,14	110:1 111:1,22
24:12 27:13	45:22 52:11	56:15,16,17,18	111:25 112:3
29:19 30:19	77:7 91:17	57:3 61:2 62:3	112:17 113:7,9
37:14 40:1	95:16 98:2	62:6,18,19,20	113:14,15,16
44:20 49:12	107:13	62:20,21,24,24	113:19,20,22
52:3 70:5 72:5	Mr (422)	62:25 63:1,1,2	113:19,20,22
32.3 /0.3 /2.3	M (722)	02.23 03.1,1,2	113.27 114.3
	l		

114:12,13,14	75:3 76:21	57:3 66:16	net (5)
	77:1,5,11,12	69:21 91:25	85:3,11 95:18
114:14,15,19			
114:22,24,25	77:21 78:10	102:12 108:20	99:11 104:19
115:1,1,2,3,4	83:2,8 85:18	111:4,5,6	neutral (3)
115:4,5,6,8,11	90:12 91:9	116:8	36:1,23 38:5
115:15,16,17	94:10 97:9	myself (3)	never (2)
115:17,17,20	103:12,16	43:14 46:13	82:15 96:17
115:20 21 22	104:2,6,12	107:25	new (36)
115:20,21,22		107.23	
115:23,23,24	105:22 107:22	NI NI	1:1 7:20,25
115:25	111:22 112:1	N	9:18 11:3 12:4
Ms (183)	112:16 113:8	N (1)	12:18 13:12
4:1,8,9,16,17	113:23 114:6	2:1	15:16,17 17:6
4:20,25 5:5,6	114:16,17,25	name (2)	17:17 18:7,7
5:13,18,22,23	115:10,12,18	69:21 104:9	19:4 21:20
6:5,9,16,17,24	115:19	namely (1)	33:6 34:14
6:25 7:1,2,3	much (30)	46:12	38:23 42:16
8:21,22 9:5,9	12:15,20 14:20	national (1)	48:22 50:1,21
9:10,12,13,20	16:13 30:25	10:6	50:22 54:5,20
9:20,22 12:7,7	32:7 33:5 36:9	nature (4)	58:2 64:15
12:12,13,17	36:12,20 37:16	50:2 79:16	66:11 69:1
	41:2 44:21	107:2 108:7	76:14 78:18
13:4,10,14,25			
14:6,9,12,17	45:4 53:9	necessarily (1)	107:6 109:13
15:7,17,20	55:19 56:17,18	49:7	110:10 116:6
16:5,13,14,16	60:10 61:13,16	necessary (1)	Newark (9)
16:18 17:8	63:5 67:14	24:15	3:10 61:6,10,11
20:17 21:4,19	74:12 75:12,16	Nee (7)	62:5 67:18
22:4 24:21	90:12 91:4	67:20 68:4,5	68:10 69:22
25:6 26:8	104:13 115:9	69:9,17,21	70:1
28:17 29:12	municipal (3)	75:3	next (17)
31:15,23,24	17:2 44:17	need (19)	5:13 16:19 28:2
32:10,13,18,19	51:11	9:15 12:21 17:3	32:14 38:22
32:19,21,22	municipaliti	21:25 28:2,10	41:10 45:7
33:22 34:2,8	33:3,6,9 34:23	41:21,22 59:6	48:17 57:8
34:16,17 39:6	39:20,25 49:18	60:6 63:16	62:8 63:8
39:9,10,11,12	79:19 94:13	68:20 72:19	67:17 87:17
39:13,15,16	municipality	78:12 84:12	89:19 103:22
40:15,16,21,22	35:3,14 37:9,10	90:2 108:3,17	109:15 114:11
41:1,4,5,7,9	48:15 51:5	110:12	NHA (11)
41:10,13,15,22	97:6	needed (6)	70:1,2,15,19,21
42:1,3,5,9,12	municipality	8:4,10 18:16	70:23 71:5,8
	111:16	84:6 95:8	71:10 72:13
42:18,20 44:21	l		
47:17 48:2,21	mute (1)	104:2	73:9
49:16_52:13,18	7:7	needs (6)	NHA's (1)
53:5 55:22	muted (2)	27:6,21 82:21	72:7
56:8,9,24 57:5	7:5 83:3	103:21 106:21	Nicholas (1)
57:8,12 58:4,4	mutual (1)	113:4	2:5
58:6 60:10,13	93:4	negative (1)	Nick (2)
	1	36:4	56:25 77:1
62:3,10,22,23	my (24)		l
63:5,6,14 64:8	9:13 14:25	negotiations	nine (1)
64:17 66:15	29:10 31:2,12	72:12	61:14
67:2,3,12,16	41:19 43:3	neighborhood	no (28)
67:20,23,25	45:9 47:5	18:21	5:17 6:8 11:8
68:5,22 69:3	48:22,23 49:11	neither (1)	11:19 15:1
69:17 74:12	55:2 56:21	88:2	24:4 26:2,8
03.11 / 7.12	33.2 30.21	33.2	2111 2012,0
	1	l	

21-4 16 22-11	F4-2 22 FF-1 0	102-10 104-25	2-10 4-22 22
31:4,16 33:11	54:2,23 55:1,9	103:19 104:25	3:10 4:22,23
39:10 54:5,20	55:14 56:20	107:10	5:14,16 6:6,7
57:1 79:21	58:10 59:19	number (15)	7:19,21,25 8:1
80:10 82:10	60:23 64:9	9:8 16:21 17:11	8:2,5,8 9:15
			0.10 10 10.4
84:6,24 90:4	65:1,15 66:9	29:25 36:10	9:18,18 10:4
90:12 92:14	68:9 71:10	37:1 46:5	10:20,22,24
93:22 96:25	72:19 75:10,15	50:15 51:4	11:3,12,12,18
97:10 109:5	75:20 79:17	61:22 79:11	12:8,15,21,23
112:16	81:5 83:1,6	84:16,20 96:21	13:5,17,22,23
nobody (1)	87:10 89:14,21	99:5	14:25 15:6,12
97:14	91:7 93:10	numbers (2)	15:13,14 17:1
noise (1)	96:19 98:21	103:13,14	17:3,6,6,13,13
7:6			
	99:13 100:4,8	nut (1)	17:14,15,20,22
nonconformin	100:11 101:4,5	23:7	17:23,24,24
66:9	102:7,24 103:7	N.J.S.A (2)	18:3,6,9,11,13
none (11)	104:21,22	17:12 58:11	18:18,21 19:1
5:2,19 6:11	106:9,23		19:3,6,10,12
		0	
15:22 40:9	107:20,23		19:13,22,24
55:24 61:7	108:6 109:1,19	oath (8)	20:2,4,7,11,25
62:15 66:21	113:3 114:4	9:19 17:7 34:15	21:4,7,8,16
76:23 114:9	Notary (9)	42:17 58:3	22:6,10,11,19
nonetheless (1)	9:18 17:6 34:14	64:16 69:2	22:23,24,25
37:15	42:16 58:2	78:19	24:1,9,10,17
nonrecurring	64:15 69:1	obligation (6)	24:18,20,23
27:12	78:18 116:6	17:14 58:8 81:8	25:1,3,4,7,8
non-counsel (1)	note (2)	87:6 97:2	25:10,12,15,19
78:13	82:14 91:19	101:17	
	1		25:23,23,25
nor (1)	noted (3)	obligations (3)	26:1,3,5,6,10
108:3	19:14 20:12	80:1 86:20	26:10,12,13,14
normal (1)	70:9	101:12	26:18,18,22,23
106:22	notes (1)	obsolete (1)	26:24 27:3,5,7
northwest (1)	116:9	11:1	27:14,15 28:10
49:6	1	obtained (1)	28:11,12 29:3
	nothing (2)		
Norton (2)	52:3 66:11	10:10	29:7,15,16
57:18 58:1	notice (4)	obviously (23)	30:2,8,11,11
not (101)	4:22 5:14 6:6	18:15,19 20:9	30:16,22 31:5
8:10 10:5,16	88:4	21:25 23:22,23	33:4,5,6,13,17
11:6,18 12:4,6	notification	24:8 26:11	33:18,25 34:14
12:19,25 13:22	93:10 94:24	27:4,9 37:14	34:14,19,21,23
18:4 19:23,24	notion (1)	39:19 44:11	34:24 35:1,7
20:7 21:14	4:3	80:6 82:1 86:4	35:10,11,11,17
22:7,8,14 23:8	November (2)	87:9 93:15	35:20,20,36:3
24:10,16 25:9		95:11,23 96:19	36:7,10,12,16
		. JJ.LL.CJ JU.LJ	., () . , () . , () . , () . , ()
	107:5,18		
27:8,11,24	now (28)	98:1 112:10	36:23 37:1,11
27:8,11,24 30:4 31:3	now (28) 5:16 6:8 15:11	98:1 112:10 occur (2)	36:23 37:1,11 37:17,18,19,25
27:8,11,24	now (28)	98:1 112:10	36:23 37:1,11 37:17,18,19,25
27:8,11,24 30:4 31:3 35:13,15,25	now (28) 5:16 6:8 15:11 22:10 37:4	98:1 112:10 occur (2) 11:4 113:18	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6	98:1 112:10 occur (2) 11:4 113:18 occurred (1)	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1)	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18 40:5 43:15	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12 55:8 57:4,21	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1) 11:5	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24 40:2,6,8 41:17
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1)	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24 40:2,6,8 41:17
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18 40:5 43:15 44:7 45:7,16	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12 55:8 57:4,21 60:9 66:18	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1) 11:5 odd (1)	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24 40:2,6,8 41:17 42:16,16,22
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18 40:5 43:15 44:7 45:7,16 46:9,18 49:7	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12 55:8 57:4,21 60:9 66:18 75:1 76:4 82:3	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1) 11:5 odd (1) 20:24	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24 40:2,6,8 41:17 42:16,16,22 43:9,11,17,21
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18 40:5 43:15 44:7 45:7,16 46:9,18 49:7 49:14 50:10	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12 55:8 57:4,21 60:9 66:18 75:1 76:4 82:3 83:7 87:20	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1) 11:5 odd (1) 20:24 of (533)	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24 40:2,6,8 41:17 42:16,16,22 43:9,11,17,21 43:22 44:7,9
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18 40:5 43:15 44:7 45:7,16 46:9,18 49:7	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12 55:8 57:4,21 60:9 66:18 75:1 76:4 82:3	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1) 11:5 odd (1) 20:24	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24 40:2,6,8 41:17 42:16,16,22 43:9,11,17,21
27:8,11,24 30:4 31:3 35:13,15,25 36:2,4 37:14 37:23 38:9,17 38:19 39:18 40:5 43:15 44:7 45:7,16 46:9,18 49:7 49:14 50:10	now (28) 5:16 6:8 15:11 22:10 37:4 39:22,25 44:6 45:6 46:12 47:1,7 54:12 55:8 57:4,21 60:9 66:18 75:1 76:4 82:3 83:7 87:20	98:1 112:10 occur (2) 11:4 113:18 occurred (1) 71:5 occurring (1) 11:5 odd (1) 20:24 of (533)	36:23 37:1,11 37:17,18,19,25 37:25 38:2,4,5 38:8,13,15,19 38:22 39:8,17 39:19,24,24 40:2,6,8 41:17 42:16,16,22 43:9,11,17,21 43:22 44:7,9

