

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

STATE OF NEW JERSEY  
DEPARTMENT OF COMMUNITY AFFAIRS

-----x  
IN RE: :  
Local Finance Board :  
-----x

Location: Department of Community Affairs  
101 South Broad Street  
Trenton, New Jersey 08625  
Date: Wednesday, June 8, 2022  
Commencing At: 10:34 a.m.  
(Taken Remotely Via Teams.)

RENZI LEGAL RESOURCES  
Court Reporting, Videography & Legal Services  
2277 STATE HIGHWAY #33, SUITE 410  
HAMILTON SQUARE, NEW JERSEY 08690  
TEL: (609) 989-9199 TOLL FREE: (800) 368-7652  
www.RLResources.com No. 408108

1 HELD BEFORE: (ALL MEMBERS APPEARING VIA VTC)

2

3 JACQUELYN SUAREZ, Chairwoman

4 ADRIAN MAPP

5 WILLIAM CLOSE

6 IDIDA RODRIGUEZ

7 NICK DIROCCO

8 ALAN AVERY

9

10 A L S O P R E S E N T:

11

12 NICK BENNETT, Executive Secretary

13

14

15

16

17

18

19

20

21

22

23

24

25

1	I N D E X	
2	ITEM	PAGE
3	Little Egg Harbor Fire District #1	14
4	Lindenwold Borough Fire District #1	18
5	Franklin Township Fire District #3	23
6	Franklin Township Fire District #4	29
7	Franklin Township Fire District #5	32
8	Orange City Township	36
9	Lakewood Township	41
10	Lyndhurst Township	47
11	Wildwood City	62
12	Hudson County Improvement Authority	69
13	Passaic County Improvement Authority	80
14	Bergen County Improvement Authority	85
15	Burlington Township Fire District #1	94
16	Wall Township Fire District #2	96
17	Plainfield City	99
18	Red Bank Borough	133
19	Warren Township	137
20	Newark City	150
21	Adjournment	159
22		
23		
24		
25		

1 MS. SUAREZ: Before we move on to  
2 the application section, we have a few items to  
3 dispense of. And Nick, just so that I know, has  
4 Mr. Light joined us yet?

5 MR. BENNETT: Yes, he's here.

6 MS. SUAREZ: Perfect. So I am going  
7 to start off with that, so I'm going to take a  
8 moment to identify one of our long time members  
9 who recently retired, Mr. Ted Light, and I'm  
10 going to read into the record a resolution  
11 recognizing his years of service, so bear with me  
12 as I get that document.

13 Whereas, Ted Light has served as a  
14 member of the Local Finance Board in the Division  
15 of Local Government Services in the New Jersey  
16 Department of Community Affairs since 2004. And  
17 whereas, Ted Light has exhibited concern for  
18 efficient and sound local government practices,  
19 and as such, has provided expertise and guidance  
20 for numerous local government entities including  
21 564 municipalities, 21 counties and over 500  
22 authorities, fire districts and Boards of  
23 Education.

24 And whereas, during his tenure on  
25 the Local Finance Board, Ted Light has been a

1 steadfast defender of sound operational practices  
2 by applying applicants to have their fiscal  
3 houses in order so as to maintain the solvency  
4 and liability of local government units in the  
5 State of New Jersey.

6           And whereas, Ted Light has applied  
7 clear, consistent and uniform standards of  
8 ethical conduct in determinations concerning  
9 possible conflicts of interest brought before the  
10 Local Finance Board under the Local Government  
11 Ethics Law.

12           And whereas, known for his sense of  
13 humor, good nature and ready wit, Ted Light could  
14 always be relied on to contribute a perfectly  
15 concise comment or remark, thereby bringing good  
16 humor and relief to the proceedings such that  
17 future Local Finance Board meetings will  
18 undoubtedly suffer from his absence.

19           And whereas, the many contributions  
20 made by Ted Light include serving as Mayor of  
21 Piscataway, Vice Chair of the Middlesex County  
22 Utilities Authority and Vice Chair of the Local  
23 Finance Board itself, among other public service  
24 and the Local Finance Board has greatly benefited  
25 from his expertise in local government operations

1 and policy.

2           And now therefore, be it resolved  
3 that the Local Finance Board wishes to formally  
4 recognize and honor Ted Light for his many years  
5 of outstanding service to the State of New  
6 Jersey, the Local Finance Board, Middlesex County  
7 and the residents of every governmental unit  
8 that's had an ethics complaint or financial  
9 application pending before the Local Finance  
10 Board during his tenure.

11           And be it further resolved, that his  
12 colleagues on the Local Finance Board, as well as  
13 its staff, extend both our sincerest thanks for  
14 his long service and our best wishes to Ted Light  
15 for continued success and happiness in his  
16 personal and professional endeavors.

17           With that, do we have a motion to  
18 approve the resolution?

19           MR. MAPP: So moved.

20           MR. CLOSE: Second.

21           MR. BENNETT: All those in favor?

22           BOARD MEMBERS: Aye.

23           MR. BENNETT: Resolution adopted.

24           MS. SUAREZ: Thank you so much.

25 Ted, can you hear us all okay?

1 MR. LIGHT: Thank you very much. I  
2 miss the opportunity of being able to see  
3 everybody because I would like to be there and  
4 part of what's happening. It's been -- I enjoyed  
5 the many, many meetings that we had. Sorry I  
6 can't be down there with you.

7 I hope maybe some time in the  
8 future, I may be able to do that, to get up to  
9 join with one of the meetings and be in person,  
10 but thanks everybody for helping me and I  
11 appreciate the work that we did together. I  
12 appreciate it, and I thank you very much.

13 MS. SUAREZ: Thank you very much,  
14 Mr. Light. It was our pleasure to serve with you  
15 and I know I didn't get you as long as some of  
16 the other directors did or other board members  
17 but everybody misses your presence dearly. As  
18 soon as we're back in person, happy to have you  
19 participate with us even as a member of the  
20 public.

21 MR. MCMANIMON: Speaking of the  
22 public, I know you're not inviting the public,  
23 but since I appeared at every meeting that Ted  
24 was a member of, I can't speak for the Public  
25 Finance Group, but he is a pretty substantial

1 member for a very long time and we all appreciate  
2 all the things you just said. Thank you.

3 MS. SUAREZ: Thank you very much. I  
4 will ask if there is anybody else who wants to  
5 make a comment before I move on to other items on  
6 the agenda.

7 MR. AVERY: Director, I'll just say,  
8 good luck, Ted, in the future and hope to see you  
9 soon.

10 MR. LIGHT: Thank you.

11 MR. CLOSE: Director, I'll just add,  
12 Ted, I want to thank you for all of your guidance  
13 during my time on the board and the example you  
14 set and your willingness to work with us and  
15 teach us along the way, so thank you so much and  
16 I wish you nothing but health and happiness in  
17 the next chapter.

18 MR. LIGHT: Thank you. I want to  
19 thank everybody. I really appreciate it. I miss  
20 the opportunity to be with you. Sorry I can't be  
21 there. Thank you.

22 MR. MAPP: I would like to wish my  
23 neighbor to the west the very best in his  
24 retirement from the board.

25 MS. SUAREZ: With that, I am going



1 to quickly dispense of a couple of the next items  
2 we have. The next is before the board the  
3 approval of the minutes from the October 2021  
4 meeting, so it's been a little bit. Do I have a  
5 motion to approve those meeting minutes?