45:10,12,12,17	85:3,15 86:1,5	47:9 54:6	39:25 40:2,3
45:17,23 46:1	86:10,10 87:5	offset (2)	42:24 43:6,10
46:6,7,8,17 47:1,4,9,22,25	87:9,13,14,17 87:17,20,24	12:25	43:12,14,25 47:2,20,22
48:1,4,6,6,7,8	88:4,15,19	37:20,21 91:24	48:19,24,25
48:11,12 49:1	89:1,19,22	0h (1) 100:3	50:9,15 51:22
49:17,21,21,24 50:2,4,6,9,14	90:6,19,19,25 90:25 91:3,4	okay (58)	51:25 52:4,10 52:14 53:1,2
50:15,16 51:4	91:11,12,16,22	6:11 14:6,12	53:16,19 56:19
51:10,22,23,24 52:1,6,7,17,21	91:24 92:5,10 92:12,16 93:6	15:15,19,19 16:19 21:19	56:21 57:1,7 57:14,18 60:20
52:23 53:13,16	93:7,8 94:12	22:4 25:22	64:3,21 68:4,7
53:17,17 54:1	95:6,10 96:21	29:10 34:16	68:13 69:10
54:6,14,15,16 54:18,25 55:5	96:23 97:5,10 97:11,12,16,23	39:6,15 40:9 41:10,24 42:6	70:18 71:14,25 73:9,15,17,22
55:6,11,11,17	98:4,15,18,23	42:9 45:13	74:6 75:3,11
55:25 57:9,10 57:10,14,17,19	99:1,20,22,22 100:7,7,15,24	48:2 52:19 53:5 56:23	75:12,18 76:4 77:3 78:5,21
58:2,2,8,9,10	100:7,7,13,24	57:3,8,22	82:24 84:15,22
58:19 59:6,20	101:25 102:4,4	62:15 63:8	87:16 88:2,13
59:21,24 60:11 60:15,17,18,19	102:5,7,16,19 102:22 103:4	64:19 76:23 77:22 78:24	88:21 89:13 90:8 91:25
60:20,23,23	103:22 104:3	83:4,9,11,13	92:23 93:1,10
61:7,16,20,22	104:14,19,20	87:20 88:12	93:15 95:14 100:1 101:1
62:12 63:6 64:15,15,22,23	104:24,24 105:7,15,18	97:4,16 99:19 103:11 104:2,6	100:1 101:1
65:3,4,5,11,16	106:6,6,11,12	104:12 105:3	106:5 107:12
65:21,24,25,25 66:7,7,14,16	106:18 107:2 107:11,17,21	105:22,24 107:24 112:3	108:25 110:24 111:6 113:6
66:18 67:12,16	107:23,25	113:13,20	115:7
67:18 69:1,1,7	108:2,8,9,14	114:6,25 115:1	once (9)
69:8,11,11,13 69:19,23,24,24	108:17 109:2,5 109:12,13,16	115:6,12 old (8)	50:22 82:11 84:13,25 87:22
70:4,9,13,15	110:3,5,12,13	12:18,19 15:9	102:1,1,2,3
70:16,17,19,19 70:20,22,25	110:14,20,24 111:5,7,8,8,13	21:23 24:25 50:17 55:2	one (46) 5:1 6:10 8:8
71:6,18,19	112:14 113:8	73:6	13:15,16,21
72:6,7,9,11,15 72:18 73:13,15	113:12 114:2,2 116:6,6,8	older (5) 15:14 18:9,18	14:4,25 18:9 20:18 21:4,8
73:21,21,23,25	off (5)	18:20 31:8	22:6 27:22
74:8,15 75:4,4	14:10 23:2	on (118)	29:21 30:2
75:7,10,12,14 75:15,20,20	34:24 69:16 73:6	1:8 4:25 6:9 7:3,9,13,14	34:8 39:7 45:16,20 47:4
76:3,4,4,5	offer (1)	8:11 11:8,10	48:4,8 49:11
77:21 78:1,7 78:18,18 79:2	38:24 office (7)	11:12,16 13:9 15:5,12 16:25	49:21 50:20 61:7,20 70:13
79:8,11,14,15	41:17 42:10	17:25 19:17	70:17 75:4,21
79:18 80:1,2,3	54:21 55:3	20:14 23:2,10	78:11 87:20 90:19 91:19
80:7,10,17,21 81:6,7,8,9,11	56:21 98:18 100:23	23:21 24:3,23 25:14 26:19	92:12 94:22
81:23 82:20,21	officer (5)	28:1,1,13 29:7	97:16 100:13
83:14,18,19 84:1,3,7,9,11	39:2 47:5 54:22 63:20,22	30:4 31:4 32:16 34:8	100:16 101:3 103:21 105:25
84:16,21 85:2	officers (2)	36:4 38:3 39:8	107:16 111:2

(1)	FF 33 F0 1F	105 20 22	70 12 72 22
onerous (1)	55:22 58:15	105:20,22	70:13 72:22
72:11	60:13 62:1,13	108:1,20 112:4	73:19 74:11
one-year (4)	62:13 65:12	112:20 114:7	84:18 98:8,9
88:1,7 89:6 93:9	66:11,14,20	others (1)	99:2 101:17 102:18 106:4
I	68:13,14 69:14	106:6	
ongoing (1)	74:8,20,20	otherwise (2)	overall (5)
80:12	76:4,22 80:16	41:21 112:24	27:9 35:8 38:5 72:5 107:12
online (1) 51:5	81:15 82:6	our (38) 19:21 21:23	
	85:15,17 86:16 87:16 88:3,9	23:18 26:1	overexpendit 44:8
only (15) 9:15 62:11	89:11,20 92:24	27:14,20,22	overexpendit
70:19 71:13	93:13 94:18	28:2,6,13,13	44:4,6 45:14
81:20 85:4	96:14 97:25	34:22 38:2	46:1,8 53:18
93:2,19 95:21	99:24 100:16	49:17 50:9	54:3
95:25 104:9	101:9,14,15	51:6,7 52:22	oversight (3)
105:1 109:1	102:17 103:8	64:7 70:9 72:4	45:12,21 47:15
111:11 113:24	104:14,19	74:13 78:3,5	own (2)
open (10)	105:23 106:12	79:23 89:20	31:5 45:9
14:13 28:18	106:19,21,22	90:7 91:7	owners (1)
40:6 49:7 53:6	111:19 114:7	92:11 94:3,7	73:13
62:12 66:13,19	Oral (1)	94:12 95:22	
74:19 94:16	1:6	98:17,20 110:5	P
operated (1)	order (6)	113:9 115:13	P (2)
79:6	14:20 17:11	ourselves (1)	2:1,1
operating (1)	46:24 58:19	76:9	pace (1)
103:20	94:8 101:14	out (24)	79:21
operational (2)	ordered (2)	22:12 23:4,8	page (2) 3:2 93:2
18:12 53:17	13:23 14:22	26:25 31:5	3:2 93:2
operations (6)	ordinance (4)	38:15 45:3	paid (3)
43:25 45:15	46:21 52:14	46:7 47:9	7:23 86:5 101:8
46:6 98:15,22	58:9 110:8	49:22 59:6	parade (1) 91:24
103:23 opinion (1)	oriented (1) 82:17	60:16,25 69:6 75:17 89:6	Parker (1)
95:22	original (4)	91:5 92:20	16:23
option (4)	70:14 74:23	95:4 108:23	part (15)
10:9 12:5 43:11	75:4 116:8	109:22 112:9	12:15 21:22
95:5	originally (3)	112:11 113:5	26:6,10 33:3
options (1)	65:4,20 76:11	outcome (1)	34:23 70:8
14:10	other (45)	18:5	75:7 76:3,4,5
or (87)	11:22 13:2 14:4	outlined (1)	80:21 102:16
11:13 12:11	14:4,14 15:20	43:25	102:22 110:3
13:2 14:2,7,14	17:15 18:10,24	outside (2)	partial (1)
15:16,20 18:24	21:4_22:6	28:11 105:14	74:5
19:9 25:4,14	24:17 27:10,14	over (34)	participants
25:20 26:13,25	29:13 31:5,16	7:23 18:2 20:22	65:24 66:8
27:25 28:3,19	36:6,11,13	22:14,14,15	participate (1)
28:19 29:13,18	37:10 44:2	23:15 26:2	74:7
29:18 31:8,16	47:12 49:21	31:10 32:23	participated 70:3
33:12 34:4	53:7,15 54:20	33:12,22 36:13	
35:18 39:4 40:8 42:24	55:22 65:24 74:3 76:22	38:3 43:5 46:22 47:13	particular (5) 13:21 75:13,16
48:14,17 49:8	84:12 93:15,25	48:17 55:7	91:21 95:24
51:13 52:14	95:12 97:16	60:9 61:23	particularly
53:8 54:14	98:14 101:12	66:6 69:16	33:8
33.3 3	33.1. 101.11	33.3 33.10	
L	•	·	•

parties (2)	18:5 36:16,18	91:16 92:6	49:13 51:13
82:12 91:12	106:1 110:14	95:5,9 102:16	54:10 55:14,16
Partners (1) 10:19	percentage (1) 36:12	116:9 Plainsboro (1)	65:14 74:25 84:5
party (2) 88:2 113:17	Perfect (1)	7:16	positions (3)
88:2 113:17	64:5	plan (10)	47:12 54:20,25
part-time (1) 100:13	perfectly (1) 45:11	26:14 27:9 28:1 58:24,24 59:1	position's (1) 54:23
pass (1)	perform (1)	59:3 93:2 95:1	positive (11)
52:14	93:17	99:8	15:23,25 17:12
passed (4) 52:16,17,20	performance (1) 70:7	planned (2) 65:20 101:23	18:5 31:17 53:4,14 66:22
80:25	performed (1)	planner (4)	76:24 77:3
passes (1)	79:23	44:18 54:9,11	108:23
48:24 past (6)	perhaps (2) 48:16 92:23	54:14 planning (1)	possibility (1) 86:16
35:6 46:19	period (12)	25:20	possible (4)
53:25 55:7	13:24 35:20	play (1)	106:19 108:3
61:23 93:20 Paterson (8)	37:4,13 38:22 66:7 86:10	92:5 please (4)	112:3,7 possibly (2)
35:7,18 36:8,15	91:2,4 93:8	4:17 7:8 69:20	48:17 89:2
36:20 38:7	94:9 95:6	111:5	posted (3)
61:6,8 Paulsboro (3)	permits (1) 58:14	plot (4) 50:12,19,22	13:7,7 21:11 posting (1)
3:3 7:13,17	permitted (1)	51:2	71:19
pay (5)	34:18	plots (5)	potential (3)
24:3 73:6 92:12 92:14 101:14	person (3) 43:3 47:4 91:25	50:2 51:4,20 52:10 53:13	4:23 5:15 6:7 potentially (1)
paying (3)	perspective (7)	point (8)	107:5
15:4,13 96:1	25:20,21 27:16 47:15 53:21	11:11 45:11 46:23 61:7	power (2) 59:5,9
payment (9) 10:21 11:5,6	54:4 92:22	85:17 90:17	powerful (1)
35:14,14 36:9	Pete (1)	101:25 109:8	106:7
84:21,22,22 payments (6)	83:10 petition (2)	points (1) 14:19	precedes (1) 61:6
8:6 53:24 71:20		police (2)	prefer (1)
73:11,12 84:10	Phoenix (4)	54:6 89:4	97:22
pending (2) 43:11 53:4	17:2 43:3 57:17 61:3	Polos (3) 63:20 64:10	preferable (1) 106:7
penny (1)	phone (3)	67:14	preference (3)
20:5	7:6 41:19 56:21	pool (1)	98:4 108:12,20
PENROD (3) 1:7 116:4,15	physical (1) 55:4	39:21 portable (1)	preliminary (1) 38:16
pension (3)	pick (1)	31:9	prepare (2)
35:14 36:9 55:15	55:8	portion (3) 30:16 65:5	25:25 87:22
people (2)	picture (1) 46:24	70:22	prepared (3) 81:23 87:8,13
100:17 109:21	piece (4)	portions (2)	prepay (1)
per (7) 8:9 11:11,14	15:13,14 29:7 75:10	72:6 90:6 posed (1)	70:20 prepayment (1)
18:2 20:7 80:2	pieces (1)	21:8	70:19
84:2	18:9	position (14)	prepayments (1)
percent (8) 10:20 12:2,3	place (9) 45:6 71:24 81:2	45:7 47:4,24 48:13,24 49:2	74:5 present (2)

	1	1 -	ı
1:9 80:6	proactive (2)	projections (1)	63:22 64:12
presentation	50:7 51:15	46:18	public (24)
23:19 28:22	probability (1)	projects (11)	9:18 11:15
31:14 40:21	86:16	18:24 22:25	14:15 17:6
95:14	probably (7)	26:15 51:16	28:20 34:14,19
presentation	20:22 23:1,17	58:15 67:13	40:7 42:16
16:15	60:12 76:1	70:16 71:6,9	50:6 53:7 58:2
presented (1)	112:8,24	71:21,25	62:13 64:15
30:13	problem (4)	promise (2)	66:20 69:1
presenting (1)	39:10 48:7	49:10 52:10	74:20 78:18
42:23	56:25 89:14	proper (1)	90:8 94:18
presently (5)	problems (1)	88:4	97:10 98:19
79:4,6 80:14,24	70:23	properties (3)	99:22 116:6
81:18	proceed (1)	50:10,15 72:8	pumper/tanke
president (14)	38:13	proposal (2)	10:1
78:2,7 82:3	proceeds (4)	10:15,19	purchase (12)
85:21 89:25	12:10 17:14	proposals (2)	10:7,10 13:1
90:1 94:5 97:1	18:18,23	10:11,15	19:6,15 25:11
99:22 101:8	process (7)	proposed (6)	25:24 28:5
105:11 106:2	19:5 26:23	32:16 47:20,21	29:15 31:8
109:24 114:17	65:17 71:24	62:16,17 95:17	59:5 84:21
pretty (4)	90:21 102:23	prorate (1)	purchased (7)
33:4 52:7 97:21	108:9	103:25	10:6 15:10,15
112:11	procurement (1)	prospective (1)	15:17 26:20
prevention (5)	19:1	10:14	28:11 106:21
79:20 80:13	produce (3)	protected (1)	purchases (2)
81:15 87:16	14:1 50:13 85:7	25:10	25:15 27:19
101:7	producing (1)	protection (5)	purchasing (1)
previous (3)	50:11	85:8 95:9,10,21	26:14
26:17 76:16	production (1)	96:9	purpose (3)
95:23	14:2	provide (13)	69:7 95:24
previously (9)	Professional	34:4 45:21 75:8	105:8
14:21 25:9	1:8 116:5,15	75:8 80:9	purposes (5)
69:25 84:20,20	professional	81:14 86:24	85:4 105:2,5,13
86:10,21,23	76:4	87:15 89:18	111:17
102:18	program (20)	97:3 98:10	pursuant (2)
pre-meeting (4)	7:19 34:21,24	101:14,19	17:12 58:11
44:23 50:4	35:22 48:10	provided (6)	pursue (1)
74:13 103:1	57:20 58:13,19	24:5,5 36:1	48:15
price (4)	64:24 65:21	69:9 93:9 96:9	pursuing (1)
10:7 11:12 13:1	66:2,5,10 70:3	provider (2)	25:23
23:24	70:9 71:7 75:5	21:16,23	push (1)
pricing (2)	75:5 105:19	provides (4)	40:3
11:21 12:2	110:5	37:16 52:18	pushed (1)
primary (2)	programs (1)	61:13 89:8	97:17
37:24.74:3	74:7	providing (4)	pushing (1)
principal (8)	prohibitive (1)	82:8 91:15	39:19
8:6,9 10:21	11:2	108:16 111:10	put (12)
19:19 58:9	project (11)	provision (1)	12:10 26:18
71:19 73:15,16	7:18 11:16	106:12	43:13 44:3
prior (3)	24:11 51:2	provisions (3)	45:6 65:13
19:8 47:23 71:1	59:21,23 63:7	74:4 108:6	88:24 91:25
private (2)	70:22,25 76:14	113:17	95:5 100:21
19:21 77:4	77:4	Pruti (2)	111:6,20
	<u> </u>	<u> </u>	<u> </u>

putting (1) 26:24	quorum (2) 100:12 101:13 quote (2)	50:5,9 53:21 74:13 76:5 80:10 81:8	65:20 72:4 74:5 92:24,24 reduced (3)
Q	20:21,23	82:4,17 90:22	108:14,18
qualified (3)	quotes (1)	91:6 92:5,14	109:11
50:11 51:1	19:5	92:21 109:19	reduction (1)
110:15	R (2)	realm (2)	73:24
qualify (1)		48:11 106:1	redundant (3)
89:11		reason (8)	84:4,17 105:19
quality (2)	2:1 116:1	26:17 36:5	referendum (3)
59:9,14	RAD (1)	37:24,24 72:1	11:15 17:24
question (26)	74:7	75:1 89:6	29:17
13:15 20:18	raise (2)	109:11	refinance (2)
22:11 24:8,17	74:21 102:17	reasons (2)	71:11 75:1
26:6,10 29:11	raised (2)	37:2 110:18	refinancing (3)
29:23,25 30:2	44:5 95:23	rebuild (1)	69:23 72:2
36:24 46:11	range (1)	49:23	73:22
62:11 85:16	62:2	recall (2)	refunding (1)
95:12 96:7	ranged (1)	35:6 99:4	58:8
99:23 102:12 105:25 109:14 111:2,4,18 112:15 114:18	11:23 rate (12) 10:20 11:11 27:25 37:4,5,6	receipts (3) 73:3,7,14 receive (3)	refurbizatio 59:5 regarding (2) 80:9 82:19
questions (50) 4:25 5:18 6:9 12:8 13:5	37:7,7,17,18 37:21 46:5 rates (1)	25:3 73:11,16 received (7) 10:15,16,16,19 17:23 79:9,10	regards (4) 81:13 82:11 83:22 99:1
14:14,25 15:20	20:4	receiving (3)	regeneration
20:13,15 21:5	rather (5)	18:2 35:11	52:2
21:7 22:6 23:4	15:5 75:18	73:15	Registered (3)
28:19,24 29:13 31:12,16 34:4 39:5 40:5,8 44:16,19 53:8	76:16 106:16 106:17 rating (8) 61:11,12,15,16	recent (1) 35:6 recently (3) 17:25 50:16	1:8 116:5,15 regularly (1) 98:19
55:22 56:22 60:9,12 62:14 66:14,17,19	61:17 62:1,6,7 ratings (1) 61:8	79:9 recommendati 9:24	related (1) 69:13 relating (3) 71:9,20 72:20
69:13,20 72:23	rating's (1)	record (6)	relatively (1)
74:11,16,20	62:8	22:19,22 23:14	19:10
76:22 80:16	reaction (2)	47:2 52:21	relief (7)
87:21 89:24 90:11,15 94:17 105:23 112:4 114:7	100:3,4 read (2) 106:2,3 reading (2)	110:24 recorded (1) 46:15	52:19 89:10 110:9,10,11,23 110:25
quick (3) 16:14 71:4 111:2	90:6,8 ready (7) 21:17 24:2	recovery (1) 35:23 recreation (2) 54:16,17	relieve (1) 55:11 remain (1) 7:5
quickest (1)	49:13,14 98:23	recruitment (1)	remainder (1)
38:14	101:16,17	110:20	38:15
quickly (3)	realizations	recurrent (1)	remaining (3)
24:22 112:9,12	46:17	55:15	85:2 104:1
quite (2)	really (21)	redevelopmen	105:12
98:8 101:2	26:25 28:23	50:11,16,18	remember (1)
quitting (1)	29:3 30:25	51:1	61:22
98:13	33:10 47:6	reduce (5)	remind (1)

	1	1	
7:4	requiring (1)	39:24 60:23	rights (1)
remote (1)	79:13	70:15	73:10
1:7	requisite (1)	results (3)	road (2)
renew (2)	79:11	10:21 18:1	49:3,4
73:4 93:10	requisition (1)	73:21	ROBB (1)
renewal (3)	65:17	retired (7)	62:6
88:1 113:13	resay (1)	10:23 12:9	Robbi (3)
114:1	86:2	21:24 45:10	57:17,24 61:2
renewed (1)	reserved (2)	54:7,22 55:13	roll (1)
114:4	95:20 105:1	returned (1)	52:6
repair (1)	reserving (1)	10:17	room (1)
11:2	105:4	revamped (1)	23:6
repairs (1)	residence (1)	13:11	Rosenbauer (4)
12:22	11:13	revenue (8)	9:25 10:24
repay (2)	resident (1)	46:17 50:10,13	11:22 12:1
70:21 73:9	107:3	50:23 51:6	rough (1)
repaying (1)	residents (12)	52:7 73:2,14	21:1
72:6	23:10 79:3,11	revenues (3)	roughly (2)
repayment (1)	79:12 80:3	38:23 50:1 73:6	17:21 25:1
66:7	82:9 86:18	reversed (1)	round (2)
replace (4)	87:5,17 89:19	33:3	103:13,14
15:14 18:8	92:16 96:9	reversing (1)	Route (1)
27:24 28:10	resolution (1)	33:5	50:16
replaced (4)	53:2	reversion (8)	RPs (1)
28:3 54:7,24	resolutions (2)	32:16 33:8,18	20:9
55:14	21:11,14	34:7,18 35:9	running (1)
replacement (3)	resort (1)	36:1 37:1	100:16
29:4 54:10 59:4	93:6	review (3)	
replenishmen	respect (5)	9:23 47:17	S
52:8	19:9 24:7 56:22	52:23	s (1)
report (2)	94:23 95:13	reviewed (1)	2:1
79:24 102:23	respond (1)	83:17	Sachs (1)
reporter (6)	24:14	Richard (2)	70:13
1:8,8 85:25	response (1)	77:25 78:25	safety (2)
116:5,5,15	89:4	Rick (3)	98:19 99:22
request (1)	responsibili	64:3,14 91:8	said (13)
102:17	99:17	right (44)	34:6 69:15
requested (2)	responsibili	6:25 9:20 17:8	73:18 74:10
10:11 65:4	84:7	23:7 24:9,19	82:16 85:9
requesting (2)	responsible (1)	24:21,21 27:6	86:1 91:18
15:1 98:10	81:6	27:17,18 29:25	94:2 97:2
require (6)	rest (3)	31:11,15 32:14	100:2,4,17
52:24 72:11,14	54:1 66:14	37:4 41:1	salaries (1) 53:21
109:11,16,16	88:19	42:11,18 47:6	l <u> </u>
required (4) 25:9 65:8 71:8	restricted (1) 85:4	49:14,23 51:21	salary (6) 49:3 53:21 54:3
103:23	restrictions	57:4,6 58:4 63:15 64:17	54:8,23,23
requirement (4)	72:10	66:15,21 67:20	sale (4)
37:25 93:9	restructure (2)	67:25 68:18	18:19 19:21,25
103:10 105:7	72:3,17	69:3 76:20	77:4
requirements	restructurin	92:2 97:25	same (15)
65:11	33:4	99:2 104:12	10:16 26:23
requires (3)	result (6)	107:10 111:16	36:10 37:9
8:6,7 37:5	35:11,25 36:23	114:1,6,9	38:3 44:5 45:7
	33.11,23 30.23	,_,	
	1	1	1