6 MR. AVERY: So moved.

7 MR. BENNETT: I need a second.

8 MR. DIROCCO: I'll second it.

9 MR. BENNETT: Miss Suarez?

10 MS. SUAREZ: Yes.

11 MR. BENNETT: Mr. Mapp?

12 MR. MAPP: Abstain.

13 MR. BENNETT: Mr. DiRocco?

14 MR. DIROCCO: Yes.

15 MR. BENNETT: Mr. Close?

16 MR. CLOSE: Abstain.

17 MR. BENNETT: Mr. Avery?

18 MR. AVERY: Yes.

19 MR. BENNETT: And Miss Rodriguez?

20 MS. RODRIGUEZ: Yes.

21 MR. BENNETT: Thank you. Minutes  
22 are adopted.

23 MS. SUAREZ: Great. And then, next  
24 is the approval of the meeting minutes from last  
25 month, the May 11th meeting. Do we have a motion

1 to approve those.

2 MS. RODRIGUEZ: I make a motion

3 MR. MAPP: Second.

4 MR. BENNETT: Miss Suarez?

5 MS. SUAREZ: Yes.

6 MR. BENNETT: Mr. Mapp?

7 MR. MAPP: Yes.

8 MR. BENNETT: Mr. DiRocco?

9 MR. DIROCCO: Yes.

10 MR. BENNETT: Mr. Close?

11 MR. CLOSE: Yes.

12 MR. BENNETT: Mr. Avery?

13 MR. AVERY: Yes.

14 MR. BENNETT: Miss Rodriguez?

15 MS. RODRIGUEZ: Yes.

16 MR. BENNETT: Minutes adopted.

17 MS. SUAREZ: Okay. Next we're going

18 to move on to case number C17-32 out of the

19 Borough of West Wildwood. The OAL had rendered a

20 decision affirming in part and reversing in part

21 the determination of the board and reducing the

22 fine of 24,900 to 11,000. Do we have a motion on

23 that?

24 MR. BENNETT: Director, I want to

25 jump in. The action before the board would be a

1 final agency decision and the exceptions were  
2 received procedurally correct, so this is the  
3 time for the board to act.

4 MS. SUAREZ: Thanks, Nick.

5 MS. RODRIGUEZ: I make a motion that  
6 the board adopt all of the findings of fact and  
7 conclusions of law made by the ALJ Olgiati,  
8 except the ALJ's conclusion that Fox did not  
9 violate the LGEL and LFB17-032B3 by advocating at  
10 public hearings for the chief affiliates rehiring  
11 and salary increase.

12 And by advocating against the merger  
13 of the borough police department with neighboring  
14 municipalities while living with the chief of  
15 police rent free in her home reinstating a  
16 violation for those actions and instituting a  
17 \$500 fine for that conduct.

18 MR. AVERY: Second.

19 MR. BENNETT: Miss Suarez?

20 MS. SUAREZ: Yes.

21 MR. BENNETT: Mr. Mapp?

22 MR. MAPP: Yes.

23 MR. BENNETT: Mr. DiRocco?

24 MR. DIROCCO: Yes.

25 MR. BENNETT: Mr. Close?

1 MR. CLOSE: Yes.

2 MR. BENNETT: Mr. Avery?

3 MR. AVERY: Yes.

4 MS. SUAREZ: The last item on the  
5 ethics agenda is the enforcement of the 2022  
6 financial disclosure filings. So for the past  
7 three years we have all been plagued by the  
8 pandemic, and given the time lapse, no action is  
9 going to be taken by the board to enforce the  
10 2019 to 2021 filings.

11 However, we will be taking action on  
12 the 2022 filings now. I'm going to ask for a  
13 motion to find in violation of N.J.S.A.  
14 40A:9-22.6 and assess a fine in the amount of  
15 \$100 to the 2,171 local government officers  
16 listed on a roster as active and not recording as  
17 having filed the required annual financial  
18 disclosure statement as of 4 p.m. on June 6, 2022  
19 accepting those who serve in the jurisdiction  
20 with the Local Ethics Board and those appointed  
21 to a position within the last 30 days.