	1		
61:14 65:14	22:23	21:24 98:8,9	10:11 89:11
66:10 93:2	seconds (2)	106:3	110:13
96:11 99:15	42:8 77:10	sentiments (1)	seven-year (1)
105:14 109:16	secretary (1)	106:6	10:18
save (3)	100:13	separate (2)	several (3)
73:23 84:2	see (36)	51:16 103:3	46:19 53:25
86:18	9:9 13:17 14:13	September (4)	54:12
savings (17)	22:9 23:3	53:3 108:22	shall (2)
37:15,15 57:20	26:11,16,22	114:22,23	10:5,6
58:8,12 59:22	28:18 32:18	seq (1)	shape (1)
59:23,24 60:4	35:25 38:11	58:12	97:24
70:4 75:6	40:7 41:13,16	series (1)	share (2)
79:24 80:4	41:21,22 42:2	69:24	48:21 59:18
81:11 82:20	42:9,10 43:1	serve (3)	shares (1)
83:22 84:15	53:7,20 55:3	48:13 58:21	90:24
saw (2)	57:3 62:12	94:1	shepherd (1)
14:25 62:5	67:20,20 68:6	serves (1)	51:11
say (9)	74:19 90:24	17:20	SHERRY (1)
22:7 30:14 45:2	91:4 100:18,19	service (11)	42:15
51:19 76:13	106:5 108:17	18:23 51:14	shopping (1)
104:14,14	seeing (2)	73:24 82:8,11	50:17
109:25 111:3	13:20 39:18	91:3 96:14	shortage (3)
scenario (3)	seek (1)	101:20 103:4	48:6,6,7
36:20 38:7 92:1	17:12	110:5,13	shortly (1)
schedule (3)	seeking (5)	serviced (2)	21:18
8:5,8 29:4	43:20 64:25	49:5 86:9	short-term (2)
scheduled (2)	66:9 69:23	services (30)	80:12 89:13
43:10 62:7	72:1	38:1 79:20	should (6)
school (8)	seeks (1)	80:13,23 81:9	23:17 79:25
3:8 57:10 59:18	52:4	81:15 82:13	80:19 81:24
61:4,13,15,18	seems (3)	84:8 85:8	92:7 96:2
61:21	13:25 14:20	86:25 87:16	show (1)
scope (1)	92:17	89:18,19 91:16	100:12
76:15	seen (4)	92:15 93:9,18	shows (2)
Scotland (1)	14:3,21 22:10	94:15 95:9,21	49:9 104:18
57:13	32:25	97:3 101:15	shy (1)
Scott (1)	select (1)	102:8 105:20	104:3
80:9	19:22	106:12,14	sic (1)
seamless (2)	selected (2)	107:13 108:16	47:18
99:18 101:21	58:16,21 sell (2)	109:6 111:10	side (1) 93:10
seating (1) 107:6	18:17 24:25	serving (3) 54:11 69:21	l
second (24)	semiannual (2)	91:13	signed (1) 79:10
4:6 5:4,21 6:14	7:23 8:6	session (1)	significant (7)
8:17,19 16:1	Sendzik (16)	106:20	12:21 35:19
31:20 34:8	9:9,10,13,20,22	set (6)	38:19 43:24
40:12 49:15	12:7,12,17	26:13 47:1 73:1	46:1 50:14
56:5,7 62:19	13:10,25 14:9	98:17 109:18	54:23
66:24 77:8,9	14:17 15:7,17	116:9	significantl
78:11 81:3	16:14,16	settled (1)	13:1 46:9 54:8
90:8 92:15	sense (5)	53:23	similar (6)
111:6 114:13	34:22 35:4 46:5	set-aside (1)	44:8 59:5 62:4
115:16	60:21 95:25	26:18	66:4 99:9
secondly (1)	sent (4)	seven (3)	104:24
]	

simple (1)	26:2,22 27:2	115:12,13,15	100:19 106:16
37:20	27:18,22,23,24	sold (2)	106:17
simpler (1)	27:24 28:5,10	11:2 12:10	sorry (4)
76:15	30:8,14,24	sole (1)	7:17 43:22 52:5
simply (2)	32:18,22 33:12	111:9	77:1
30:24 80:12	34:1,18 35:1,6	solicitation	sort (13)
since (8)	35:17 36:5,8	20:9	24:9,19 25:19
33:4 39:21	36:19,22,24	solicitor (2)	26:5,12,12
43:17 45:11,14	37:8,10 38:10	77:25 113:9	27:5,7,15 30:2
48:12 66:11	38:14 39:1,21	some (38)	75:20 90:25
71:10	39:24 40:1,11	13:17 19:10	109:12
single (4)	42:9,11,20	20:23 21:7	sounds (1)
35:13 37:13	43:19 44:7,9	23:10 25:14,25	53:13
70:20 75:11	44:14,18 45:6	26:12,24 38:23	Sourcewell (1)
sir (4)	46:11 47:1,5	40:2 44:2 49:1	12:2
78:23 85:24	47:21 48:12	49:1,17 50:9	South (14)
87:2 114:24	49:7,24 50:6	50:12,14,25	3:7 41:11,17
sit (4)	51:4,13,15	51:22 52:18	42:22 43:4,9
42:7 51:17 57:6	52:1,9,25 53:9	55:6,11,17	44:25 45:5
107:6	54:2,13,19	63:16 72:15	49:22 50:6
site (3)	55:14,17,19	81:6,12 90:24	51:10 52:13
50:24 75:13,21	56:2 57:3,4	91:11,19 92:23	63:25 66:1
site-by-site	60:15,19 61:13	93:7 95:4	speak (13)
75:19	61:14 62:3,6,8	100:6,7 107:25	7:9 19:11 20:20
situation (2)	63:18 64:21	109:12	20:24 25:19
44:8 53:10	66:8,11,18	somebody (10) 46:12 47:12	27:3,13 29:24 32:24 72:24
six (1) 13:12	68:19,20 69:15 70:2,17,19	48:16 49:8,9	76:5 83:6
six-man (1)	70.2,17,19	49:12,20 64:6	88:14
55:10	73:9,13,15	97:13 108:15	speakers (1)
six-month (1)	75:10,11,14,18	someone (1)	41:18
35:12	76:5,25 79:1	56:19	special (3)
size (1)	81:1 82:10,16	something (14)	17:25 39:22
30:23	84:15,23 86:3	12:11 22:14	69:22
skip (1)	86:7,15 87:8	29:18 35:21	specific (2)
98:22	88:6,22 90:6	51:18 62:1	70:9 74:7
slightly (1)	90:18,22 91:4	73:6 89:5 94:7	
29:16	91:16 92:14,23	106:16 107:9	9:25 11:22
small (2)	93:1,7,19,20	109:19,25	23:18 24:11
23:23 30:24	94:12 95:24	111:20	27:11 30:1,4
smaller (3)	96:22 97:9,11	sometime (1)	103:7,8 111:16
36:7,9,9	98:3,14,21,22	21:17	specificatio
so (200)	99:13 100:6,15	sometimes (5)	10:14
4:5 5:3,20 7:10	100:20,24	46:7,8 49:3,4	specifics (1)
8:9,15 10:17	102:7,11 103:24 104:2	109:21 somewhat (2)	103:5
12:9,17,25 14:6,22 15:7	105:24 104:2	14:23 106:24	specified (1) 102:24
15:12,15 17:10	107:24 108:22	somewhere (2)	speed (1)
18:4,14,15	107:24 108:22	18:21 104:3	13:13
20:7,21 21:10	109:24 110:18	Sook (1)	spending (1)
21:13,24 22:18	110:23,24	68:3	47:25
23:5,7,12,20	111:10,13,18	soon (1)	split (1)
24:2,16 25:1	112:23 113:4,5	108:3	113:5
25:16,22,24	114:2,10,12,20	sooner (3)	spoke (4)
	· · · · · · ·		

100:25 52:7 85:18 90:12 supposed (1) 12:22 13:17 39:21 103:12,16 20:19 22:9 51:21 strictly (2) 104:2,6,12 79:4,20 80:13 85:18 90:12 30:19 30:13 10:29 10:10:22 10:10:22 10:10:20 10:10:22 10:10:22 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 10:10:20 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10 10:10:20 11:10 11:10	24:9 51:25 63:25 82:3 square (2) 17:21 79:2 stability (2) 89:8,15 stabilizing (1) 33:17 Stack (1) 32:25 staff (15) 33:16,20 38:18 38:25 43:8 55:1,7,10,10 55:12 98:13 102:14,18,19 103:2 staff's (1) 47:17 stand (2) 48:9 91:3 standpoint (2) 37:11 98:15 stands (1) 46:17 star (1) 7:7 start (3) 34:3 69:6,16 started (3) 68:21 88:18	statute (5) 24:20 79:13 81:20 87:12 111:15 statutorily (2) 23:5 25:9 statutory (1) 15:2 stay (4) 40:2 50:20 56:20 105:14 stead (1) 47:5 steady (1) 52:7 stenographic 116:8 steps (1) 53:12 Steve (6) 78:6,17,21,21 79:6 112:8 still (8) 18:5 31:4,9 86:12 89:18 96:25 98:3 112:20 stock (6) 13:22 14:7,19 19:9,10 28:24	6:17,25 7:3 8:21,22 9:5,12 9:20 12:7,13 13:4,14 14:6 14:12 15:20 16:4,5,13,18 17:8 20:17 21:4,19 22:4 24:21 25:6 26:8 28:17 29:12 31:15,23 31:24 32:10,13 32:22 34:8,16 39:16 40:15,16 41:1,5,10,15 41:22 42:1,3,5 42:9,18 44:21 48:2,21 49:16 52:13,18 53:5 55:22 56:8,9 56:24 57:8 58:4 60:10 62:3,10,22,23 63:6,14 64:8 64:17 66:15 67:23,25 68:22 69:3 74:12 76:21 77:1,5 77:11,12,21 78:10 83:2 8	70:5 79:22 101:11 Sue (3) 34:3 39:2,4 suffered (1) 55:7 sufficient (1) 95:2 suggestions (1) 93:8 summary (2) 70:10 74:3 superfund (1) 50:24 supervision (1) 60:16 support (1)
statements (1) Suarez (128) subsidies (2) 93:2 44:1 2:2 4:1,8,9,16 75:15,16 surplus (16) state's (1) 4:25 5:5,6,18 subsidy (1) 28:6 35:10,20 61:12 5:22,23 6:9,16 75:8 36:3 38:8	star (1) 7:7 start (3) 34:3 69:6,16 started (3) 68:21 88:18 100:25 starting (4) 12:22 13:17 22:9 51:21 state (35) 9:18 12:4 17:6 19:3 33:6 34:7 34:14,24 35:11 36:13 37:4,6 39:18,25 42:16 43:16 47:11 49:6 58:2 60:16 61:7,13 61:19,20,21,24 64:15 69:1 78:18 79:19 107:4 109:10 109:13,21 116:6 statements (1) 44:1 state's (1)	96:25 98:3 112:20 stock (6) 13:22 14:7,19 19:9,10 28:24 stream (1) 52:7 strengthenin 39:21 strictly (2) 28:11,12 strike (1) 37:8 strong (4) 98:3 108:12,20 109:6 structure (7) 65:11,13,15,19 69:11,14 73:2 structures (1) 66:7 study (1) 79:22 stuff (2) 28:9 86:1 Suarez (128) 2:2 4:1,8,9,16 4:25 5:5,6,18	67:2,3,12,16 67:23,25 68:22 69:3 74:12 76:21 77:1,5 77:11,12,21 78:10 83:2,8 85:18 90:12 94:10 97:9 103:12,16 104:2,6,12 105:22 107:22 111:22 112:1 112:16 113:8 113:23 114:6 114:16,17,25 115:10,12,18 115:19 subject (3) 81:1 112:7,14 submission (1) 112:14 Subsection (3) 4:23 5:16 6:8 subsequent (1) 11:2 subsidies (2) 75:15,16 subsidy (1)	superfund (1) 50:24 supervision (1) 60:16 support (1) 67:15 supposed (1) 20:19 suppression 79:4,20 80:13 80:23 81:14 86:25 87:15 101:6 102:8 111:10 sure (25) 7:8 26:7,8,8 27:8 35:4 41:5 45:21 46:13 54:2 69:5 74:17 92:12,19 93:5 94:7,20 97:10,14 99:3 101:5,8,17 102:2 114:20 surmise (1) 93:2 surplus (16) 28:6 35:10,20