22 MR. AVERY: I'll make that motion,  
23 director.

24 MR. MAPP: I'll second that.

25 MR. BENNETT: Miss Suarez?

1 MS. SUAREZ: Yes.

2 MR. BENNETT: Mr. Mapp.

3 MR. MAPP: Yes. With the exception  
4 that I abstain on the Plainfield items on this  
5 particular resolution.

6 MR. BENNETT: Mr. DiRocco?

7 MR. DIROCCO: Yes.

8 MR. BENNETT: Mr. Close?

9 MR. CLOSE: Yes.

10 MR. BENNETT: Mr. Avery?

11 MR. AVERY: Yes.

12 MR. BENNETT: Miss Rodriguez?

13 MS. RODRIGUEZ: Yes.

14 MR. BENNETT: Motion approved.

15 MS. SUAREZ: So that concludes our  
16 ethics portion of the board's agenda. We're  
17 going to proceed to the applications portion. As  
18 normal, just a few housekeeping items. If you  
19 can please keep yourself muted unless you're  
20 actually speaking before the board.

21 For those on the audio only option,  
22 I believe you can press star 6 to mute and unmute  
23 yourself. Also, as each applicant comes before  
24 the board, please make sure you turn on your  
25 camera and speak up so that way we can see you

1 and get you sworn in.

2                   The first item before the board  
3 today on the application side is Little Egg  
4 Harbor Fire District Number 1.

5                   MR. JESSUP: Good morning, Director.  
6 Matt Jessup here.

7                   MS. SUAREZ: Good morning.

8                   MR. JESSUP: Director, I believe we  
9 have and I see Chairman John Mathis from the fire  
10 district as well as Cheryl Parker are both on and  
11 will need to be sworn in and I believe Rich  
12 Braslow as general counsel should also be on.

13                   MR. BRASLOW: I am.

14                   (At which time those wishing to  
15 testify were sworn in.)

16                   MS. SUAREZ: Mr. Jessup, the floor  
17 is yours.

18                   MR. JESSUP: Good morning, everyone.  
19 This is an application pursuant to N.J.S.A.  
20 40A:5A-6 by Little Egg Harbor Township Fire  
21 District Number 1 in connection with a lease  
22 purchase financing and acquisition of a fire  
23 truck in an aggregate amount not to exceed  
24 \$650,000. The actual cost of the truck is  
25 \$520,731.

1           It's being procured by the Houston  
2 Galveston Area Council Cooperative and it's being  
3 manufactured by Spartan. The acquisition of the  
4 fire truck and the lease purchase financing were  
5 approved by the voters of the fire district at a  
6 referendum election held on February 19, 2022.

7           The vote was 170 in favor, 60  
8 against. There are, approximately, 8,164  
9 registered voters in the fire district. The fire  
10 truck is replacing a 1994 fire truck that has  
11 over 24,500 miles and approximately 2,777 service  
12 hours.

13           Needless to say, we have gotten all  
14 of its useful life out of the truck. The fire  
15 district competitively procured the lease  
16 purchase financing on April 8, 2022. We received  
17 two bids. Municipal Leasing Consultants at a  
18 rate of 2.927 percent and U.S. Bank at a rate of  
19 3.437 percent.

20           Each of those are for a term of 10  
21 years. The fire district is proposing to go with  
22 the low bidder which results in average annual  
23 debt service of \$75,916. There is no tax impact  
24 as a result of this new financing.

25           The first lease payment will be due

1 in 2023 and the fire district has an existing  
2 2012 lease that where they pay \$125,266 per year.  
3 The last payment being made in 2022. So we are  
4 effectively replacing the \$125,000 lease payment  
5 going into next years budget with a \$76,000  
6 roughly lease payment, so the budget is set up  
7 nicely for the transfer of this new lease.

8                   We are expecting to take delivery of  
9 the equipment in late 2023. And with that, I'll  
10 stop here and see if you have any questions.

11                   MS. SUAREZ: Thank you very much.  
12 So you know one of my favorite questions is, yes,  
13 definitely got the useful life out of that 1994  
14 apparatus. What's the game plan with that when  
15 we get the new one? Are we going to sell it,  
16 scrap it, use it for parts?