	1	ı	ı
49:23,25 51:7	39:1,4,9	9:19 17:7 34:15	69:17
52:1,2 56:1	tandem (2)	42:17 58:3	that (491)
61:25 80:17	17:17 18:8	64:16 69:2	4:25 7:4,8,10
81:5 95:13	tanker (7)	78:19	8:20 10:17
104:24	10:24 12:10	testify (1)	11:23 12:20
		82:19	
SUSAN (1)	17:17 18:8,10	l	13:6,12,14,15
34:13	18:11,14	testimony (5)	13:15,16,21,25
swear (2)	tax (18)	1:6 92:23 106:7	14:3,8,10,22
57:21 68:20	11:8,10 27:25	108:1 110:3	14:23 15:10,16
switch (1)	37:3,5,6,7,7	testing (2)	17:16 18:8,18
21:25	37:13,13,17,18	106:21,22	19:5,11,12,17
switched (2)	37:21 38:14	than (26)	20:24 21:2,5,7
21:15 31:10	46:5 47:20	8:8 12:3 14:21	21:9,10 22:5,6
sworn (19)	85:9 103:22	15:5 19:17	22:11,12,14,15
1:6 7:11 9:16	taxation (1)	24:17 29:16,20	22:16,21,24,25
9:18 17:3,6	81:1	30:19 32:11	23:3,5,9,10,12
	l	36:6,7,13,16	24.6 0 10 12
34:10,14 41:23	taxed (1)		24:6,9,10,13
42:12,16 58:2	23:9	44:20 49:12	24:23 25:1,3,6
63:17 64:9,15	taxes (1)	52:3 61:16	25:14,16,17,21
69:1 78:13,18	37:8	75:18 76:16	25:23 26:6,7,9
81:17	taxpayer (1)	84:12 85:10	26:17,22 27:7
systems (2)	85:13	100:19 106:16	27:23 28:2,9
59:4 70:6	taxpayers (6)	106:17 111:20	28:10,10,15
	80:4,21 84:1	thank (78)	29:1,7,7,9,10
T	96:1,2 107:21	4:16,20 6:24,25	29:15,19,25
T (2)	team (1)	7:2 9:5,22	30:3,5,14,17
116:1,1	66:14	12:7 14:12,16	30:18,23,24,25
table (2)	technical (2)	14:17 15:19	31:2,5,6,7,9
114:10 115:7	33:14 91:8	16:13,16 20:17	31:11 32:18,24
take (8)	technology (1)	28:17,22 29:11	33:5,9,22
47:11,13 49:2	66:3	29:12 31:12,13	34:23 35:1,2,4
55:9 75:21			35:5,9,15,19
	Tell (1)	32:7,9,12 34:2	
90:14 92:23	100:5	34:17 39:9,11	35:20,20,21,22
101:16	ten (1)	39:15 40:22	35:25 36:2,5
taken (5)	10:12	41:1,4,7,8	36:13,24 37:8
1:7 52:12 53:13	term (6)	43:7 44:21	37:9,11,18,20
86:21 116:9	88:1 91:2 94:9	53:5 55:19,20	37:21 38:1,3,7
takeover (1)	108:14 113:12	56:17,18 58:6	38:13,24 40:2
61:7	114:2	60:10 62:10	43:14,22 44:1
takes (1)	terminate (1)	63:5 64:8,19	44:6,22 45:6
110:6	88:3	66:15 67:11,14	45:11,22,25,25
taking (3)	termination (1)	69:17 73:20	46:6,7,10,12
49:17 50:9 99:2	113:17	74:12 76:20,21	46:13,14,18,23
talent (2)	terms (17)	77:5,20,21	47:6 48:3,8,9
39:21 48:10	20:10,25 24:18	78:20,24 85:14	48:13,16 49:13
talk (4)	29:3 46:1,6,8	85:19,20 88:16	49:20,21,24
53:18 76:1	46:17 52:1	89:23 90:9,12	50:2,4,5,7,10
95:13 106:18	53:16,17 54:16	94:20 96:5	50:11,17,21,22
talked (3)	54:25 72:18	97:8 102:11	
			50:25 51:4,5,8
86:15 87:21,25	73:21,23	103:11 105:3	51:13,14,15,24
talking (2)	101:22	113:7 114:24	52:3,6,10,11
28:4 103:13	test (1)	115:8,10,11	52:12,14,16,23
Tammy (6)	48:25	thanks (3)	52:24 53:13,15
33:23 34:3,12	testifies (8)	16:14 53:9	54:16,19,23
L			

55:5,6,7,13,16 55:17,20,56:22 56:23,57:1 59:2,11,21 60:3,6,21,25 61:1,5,12,14 61:21,24,62:10 62:18,65:7,18 65:22,66:13,18 69:15,19,25 70:11,18,21,21 71:2,2,5,7,10 71:13,15,18,22 72:3,4,4,5,6 72:14,16,18,19 72:19,73:18 74:10,15,16,17 74:17,21,24 75:1,5,6,6,20 76:2,5,13,18 77:2,78:11,12 79:10,15,22,24 80:5,10,13,16 80:16,19,24,25 81:1,3,5,11,13 81:20,24,82:8 82:10,11,11,12 82:14,14,16 83:11,23,84:1 84:23,85:8,9 85:12,86:1,9 86:17,21,87:14 87:21,25,88:2 88:3,6,16,24 88:25,89:6,7,7 89:10,21,90:2 90:4,16,20 91:1,1,5,16,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18 92:12,14,17,18	99:11,16 100:6 100:7,13,15,20 100:21,22,24 101:3,3,6,7,9 101:17,18,21 101:23 102:2 102:10,15,17 102:24 103:3,5 103:7,9,19,22 103:25 104:7 104:10,22,23 104:25 105:1,4 105:7,8,12,14 105:15 106:3 106:11,13,17 106:21 107:1,1 107:2,4,9,10 107:12,18,25 108:12,21,22 109:2,5,6,8,11 109:12,14,17 109:18,18,22 110:2,11,15,16 110:24,25 111:7,11,14,15 111:17 112:4,5 112:6,7,8,18 112:25 113:2,4 113:6,6,14,16 113:24 114:10 115:12 that's (51) 18:4 25:4 26:12 27:11 28:5 39:24 47:14,19 51:12 52:7 56:24 57:4 64:5,7 65:20 66:10 68:19 69:8 76:3 80:3 81:16 84:2 27:11 28:5 39:24 47:14,19 51:12 52:7 56:24 57:4 64:5,7 65:20 66:10 68:19 69:8 76:3 80:3 81:16 84:2 86:13 87:2,5 88:22 89:20,22 89:24 90:10 92:4,9 94:7,17 95:25 96:2 100:3,4,24 101:9 104:20 104:22,22 106:23 108:18 110:7,13 11:18,21 11:18,21 11:18,21 11:19 104:21	1:6,8 3:8 4:1,2 4:3,18,18,21 5:13,15 6:5,6 7:3,7,12,12,15 7:18,19,20,20 7:22,24,24,25 7:25 8:2,3,4,5 8:7,7,9,10,11 8:13 9:6,7,14 9:15,18,21,23 10:2,3,4,4,6,9 10:9,11,13,13 10:16,18,18,23 10:23,24 11:1 11:3,3,4,5,5,6 11:7,8,10,10 11:12,12,13,15 11:15,17,17,20 11:21,21 12:1 12:9,10,11,14 12:17,18,25 13:2,6,7,8,8,9 13:16,17,24,24 14:1,5,10,14 14:14,18,20 15:2,2,5,6,8 15:24 16:19,20 16:24,25 17:1 17:1,2,6,9,13 17:14,15,17,19 17:23,24,24 18:1,2,6,6,7 18:10,13,16,17 18:18,21,22,24 18:25 19:1,2,3 19:6,6,6,8,12 19:13,14,15,16 19:17,18,20,22 20:2,3,4,5,5,7 20:8,8,9,10,11 20:11,13,14,15 20:18,21,23 21:1,2,3,4,5,7 21:8,10,11,12 21:13,14,20,22 22:26,11,12,12 22:12,15,19,19 22:20,22 23:2 23:5,5,7,7,9 23:11,14,15,15 23:20,21,24,24 24:17,18,20,23	25:1,4,4,8,11 25:12,13,23,25 26:1,2,3,10,17 26:17,20,23 27:1,6,9,14,14 27:19,25,25 28:7,12,19,20 28:22,23,23,24 28:25,29:5,6,6 29:15,15,15,16 29:20,21,23,25 29:25,30:3,16 30:18,21,31:3 31:3,4,9,32:14 32:15,23,23,24 32:24,33:1,3,6 33:8,12,12,12 33:13,14,15,15 33:17,18,20,20 33:21,23,25 34:1,6,7,14,19 34:20,20,21,23 34:24,25,35:2 35:3,6,7,10,11 35:12,13,15,17 35:21,25,25 36:1,4,5,6,10 36:13,24,37:4 37:6,7,8,8,8,9 37:9,10,12,13 37:17,17,18,21 37:25,25,38:3 38:4,5,6,10,11 38:12,13,14,15 38:15,15,18,18 38:19,20,22,24 38:25,39:1,2,2 39:3,8,8,16,18 39:19,19,20,22 39:23,23,25 40:3,4,6,6,7 41:2,10,11,17 41:18,42:16,18 42:22,24,24 43:1,5,6,9,11 43:11,13,14,15 43:16,17,17,19 43:20,21,22 44:1,3,4,5,6,7 44:9,10,12,12 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18 44:13,14,17,18
98:19,23 99:10	the (1246)	24:23,25 25:1	45:12,12,16,17

83:19 87:5,6	75:14 79:20,22	60:6,12 61:6	48:4 49:13
97:2,2 98:13	79:24,25 80:5	61:20 65:7,13	50:5 56:24
99:6,15 101:5	80:10,24 83:2	65:14 66:4,17	60:12 61:1
101:25 102:1	83:2 84:11	70:11 71:15,16	62:4,6 64:3,5
them (29)	88:18,24 89:16	72:11 74:21	64:6 66:16
13:10,13,21:8	90:10 91:10,13	75:19 76:1	68:16,20 74:10
21:17,17 24:18	91:19 92:13	82:17 87:4	74:15 75:25
27:20 35:4	93:4,5 95:2,4	89:2,4,15 94:9	88:15 90:4,10
40:2 44:20 51:3,22,24	96:16,21,25 97:10 98:22	96:1,20 97:5 98:12,20 99:16	90:16,24 91:9 92:20 95:1
57:21 58:14,21	99:13 102:7	100:11,13	97:20 98:3,8
61:8,20 62:1	106:4 107:24	101:12,13	98:14,15,25
71:12,12 81:6	109:12	104:2 105:9	101:20 106:15
93:17 94:8,14	thereafter (1)	108:21 110:22	106:23 107:10
95:7,9 98:12	86:19	111:9,12	107:24 108:2
100:25	therefore (1)	they'11 (5)	108:17,19
themselves (2)	8:10	59:16 65:7,18	109:8,24
65:13 98:9	there's (41)	89:15 100:10	111:22,23
then (31) 7:10 21:24	23:23 24:4,12	they're (15)	112:1,8,19,24 113:6 115:12
22:16,23 28:4	30:18 31:4 36:4 37:1,19	12:22 14:3 15:8 18:20 23:25	thinking (1)
29:2 30:3	39:20,21 46:12	47:25 53:25	26:12
42:11,11 43:2	47:1,10,19	61:24 65:8	thinks (1)
49:19 53:2	48:6,6,7 50:15	73:16 106:23	24:14
58:20 62:15	54:2 55:2,3	110:7,15,18,24	third (2)
63:24 65:20	80:15,17 81:10	they've (5)	10:15 61:4
66:21 69:9,12	81:12 82:10	33:4 45:1 46:4	third-party (1)
76:23 85:6	84:24 89:9,9	55:6 65:18	58:25
88:23,24 89:2 92:7,15 96:23	90:2 93:22 97:12 98:15,21	thing (8) 13:19 39:7,16	this (143) 4:22 5:14 6:6,9
105:20 112:1	98:23 101:11	89:13 92:15	7:13 8:9 12:11
112:25 114:11	101:24 106:17	94:6 107:16	12:18,23,25
theoreticall	106:18 107:4	113:24	13:21,25 14:4
73:9	109:5	things (25)	14:6,8,19 15:3
there (84)	these (17)	14:7,9 35:17	15:7 18:4,15
1:9 11:8 13:22	13:18 22:25	36:19 48:4,8	19:9,23 20:2
14:7,9,13 18:3	23:4 25:25	49:21 50:2	20:20 21:24,25
19:23 21:18	27:24 31:8	52:23 53:11	22:7,8,9 23:18
22:3 23:6 26:23 28:18	54:19 60:23 70:15 71:1	70:5 79:15 88:18 89:7,9	24:18 25:7,11 25:24 26:19
29:19 30:5,8	72:12 75:7	89:10 92:7	27:3,8 28:1,11
30:10,11,14,15	91:15 97:11	94:21 97:11	28:11 30:7
30:18,21 35:8	109:2,11,20	101:11 107:1,2	33:1,18,19
36:3 37:19	they (68)	108:11,23	34:6,18 35:24
38:8,8 40:7	7:5 11:24 12:13	109:22	36:23 37:1,23
42:7 43:24	12:15 13:11,21	think (70)	38:5,6,9,17
44:2 45:13,15	15:9,15,17	8:18 13:5 20:23	39:8,18,23
47:9 48:14 49:19 52:23	18:19 21:2,18 23:4 24:10	22:9,12,16,24 26:10 27:2	41:20 44:10
53:7 54:5,6	26:17,19 27:24	28:5 29:23	45:3,6 48:1,5 49:2,14,25
55:4,8 59:23	36:10,11 37:9	30:11,25 32:19	54:5 58:7
60:3 68:12	38:12,14 44:4	33:7 34:3	60:17,18,20
70:10,18 71:14	49:4 59:6,13	39:14,24 40:3	61:4 62:4 65:3
72:22 75:1,11	59:13 60:4,6,6	45:11 47:8	66:5 69:18

70.6 0 0 11 17	77.1	+inod (1)	20.2 / 6 12 17
70:6,8,8,11,17 70:22,25,25	27:1 thousand (1)	tired (1) 50:20	39:3,4,6,13,17 39:23 40:2,3,6
72:2,18,20	17:13	title (1)	40:6,7 41:20
73:2 74:24	thousands (1)	65:16	41:21,22,23
75:4 76:3,14	30:11	to (620)	42:6 43:5,5,19
76:15 77:24	three (11)	4:22 7:3,4,5,7	43:20 44:4,4,7
78:12 82:12	19:5 20:23 28:3	7:13,23 8:3,7	44:7,7,10,11
85:1,17 86:8	54:14 70:10,12	8:7,10,13 9:13	44:13,15,20,24
87:5,10,22	72:12 73:24	9:15,24_10:2,9	45:3,3,4,10,17
90:8,17,20	99:24 107:6	10:14,17,23	45:20,21,21 <u>,</u> 21
91:1,14 92:11	115:6	11:2,2,15,18	46:4,5,5,6,7
93:23 94:4	three-month (1)	11:22,25 12:2	46:11,11,13,16
95:16,19 97:24 97:25 98:1	through (26)	12:22 13:4,6 13:13,17,18,20	46:22,22,24 47:4,9,11,11
99:24 101:4,10	4:18 10:6,10	13:23,24 14:8	47:12,13,20,21
101:25 102:16	12:2,3 38:21	14:10,13,18	47:24,24,25
103:7 105:11	38:24 44:25	15:4,9,13,22	48:9,10,11,15
105:25 107:8	47:16 52:22	15:24 16:24	48:15,24 49:1
107:10 108:1,3	58:15,15,20	17:3,11,12,13	49:2,4,5,7,10
108:4,5,9,21	59:12 61:8	17:16,16 18:7	49:12,19,22,23
108:24 109:1,1	65:21 66:2,5	18:17,20,23	49:25 50:6,13
109:7,10,13,14 109:19,19	70:2,12 71:6 73:6,25 108:5	19:9,11,12,15 19:18,21,22,25	50:25 51:6,7,8 51:10,18,20,25
111:24 112:2	108:9 113:5	20:5,13,19,20	52:9,10,24,24
114:10	till (3)	20:21,23,24	52:25,25 53:1
thorough (2)	23:9 85:18	21:9,17,24,25	53:6,7,12,15
16:15 18:25	107:20	22:1,4,7,8,9	53:17,18,20,20
thoroughness	tilt (1)	22:12,18,20,22	53:22,24 54:1
21:6	10:1	22:24 23:2,3,3	54:2,3,7 55:8
those (35) 18:18,22 24:3	Tim (4) 68:20,23 69:10	23:4,5,8,12,21	55:9,14,24 56:3,20,20,21
35:17 36:11,19	73:19	24:3,4,6,7,9 24:12,13,13,13	56:21,22,25,25
44:5,9 49:2	time (29)	24:14,16,18,22	57:21 58:10,11
51:11,16,20	11:17,25 12:18	24:25,25,25:4	58:14,16,19,21
55:17 71:9,20	21:3,23 22:10	25:10,13,19,19	58:23 59:6,11
71:25 73:10,11	28:25 35:20	25:24,25 26:2	59:12 60:2,4,8
82:13 84:4,17	38:17,17,22	26:7,11,11,16	60:9,19,21
85:3,11 89:12	43:16 46:16 47:13 48:12	26:22 27:3,14	61:13,19 62:3
92:4 97:3 99:11 101:15	70:20 71:11	27:20,24,25 28:3,10,13,18	62:4,7,9,12,16 63:16 64:25
104:9 105:15	74:14 75:21	29:5,15,24,24	65:1,8,9,13
107:16 108:11	86:10 89:1	30:1,4,8,12,13	66:4,8,13,17
108:23 110:15	95:2,4,6,8	30:16,17,18	66:22 68:20
112:23	107:10 109:20	31:5,17,18	69:6,9,10,13
though (3)	109:20 116:9	32:16,23,23,24	69:15,16,16,18
14:25 49:5	timeframe (4)	33:1,3,10,16	69:19,22,24
99:13 thought (10)	13:18 14:20	33:20,22,23	70:3,24 71:2,9
15:4 19:23	21:20 70:11 timely (1)	34:3,4,9,21,23 35:3,4,9,13,21	71:11,12,12,12 71:13,13,20,24
26:23 30:8,16	46:16	35:22 36:17,22	71:24 72:2,3,6
30:22 82:24	times (1)	36:25,25 37:6	72:7,10,13,13
107:17 108:9	97:12	37:7,12,17,18	72:17,19,20,21
113:4	timing (2)	37:22 38:2,4,6	72:22,23,25
thoughts (1)	20:25 97:23	38:13,21,23,25	73:3,4,4,5,5,6

73:10,11,12,16 73:18,19,23 74:2,3,4,4,6 74:11,19,21,22 75:1,8,17,21 75:22 76:5,8 76:10,14,24 78:8,10,13 79:13,16 80:6 80:6,20 81:1,3 81:4,5,13,14 81:19,21,25 82:8,11,14,19 82:21,21 83:10 83:21,22 84:3 85:4,13,16,17 86:2,17,24 87:11,12,15,15 87:22 88:3,20 88:25,25 89:1 89:10,11,12,14 89:17,19,21 90:2,7,14,15 90:16,17,19,23 90:24 91:4,13 91:15,18 92:8 92:10,14,16,18 92:19,21,24,25 93:4,9,10,17 93:25,25 94:7 94:8,9,13,14 94:16,16,22,23 95:3,7,8,12,13 95:15,15 96:4 96:22 97:2,3,5 97:9,13,14,17 97:22 98:4,10 98:11,12,20,23 99:1,7,8,15,21 100:12,12,16 100:18,19,20 100:21,22,22 100:23 101:2,4 101:5,13,14,14 101:15,16,17 101:18,19,19 101:25 102:2,8 102:18 103:3,6 103:9,18,21 104:3,16,25 105:13,18,18	107:20 108:3 108:13,14,17 108:18,25 109:4,6,7,9,15 109:16,18,20 109:22,25 110:2,6,7,12 110:15,17,21 111:16 112:7 112:13,14,17 112:19,23 113:2,3,4,5,10 113:11,24,25 114:9,10,19 115:14 116:7 today (19) 4:19 7:13 9:7 9:23 17:11 33:1,7,21 41:11 57:9 63:9 64:21 67:18 69:23 72:2 76:14 77:23 109:23 115:13 today's (1) 74:18 together (4) 17:15 43:13 44:3 111:20 told (1) 97:13 Tom (1) 68:6 tomorrow (2) 21:22 22:2 ton (1) 18:3 Tonetta (52) 77:24,25 78:10 78:20,24,25 83:4,10,13,17 83:21 84:13 85:14,20,24 86:7,13 87:4,8 87:20 88:8,10 88:13 89:23 90:9 91:21 92:11 93:14 95:22 96:11,16 97:7 98:6	107:15 111:1 111:23,25 112:3,17 113:7 113:15,19,22 113:24 114:5 115:8 too (6) 16:18 48:4,23 49:22 52:13 109:1 took (2) 43:19 66:16 tooting (1) 45:9 total (11) 23:7 24:11 59:17,22,22 60:1 70:13,14 73:3,25 105:15 totaling (2) 8:2 10:7 touch (1) 57:6 tough (1) 21:16 toward (2) 33:17 93:13 towards (2) 12:10 13:1 town (5) 46:23 47:24 49:7 87:5,14 towns (1) 49:1 township (38) 3:4,5,7 9:7,14 11:13 16:20 17:10,20,22 20:6 41:12 42:22 43:1,4,9 43:14 44:18 45:16,19 46:17 47:3 50:10,14 50:19,22,25 51:9,14 52:4,7 52:12 54:9,11 55:13,18 63:25 65:25 township's (2) 54:25 55:5 town's (1)	42:20 57:5 train (2) 45:8 49:19 trained (1) 48:16 transaction (6) 69:7,7,12 71:7 73:14 99:18 transactions 46:15 47:2 69:25 70:10 transcript (1) 116:8 transferred (2) 104:15 105:8 transition (7) 35:5,12,12 38:11 41:3 49:18 101:22 transitional 34:21,24 36:12 36:17 39:19 transitionin 38:2 transparency 30:18 transparency 30:18 transparent (1) 24:13 Transportati 7:21 8:1 trash (1) 46:2 treasurer (1) 17:1 trend (2) 39:18 40:3 Trenton (6) 35:8,19 36:8,16 36:21 38:7 tried (2) 27:19 49:1 tries (1) 70:24 truck (11) 12:17 17:17 18:10,11,14 19:16 26:3 27:19 28:4,12 29:16 trucks (4) 13:2 14:1 18:18
101:25 102:2,8 102:18 103:3,6 103:9,18,21	88:13 89:23 90:9 91:21 92:11 93:14 95:22 96:11,16	55:13,18 63:25 65:25 township's (2) 54:25 55:5	19:16 26:3 27:19 28:4,12 29:16 trucks (4)