17                   MR. JESSUP: I think the plan is to  
18 basically try and sell it for whatever residual  
19 small amount we can get out of it, which at this  
20 point, likely we're not expecting a whole lot.  
21 Let's put it that way.

22                   MR. BRASLOW: That comment is  
23 correct, by the way. That would be our intent

24                   MS. SUAREZ: Thank you for that.  
25 And then I did understand there will be less debt



1 service once the final payment is made in 2022 of  
2 the 125,000 and change and the new payment begins  
3 in 2023 around the \$76,000 a year. Just out of  
4 curiosity, I know it's obviously a decrease on  
5 the tax impact. Do we have an idea as to what  
6 the tax impact will be?

7 MR. JESSUP: You mean what the tax  
8 decrease will be?

9 MS. SUAREZ: What it will be  
10 starting in 2023.

11 MR. JESSUP: I know the tax, the tax  
12 bill to the average assessed value homeowner of  
13 about \$300,000 is currently \$201, so presumably,  
14 it will go down by a little. I don't have the  
15 math on how much as a result of reduction in that  
16 \$50,000 or so. The current bill is \$200.

17 MS. SUAREZ: Okay. 30ish percent,  
18 something around there. I don't have any  
19 additional questions. I'll open it up to board  
20 members or anybody from the public. Hearing  
21 none, do we have a motion?

22 MR. AVERY: I will move it.

23 MR. CLOSE: Second.

24 MR. BENNETT: Miss Suarez?

25 MS. SUAREZ: Yes.

1 MR. BENNETT: Mr. Mapp?

2 MR. MAPP: Yes.

3 MR. BENNETT: Mr. DiRocco?

4 MR. DIROCCO: Yes.

5 MR. BENNETT: Mr. Close?

6 MR. CLOSE: Yes.

7 MR. BENNETT: Mr. Avery?

8 MR. AVERY: Yes.

9 MR. BENNETT: And Miss Rodriguez?

10 MS. RODRIGUEZ: Yes.

11 MR. BENNETT: Motion approved.

12 MR. BRASLOW: Thank you very much.

13 MS. SUAREZ: Good luck. The next  
14 applicant we have before us is Lindenwold Fire  
15 District Number 1.

16 MR. WINITSKY: Good morning,  
17 Director. Jeff Winitzky here from Parker McCay,  
18 bond counsel to the fire district. I believe we  
19 have Sherry Tracey from Phoenix Advisors, who is  
20 the financial advisor to the fire district, and  
21 Richard Paul who is the board chairman. And I  
22 believe that's it for our group today unless  
23 there is anybody else that I'm not seeing.

24 MS. SUAREZ: Let's get both of them  
25 sworn in.

1 (At which time those wishing to  
2 testify were sworn in.)

3 MR. WINITSKY: So the fire district  
4 is here today seeking positive findings pursuant  
5 to N.J.S.A. 40A:5A-6 to issue its not to exceed  
6 \$1,161,316 of its general obligation bonds to  
7 finance a portion of the cost of the acquisition  
8 of a new Pierce ladder truck.

9 The acquisition of the new ladder  
10 truck and the issuance of the bonds to finance a  
11 portion of the cost thereof was approved by the  
12 voters of the district at a special election  
13 which was held on April 9th, at which time, over  
14 600 residents of the fire district boundaries  
15 voted by about four to one margin, 525 in favor,  
16 133 against.

17 There are about 11,000 registered  
18 voters in the district. The new ladder truck  
19 acquisition cost is actually closer to two  
20 million dollars for which the fire district has  
21 separately budgeted an amount up to \$838,000 to  
22 pay for a portion with the bonds to pay for the  
23 balance of the cost, so they've been budgeting  
24 this for a while, so some of the cost is being  
25 born by the bonds.

1           The balance is being born by the  
2 district itself through careful planning. The  
3 ladder truck was procured by the fire district  
4 through solicitation of quotes through multiple  
5 sources. Those included the Houston Galveston  
6 Area Council Co-op, the Sourcewell Co-op and  
7 through Pierce directly, with the Houston  
8 Galveston Area Council Co-op providing the lowest  
9 cost of a little shy of 2 million dollars.

10           In this case, 1,119,330. The fire  
11 district also carefully analyzed the most cost  
12 effective way of financing the acquisition  
13 through a lease or through bonds and found that  
14 bonds made the most sense and the lowest cost  
15 savings for same.

16           In that regard, the fire district is  
17 also looking to solicit proposals for the  
18 purchase of the bonds directly with banks rather  
19 than doing a full public offering. In doing so,  
20 you can significantly reduce cost of issuance,  
21 disclosure documents, et cetera, so we're going  
22 to put out proposals through the financial  
23 advisor shortly to do so.

24           Obviously, we reserve the right to  
25 do a full competitive sale if what we get back in

1 proposals does not look to be market, but we  
2 expect that direct purchase would be the way to  
3 go. The fire district intends to issue the bonds  
4 for an amortization of 10 years using a  
5 conforming maturity schedule.

6 This would be the only debt that the  
7 fire district has outstanding, so there will be a  
8 tax impact of course because there is none  
9 presently. And based on the average assessed  
10 home in the district, it's about \$25 per home.  
11 Using current rates, obviously, that would change  
12 depending on what our ultimate interest rate  
13 might turn out to be and debt service is roughly,  
14 again, using today's rates somewhere around 139,  
15 \$140,000 a year.

16 The chairman is on the line today,  
17 so he can tell you a little bit about the new  
18 truck, how this fits into the fire district's  
19 overall set of apparatus, replacement, et cetera.  
20 I'll turn it over to Chairman Paul to speak to  
21 that briefly.

22 MR. PAUL: Hi. Good morning. The  
23 new ladder truck is going to be replacing a 1999  
24 aerial. It has roughly about 27,000 miles on it.  
25 When we do get rid of it, we are looking to

1 either sell or trade it.

2 MR. WINITSKY: If you have any  
3 questions of us with respect to the application,  
4 we're here to answer them.

5 MS. SUAREZ: You stole all of my  
6 questions, so thank you for that. I do not have  
7 any other additional questions. I will open it  
8 up to members of the public and the board if  
9 there are any additional questions.

10 MR. MAPP: Director, I don't have  
11 any questions but I have a comment. It shows an  
12 approval rate of 79, 78 percent and I see how  
13 that you arrived at that because only 658 people  
14 voted. I would like to see listed on these  
15 applications that 658 people who voted as a  
16 percentage of the total number of people, I think  
17 it would mention that in every town people are  
18 registered in the district.

19 MR. WINITSKY: That's correct.

20 MR. MAPP: So it would be -- I think  
21 I would like to see -- I mean, I know it. I can  
22 simply do the calculation of 658 divided by  
23 11,000, so I think that would be informative.  
24 That's my comment. Other than that, if you're  
25 ready for a motion, Director, I move that we

1 approve the application.

2 MR. CLOSE: Second.

3 MR. BENNETT: Miss Suarez?

4 MS. SUAREZ: Yes.

5 MR. BENNETT: Mr. Mapp?

6 MR. MAPP: Yes.

7 MR. BENNETT: Mr. DiRocco?

8 MR. DIROCCO: Yes.

9 MR. BENNETT: Mr. Avery?

10 MR. AVERY: Yes.

11 MR. BENNETT: Miss Rodriguez?

12 MS. RODRIGUEZ: Yes.

13 MR. BENNETT: Motion approved.

14 MS. SUAREZ: Thank you. Good luck.

15 So the next item up on the agenda is Franklin

16 Fire District Number 3.

17 MR. PAUL: Edward Paul from Ball and  
18 Buckley representing fire district number 3. Can  
19 you hear me, Director?

20 MS. SUAREZ: Yes, I can.

21 MR. PAUL: Yes, I'm representing  
22 fire district number 3. I think that Chief  
23 Hensilberger was going to try to attend the  
24 meeting. I'm not sure if he's here, and I saw  
25 the recording secretary, Lucy Stratton had signed

1 in.