112:17 turn (7) 33:22 43:5 60:9 69:16 72:22 73:19 74:11 turned (1) 7:9 tutelage (1) 48:17 two (25) 10:14 11:22 14:5 15:11 18:8 20:22 22:2 35:17 42:8 44:9 45:2 46:10 50:8 54:14 65:24 80:5 81:10 92:11 99:5,16 99:24 100:16 108:11 112:20 112:23 types (3) 22:25 97:11 109:2 typically (1) 66:4 Uultimately (8) 19:2 20:1 79:14 80:19,22 81:25 87:24 104:25 uncommon (1) 18:4 under (22) 9:19 17:7 20:4 34:15 38:13 42:17 48:16 58:3 60:16	37:22 76:12 94:11 102:10 108:13 109:4 110:4 113:15 understandin 21:23 22:19 28:16 31:2 81:24 87:9,14 91:1 92:5 111:7 understood (3) 96:1 108:2 111:25 undertake (4) 32:25 80:1 81:5 86:20 undertaking (1) 7:15 undivided (1) 73:8 unforeseen (1) 94:3 unfortunatel 22:8 Union (13) 3:6 32:15,25 33:16,18,20,23 35:24 36:2,5 36:18,22 40:8 units (2) 59:15 75:7 unmute (2) 7:7 83:5 units (2) 59:15 75:7 unmute (2) 7:7 83:5 units (2) 59:15 75:7 unmute (1) 10:17 unrestricted 104:19 until (7) 35:15 51:22	13:13,16 14:13 17:13 19:2 21:18 22:1,3 22:20 23:15,21 24:6,22 27:20 27:20 28:18 40:6 42:7 45:20 48:9,16 49:20 53:6 55:8 61:8,25 62:12 66:13,19 69:20,24 74:19 86:21 91:3 92:20 94:16 98:17 100:12 100:22 101:3 102:12 107:2 110:15 112:2 112:23 update (1) 13:10 updated (2) 21:10,14 upon (6) 10:23 23:9 55:20 85:12 97:18 110:8 upstairs (1) 42:7 us (21) 4:17 21:3,24 35:21 38:2 44:10 46:22 52:24 53:4 57:14 63:16,24 68:14 69:13,16 69:20 72:2 100:22 108:9 USDA (3) 7:19,20,24 use (12) 7:7 12:14 18:18 20:2 31:9 47:22 50:18,21 55:25 58:16	19:15 49:25 51:14 80:22 U.S (1) 8:5 V vacancies (1) 54:19 vacancy (1) 54:15 value (2) 11:11,12 various (2) 66:3 91:12 vast (2) 49:24 79:18 vehicle (5) 14:19,22,24 31:3,4 vehicles (2) 66:1,4 vendors (1) 10:14 verification 58:25 verified (1) 58:24 versus (8) 14:5,19 28:25 30:20 46:18 73:24 74:24 106:5 very (29) 16:13 18:5,15 30:23,24 32:7
34:15 38:13	104:19	20:2 31:9	very (29)
42:17 48:16	until (7)	47:22 50:18,21	16:13 18:5,15

51:15 53:14	walking (1)	75:13,14 76:14	43:1,19 44:10
56:17,18 60:10	108:9	77:2 79:10,22	45:1,6 47:6,12
63:5 67:14	walks (1)	79:22 82:5,24	49:12,19,24
71:4 74:12	93:3	84:23 91:19	50:8,16 51:4
81:7 90:12	want (40)	94:25 95:4,8	51:17 55:24
91:4 93:21,24	21:9 22:7,18,21	95:13 96:4,8	57:14,16 60:25
112:6 115:8,9	22:23 23:12	96:14,16,17,21	61:10,10 62:15
via (1)	25:12,19 26:7	96:24,25 97:1	63:11,15,16,19
1:7	39:17 40:6	97:2,25 98:1	63:21 65:4,10
videoconfere	49:4 51:18	99:5,6,18,20	65:23,24 66:22
1:7	52:9 65:13	99:23,24 100:3	67:14 68:3,3,7
violation (3)	72:25 80:6	100:20,25	68:9,21 69:19
5:17 6:7,8	85:16 89:14	102:22,24	70:9 71:12,24
violations (2)	90:14 91:18	103:7 105:12	72:4,5,16,17
4:23 5:16	92:19 93:4	105:13,18,19	72:19,19 73:3
virtue (1)	94:7 95:12	106:3 112:21	73:22 75:25
24:17	97:9,13,14,17	114:19	76:2,5,7,9,23
volunteer (7)	98:4,24 101:5	wasn't (6)	78:12 79:9,10
10:2 78:7 79:7	108:25 109:4	26:24 30:8,14	80:6 81:18,23
80:14 81:7,13	109:18,21,25	74:24 76:7	82:2,10 83:8
82:7 volunteers (9)	112:23 113:5	105:18	83:20 84:1,16
	113:23	watching (1)	85:18 87:8,13
86:5 93:16,17	wanted (11) 13:4,6 26:16,22	46:13	87:21,21,25
93:24 94:1,6,8	39:6 60:19	water (3)	88:14,22,24,25
96:18 110:20		7:16 59:8 70:5	90:10,15 91:4
vote (4)	76:8 96:4	way (18)	92:2,19,20,23
11:18 101:14	110:20,24	17:24 18:13	93:1,5,5,16,17
114:11,18	113:21	24:9 29:24	93:19,21,25
voters (13)	wants (1)	45:6 48:14	94:7,10 97:11
11:17 22:12,13	109:14	74:24 75:5	97:15,21,22
23:5,6,7,16	warehouse (1)	76:2,7,15,16	98:8,17 100:2
25:12 29:17,20		97:24 99:16	100:22 101:5
29:21 30:3,13 votes (2)	was (106)	102:1 108:22	103:1,2,3,13
	10:16,16 11:16	109:12,22	103:25 104:23
18:3 115:6	12:2 14:19	we (195)	105:5,6 106:3
	15:4,12,16	5:2,19 6:11 7:3	106:15,20
voting (2) 18:1 79:11	20:23 21:2,2	7:10 9:15	107:2,7,12,17
W	22:13,15 23:9	12:18 13:5,10	107:20 108:2,4
	24:8 26:5,19	13:17 15:22	108:17,22,23
wait (5)	26:23 27:23	16:23 19:18	109:11,15,16
56:25 85:17,18	29:1,16,19,24	20:1,1 21:15	109:20 110:3
107:7 112:19	29:25 30:1,7	21:17,25 23:3	111:20 112:1,4
waited (1)	30:12,13,15,24	23:6 25:3,7,16	112:7,11,13,24
107:20	36:17 38:8	25:22,23,24	114:11,18
waiting (1)	43:13,14 45:9	26:16 27:18,19	web (2)
90:7	45:15 46:6,9	27:20,22,24	21:20,23
waived (1)	46:21,24 47:16	28:1,4,9,10	website (4)
8:11	50:17 51:13	30:3,17,21,22	13:9,11 21:8,15
waiver (6)	52:16,17,20	30:24 31:16	Wednesday (1)
42:24 43:21	54:2,21 55:14	32:18,19 33:2	62:8
55:25 65:4	58:24 61:12	33:7 35:1,2,19	weeks (4)
66:18 103:4	62:10 70:6,18	36:2 38:6,17	22:2 33:1 53:25
walk (1)	70:18 71:14,18	38:21,22,24	99:24
4:17	74:17,23 75:2	40:9 41:22	welcome (6)
	1	1	1

	1	ı	ı
32:13 39:12	24:19 25:3	114:20	who (24)
41:9 55:21	30:3,19 34:9	when (23)	16:25 17:2 43:3
63:6 67:12	36:25 39:7,17	7:9 12:9 13:5	48:24,25 49:8
well (34)	44:14,15 45:7	20:18 23:4,22	49:9,9,12 54:6
9:12 14:8,18	47:14 48:8	27:19 53:16	54:7,21,22
18:14 21:21	51:6 52:2,10	73:9 74:23	57:17 63:15
25:22 31:15	53:1 55:9 60:8	84:16 91:25	64:9 68:14
32:20 39:5	62:7 64:21,25	96:8,20 99:4	78:6 80:9
40:9 41:1 45:8	66:9 67:25	99:16 103:24	82:18 91:15
48:5,21 66:15	69:23 72:1,9	105:10 108:15	96:8 106:5
66:21 75:3	73:3,4,5 75:22	110:3,7,14,18	109:21
78:6 79:4 81:7	86:1 88:13	whenever (1)	whole (7)
81:17 82:20	89:17 90:6	97:11	19:24 30:8,15
83:1,18 91:12	91:16,17 93:14	where (24)	96:22,24,24
91:14 93:21	93:15 98:23	27:8 28:5 29:19	109:13
98:17,19 100:4	101:16,17	30:3 33:1	
			whom (1)
107:21 112:6	107:9,22	34:21 38:8	17:3
113:2 115:8	111:23	44:10 46:16	who's (1)
went (3)	we've (13)	47:24,25 53:10	55:8
55:2 75:17	14:21 22:10	71:24 74:25	why (11)
90:16	32:25 36:6	79:20 89:4,14	12:22 13:20
were (38)	48:5 49:17	91:16 92:4,9	36:24 39:17
10:15 13:22	50:12,21,24	93:12,13,23	51:19 72:1
18:1 19:25	61:5 72:21	97:13	74:23 76:1
24:10 25:22,24	97:13 101:22	whereas (1)	81:16 100:5
26:4 30:10	what (58)	36:17	110:18
36:16 43:24	14:21 18:22	whether (6)	wiggle (1)
44:2 50:3	23:2,7,15	14:19 26:12	23:6
52:23 53:15,21	24:19 25:3,13	38:22 82:5,6	will (74)
61:7,10,20,21	25:19 27:6,15	94:17	7:10 11:2,4,6,8
65:10 66:17	29:16,20,21	which (37)	11:11 12:10,15
69:25 70:10,11	30:19,20 35:2	8:3 10:20 11:13	
		12:22 13:19	15:10 17:14
76:5 86:21	44:25 45:4,23		
95:23 96:1,23	46:6,13,14,23	14:20 17:14,21	
99:11 100:6	46:24 47:14	18:11 19:3	20:2,5,8 21:18
103:2 104:10	50:1 53:21,25	20:6 24:19	21:18 22:2
105:9 106:15	62:4,8 66:4	25:12 28:4,24	28:2,6,18 31:9
110:3,22	72:9,21 73:3	35:10,14 37:13	31:16 36:1,3
weren't (1)	76:13 77:1	38:11 40:3	37:3,12 38:24
18:3	82:4 85:10	47:20 50:14,21	41:22 50:22
we'd (3)	91:23 92:2	59:6 65:1 74:5	51:5 53:6 55:8
24:25 26:11	96:1,2,20	75:16 79:16	55:11 59:18,21
109:9	99:25 103:12	80:21 81:24	60:6 62:4,6,12
we'll (11)	103:13,15	84:6 92:13	66:1,6,19
8:19 20:9 23:1	104:14,15	96:24 105:9	68:14,14 72:17
27:11 28:13	108:16 109:15	107:16,19	73:7,12 74:5
41:5 62:8	110:10,25	113:17 [°]	74:19 75:7,8
69:12 74:10	111:2 112:21	while (7)	80:15,21 82:2
83:10 108:20	113:9 114:3	35:12 37:23	82:7 84:2,6,8
	1		
we're (55)	whatever (3)	38:22 93:21	84:10 86:8
9:22 13:17,20	18:19 24:14	109:14 111:7	93:19 98:22
18:20 20:22	95:18	111:12	99:3_100:11,16
21:15 22:9	what's (5)	whistles (1)	102:7 104:23
23:8 24:13,16	45:5 92:1,8,21	13:23	104:23 106:11

109:7 108:11,15 110:23 111:16 112:21,25 114:3 115:6 within (13) 7:16 10:3 14:5 26:20 33:14 37:10 20:20 21:6 23:17 25:2,18 26:4 79:12 80:17 27:2 28:21 88:25 101:25 29:23 32:7 without (6) 46:5 54:17 85:12 88:4 103:19 112:4 wonderful (1) 41:2 with (117) 8:8 ,20 10:9,24 11:4 13:12,16 15:8 17:15 19:9,10,18 20:2,10 21:11 22:11 23:1,4 24:7 25:11 27:20 32:19 33:11,15,22 34:19 35:2,3 38:13,18,25 39:22 42:7 45:20 47:6 48:22 50:12,23 33:13 1,15,22 34:19 35:2,3 38:13,18,25 39:22 42:7 45:20 47:6 48:22 50:12,23 35:12 56:22 57:13,14 58:23 55:8 59:10 65:6,17,19 66:13 67:13 69:6,12,15 71:12 73:4,18 74:10 78:2 79:3,12 80:2,7 88:18,24 41:5 88:13,21 works (3) 75:4,5 102:2 worked (3) 33:15 46:7 58:23 working (5) 38:18,24 41:5 88:13,21 works (3) 75:4,5 102:2 worked (3) 33:15 46:7 58:23 working (5) 38:18,24 41:5 88:13,21 works (3) 75:4,5 102:2 worked (3) 33:15 46:7 58:23 working (5) 38:18,24 41:5 88:13,21 works (3) 75:4,5 102:2 worked (3) 33:15 46:7 58:23 working (5) 38:18,24 41:5 88:13,21 works (3) 75:4,5 102:2 world (1) 7:19 worse-case (1) 92:1 worth (1) 12:19 worth (2) 12:19	57:21 61:1 65:1 71:16 74:21 76:15 79:24 80:20 81:3 84:25 85:1,3,7,8,9 86:17,19 87:25 88:2,6,23,24 88:25 91:1,2,4 92:21 93:4 95:7,20 97:22 98:12 99:8,9 99:10,14 101:8 102:25 103:3,6 103:9,15,17,22 103:23,25 104:3,8,8,9,15 104:25 105:1 105:13,14 107:4,19,20 108:4,10,19 110:2 111:14 112:19 113:1 113:10,11,16 113:24,25 114:2 wouldn't (4) 23:13 71:15 74:25 76:2 would-be (1) 97:18 wound (1) 19:2 writing (6) 92:24,25 100:21 108:14,18 109:12 written (2) 29:24 86:24 wrong (1) 79:6 X XIO1753 (2) 1:8 116:5 Yyeah (3) 88:17 96:16 110:1 year (59) 8:9 11:5,8 15:3	15:9 19:20 25:11 26:20 27:7,23 32:16 32:17 33:3,12 34:7,25,25 35:9,11,15 37:5,7,7 38:11 38:15,16,20 39:23 40:1,4 45:7,14,16,21 46:1,7,15,21 47:10 48:17,17 49:13,14 51:23 52:17 54:1 59:25 60:16 71:5 79:10 80:2 84:2,3,23 86:8,19 103:18 103:21 104:1 yearly (3) 27:10 28:9 88:2 years (37) 7:23 10:12 12:17,19 14:5 14:5 15:9,11 20:22 27:23 28:3 33:2,19 45:2,10 46:10 46:19 47:23 50:8 54:12,18 55:7 61:23 82:8 86:9 87:18 89:11,11 89:20 90:19 93:20 99:5,16 109:7,15 110:6 110:13 year's (1) 43:25 yes (84) 4:9,12,14,20 5:6,9,11,23 6:1,3,17,20,22 8:2,24 9:1,3 11:19 13:10 16:5,7,9,11 31:7,24 32:1,3 32:5,21 40:16 40:18,20,24 42:1,3,5 49:16 56:9,11,13,15 62:23,25 63:2 63:4 67:3,5,7 67:9,23 68:22
---	--	--

76:19 77:5,12 77:14,16,18 78:23 83:8,16 83:20,25 85:24 86:12 87:3,7 87:19 88:6,8 88:11 95:18 99:13 103:16 105:10 106:2 113:19,22 114:5,25 115:3 115:5,19,22,24 yeses (2) 18:2 108:23 yesterday (1) 47:20 yet (3) 21:15 41:25 96:25 yield (1) 32:22 yielded (1) 19:5 you (212) 4:16,17,20 6:24 6:25 7:2,6,6 7:11 9:5,11,12 9:22 12:7 13:14 14:12,16 14:17,25 15:19 16:13,16,18 18:21 19:8,25 20:15,17,24 21:6,18,19 22:2,4,21 23:13,22 25:19 26:4 27:13,15 28:6,17,22,23 29:6,11,12,21 31:12,13 32:7	77:20,21 78:11 78:20,24 83:4 83:6,11,17,21 84:13 85:14,19 85:20 86:1,15 88:16 89:10,23 90:2,9,12 91:2 92:10,11,12 93:12 94:21 95:6 96:5,13 97:8 99:4 100:2,17 102:11,12,13 102:15,17 103:11 104:14 104:14 105:3,5 105:25 107:1,5 109:1,3,5,16 109:22,25 110:4,12 111:2 111:4,13,19,19 113:7 114:17 114:21,24 115:8,10,11 your (28)	78:11,21 83:14 88:15 110:11 112:16 you've (1) 25:19	8:2 \$35,000 (1) 24:24 \$350,000 (1) 11:23 \$37,000 (1) 59:24 \$383 (1) 29:18 \$48.20 (1) 11:14 \$500,000 (1) 104:20 \$51,000 (6) 80:2 84:2,18 85:9 86:18 105:16 \$557,000 (1) 7:25 \$567,134 (1) 11:13 \$62 (2) 58:10 59:11 \$65 (1) 69:24 \$750,000 (1) 73:23 \$781,000 (1)
yielded (1) 19:5 you (212) 4:16,17,20 6:24 6:25 7:2,6,6 7:11 9:5,11,12	90:2,9,12 91:2 92:10,11,12 93:12 94:21 95:6 96:5,13 97:8 99:4 100:2,17	Zucca (7) 32:19 33:23 34:12 39:2,6 39:10,12	\$62 (2) 58:10 59:11 \$65 (1) 69:24 \$750,000 (1) 73:23
13:14 14:12,16 14:17,25 15:19 16:13,16,18 18:21 19:8,25 20:15,17,24 21:6,18,19 22:2,4,21	102:15,17 103:11 104:14 104:14 105:3,5 105:25 107:1,5 109:1,3,5,16 109:22,25 110:4,12 111:2	8:2 \$1.2 (3) 10:5,7 11:18 \$100 (1) 11:11 \$100,000 (1) 11:23	60:2 \$971,000 (1) 7:22 \$983 (1) 17:13 \$983,000 (1) 22:13
26:4 27:13,15 28:6,17,22,23 29:6,11,12,21 31:12,13 32:7 32:9,12 34:2,9 34:17 35:25	113:7 114:17 114:21,24 115:8,10,11 your (28) 7:8,9,10 16:14 26:6 29:3,4	65:1 \$120,000 (1) 19:20	19:7 #
36:25 37:6 38:10,11,11,16 39:9,11,14,15 40:22 41:2,2,4 41:7,8,14,15 41:16,20,21,22 41:23 42:2,4	30:2 31:5,13 46:11 47:17 48:13,16 53:10 53:16 55:20 57:6 67:15 69:20 83:22 87:14 100:22	\$190,000 (3) 103:18,23,25 \$199,895.13 (1) 10:22 \$2 (2) 28:4 52:5	0085 (1) 11:11 1 (7) 50:16 96:8,21 97:23 99:5
43:1,7 44:21 47:5,8 48:13 48:22,23,24 50:3 53:5,15 53:16,18 55:2	100:23 102:13 106:1 111:6 112:17 yours (7) 9:21 17:9 34:1	\$2.935 (1) 43:21 \$23 (1) 20:7 \$25,000 (1)	113:1,3 1st (1) 54:22 1's (1)

00.17	10 24 12 2	22 1 45	45 (4)
99:17	10:24 12:9	22nd (5)	45 (1)
1,000 (1)	1992 (1)	39:8 43:12	11:19
18:9	66:11	47:20 53:1,2	49 (1)
	00.11		11:25
1.75 (1)	2	23 (4)	11:52
7:22		44:7 45:22	
10 (1)	2 (6)	104:25 116:18	5
36:16	84:16,20 96:21	23,154 (1)	5.9 (1)
	97:5 99:6,16	10.25	73:25
10-year (3)		10:25	
19:19 89:5 93:8	2,500 (2)	24 (2)	50,000 (1)
10:55 (1)	17:17 18:8	51:23 70:16	104:4
1:8	2.985 (1)	25 (2)	57 (1)
100 (7)	43:22	51:25 110:14	3:8
100 (7)			3.0
82:8 86:9 89:20		25th (1)	
93:20 105:25	36:18	43:10	6
109:7,15	20-09 (1)	26 (1)	6 (1)
11 (1)	4:22	107:7	7:7
11 (1)			
17:25	200 (1)	28th (1)	60 (1)
12 (3)	89:20	47:16	107:20
4:3 11:7 12:2	2008 (1)		62 (1)
12-month (1)	34:19	3	59:19
37:4	2011 (1)	3 (3)	63 (1)
	2011 (1)	3 (3)	
12/31 (1)	70:2	9:8 16:21 17:11	3:9
107:7	2013 (1)	3.99 (1)	67 (1)
120 (1)	76:10	10:20	3:10
88:25	2015 (2)	30 (1)	
	70.2 76.10	15.0	7
126,217,000 (1)	70:2 76:10	15:9	7 (2)
59:18	2020 (1)	30,000 (1)	7 (2)
13 (1)	35:7	18:21	3:3 12:2
114:23	2020's (1)	31st (2)	7.26 (1)
		100:10 104:20	47:21
15 (2)	46:21		
17:21 45:10	2021 (4)	32 (1)	7.9 (1)
150 (1)	13:7 35:8 46:21	3:6	79:2
89:20	61:10	33 (1)	74 (3)
	2022 (3)	12:17	46:21,22,25
17 (1)		25 (2)	77 (1)
3:5	25:23 44:6	35 (2)	
18 (1)	84:23	12:19 15:9	3:11
11:16	2023 (17)	350 (1)	
18A-24-61.1 (1)	1:4 4:4 11:4,8	22:14	8
	11:16 13:6	383,000 (1)	800 (1)
58:12			20:23
18A:18A-4.6(18:1 21:10,12	29:18	
58:11	21:14 36:16		810 (2)
18-31 (1)	42:25 44:3	4	21:2 32:11
5:14	84:15 99:10,14	4,000 (2)	826 (1)
		18:10,13	10:25
18-32 (1)	116:18		
6:6	2024 (6)	4,500 (2)	84 (1)
19 (1)	11:6,10 44:8	79:3 80:3	110:12
45:10	51:21 52:11	40 (2)	87,822,000 (1)
	99:11	7:23 11:25	59:23
1977 (1)			
43:18	2031 (1)	40A:5A-6 (1)	9
198 (1)	74:1	17:12	
11:19	21 (2)	41 (1)	9 (2)
	104:18,20	3:7	1:4 3:4
1982 (1)	22 (2)		9-22.6A1 (1)
18:14	22 (3)	44 (1)	5:16
1990 (2)	84:15 104:21,24	59:16	7.10
	•		

		1 age 103
90 (4) 18:2,5 88:4,25 92 (1) 34:19 983 (1) 19:16 983,000 (1) 31:2		