2 MS. SUAREZ: If we can just have  
3 them pipe up so that we can see their picture up  
4 here.

5 MR. PAUL: I don't know how many of  
6 them are on actual video. I know I am, but I  
7 think they're on telephone.

8 MS. SUAREZ: If they're on the  
9 phone, they won't be able to be sworn in, so they  
10 can't actually testify before the board, but we  
11 could get started, Mr. Paul.

12 (At which time those wishing to  
13 testify were sworn in.)

14 MR. PAUL: The application that you  
15 have before you is for the acquisition of a new  
16 fire apparatus for Franklin Township Fire  
17 District Number 3, which Franklin Fire District  
18 Number 3 composes about 11.2 square miles of  
19 Franklin Township.

20 They have a voter registration of  
21 2,423 people. There were 112 voters on the vote.  
22 The vote was 75 to 37 for a 66.9 percent. The  
23 district has researched all the possible -- for  
24 doing this and determined that the best and most  
25 economical funding for the apparatus was through



1 Houston Galveston purchase on an E1 pumper  
2 tanker.

3           We are a very rural district and we  
4 do need the tanker apparatus. We have requested  
5 three quotes receiving responses from two. We  
6 propose to take the lowest quote which was, I'm  
7 looking at my notes. I do apologize for taking  
8 so much time.

9           We did accept the lowest quote and  
10 it will be for a 10 year lease with first year  
11 payment being \$250,000 coming from reserve funds  
12 and nine annual installments of \$96,325.38. This  
13 will result in, approximately, a one cent per  
14 hundred dollar assessed valuation increase in  
15 years two through nine.

16           MS. SUAREZ: Great. Thank you for  
17 that. I do have a few questions. Before I jump  
18 into those, I want to acknowledge and take a  
19 moment that the groups met with us and board  
20 staff to kind of talk through some of the issues  
21 that had been facing the fire districts.

22           And I wanted to give an opportunity  
23 to maybe highlight some of those issues that have  
24 been plaguing the fire districts in recent months  
25 to kind of ensure that everybody understands what

1 those look like.

2 MR. PAUL: Yes, on this particular  
3 apparatus, we are faced with, if we can't get  
4 this approved shortly, we're looking at a \$70,000  
5 cost increase on the apparatus.

6 MS. SUAREZ: And that seems to kind  
7 of be across the board.

8 MR. PAUL: I have three applications  
9 before you today, and all three of them are  
10 facing the same major cost increase if these  
11 applications are not handled very rapidly.

12 MS. SUAREZ: Well, I'm happy all of  
13 them were able to get before us today. A couple  
14 quick things on this application in particular.  
15 Do you have an idea of the tax impact to the  
16 residents for the purchase of this apparatus?

17 MR. PAUL: As I said, Director, it's  
18 about one cent per hundred dollars of assessed  
19 valuations.

20 MS. SUAREZ: Do you know what the  
21 total would be on the average assessed home?

22 MR. PAUL: I thought I had that in  
23 my application. I think the average home is  
24 somewhere around 100 and some thousand dollars,  
25 so it would be \$10 a year.

1 MS. SUAREZ: Okay. And then I  
2 believe we saw in the application too, there was  
3 an existing debt of \$150,000 a year. Is that  
4 true?

5 MR. PAUL: Yes, but that will be  
6 paid off in the first year when the \$250,000 is  
7 being paid.

8 MS. SUAREZ: Okay. Perfect. And  
9 then lastly, the apparatus that's being replaced  
10 here, the 1997, what's the plan for it?

11 MR. PAUL: The apparatus will be  
12 sold, Director, but due to the current markets,  
13 and the fact that the after market for fire  
14 apparatus has drastically reduced in the last 10  
15 to 15 years with the onset of the federal grants  
16 being given to the smaller local districts down  
17 in the south. They used to buy these  
18 apparatuses, the amount we receive for it is  
19 relatively small.

20 MS. SUAREZ: Fair enough. Does  
21 anyone else have any questions?

22 MR. CLOSE: Just if he could  
23 identify what is the projected amount of savings  
24 by using HGAC versus another method of procured?

25 MR. PAUL: We don't have a dollar

1 value there, but we have researched the fact that  
2 we could not find any local people that had gone  
3 to bids, but the savings of the cost of preparing  
4 specifications, advertising, admitting it, plus  
5 the vendors are telling us that the cost would be  
6 significantly higher on a locally bid item versus  
7 what they've done on a national contract,  
8 whereby, they're bidding on multiple apparatus  
9 throughout the country.

10 MR. CLOSE: Okay. But you have no  
11 actual dollar amount?

12 MR. PAUL: We don't have a dollar  
13 amount. We couldn't get any comparative  
14 information as far as what the cost was because  
15 very few people are bidding apparatus anymore.

16 MS. SUAREZ: Any other questions or  
17 comments? Hearing none, do you have a motion to  
18 issue positive findings?

19 MR. MAPP: So moved.

20 MR. AVERY: Second.

21 MR. BENNETT: Miss Suarez?

22 MS. SUAREZ: Yes.

23 MR. BENNETT: Mr. Mapp?

24 MR. MAPP: Yes.

25 MR. BENNETT: Mr. DiRocco?

1 MR. DIROCCO: Yes.

2 MR. BENNETT: Mr. Close?

3 MR. CLOSE: Yes.

4 MR. BENNETT: Mr. Avery?

5 MR. AVERY: Yes.

6 MR. BENNETT: Miss Rodriguez?

7 MS. RODRIGUEZ: Yes.

8 MS. SUAREZ: We'll move right into  
9 Franklin Township Fire District Number 4 then.

10 MR. PAUL: Okay. Again, I represent  
11 Franklin Township Fire District Number 4. The  
12 secretary was supposed to try and attend, but I'm  
13 not sure that he could because he is a state  
14 prison employee and was going to be in one of the  
15 prisons today, so he wasn't sure whether he was  
16 going to be able to attend or not.

17 But again, this is similar.  
18 Everything here is pretty much similar. Franklin  
19 Township Fire District Number 4 represents,  
20 approximately, 2,635 residents of the township.  
21 A covered area of 20 square miles and they have  
22 also looked at all the best possibilities, done  
23 their research, and again, decided to utilize the  
24 HGAC purchasing for a Spartan fire apparatus.

25 This apparatus will cost of

1 \$749,995. We're looking to finance it over 10  
2 years. In this particular case, in the first two  
3 years, while we have other debt outstanding, we  
4 will be utilizing reserve funds to pay the first  
5 two years debt service on this truck. And after  
6 that, it will be part of the debt service.

7           The debt service coming off will  
8 pretty much compensate for any increase, any new  
9 debt coming on. Again, we solicited three quotes  
10 for the leasing. We received only two responses  
11 and the same leasing company who has the loan  
12 quoter and the lease will be a 10 year lease with  
13 annual payments of -- the low bid was from tax  
14 exempt leasing with annual payments of \$114,171  
15 at a rate of 3.94 percent.

16           As I said, it will result in no tax  
17 increase after because of the first two years  
18 we'll be using fund balance to pay for it. And  
19 after that, it will replace existing debt and  
20 based on this apparatus also, it will be the same  
21 thing. We will be selling the old apparatus  
22 after the new apparatus arrives, and that will be  
23 somewhere in the area of two years.

24           MS. SUAREZ: So it sounds like there  
25 will be no change in tax impact to the residents?

1 MR. PAUL: No.

2 MS. SUAREZ: What's already in  
3 reserve and the debt service that's falling off?

4 MR. PAUL: Yes.

5 MS. SUAREZ: Okay. And then also  
6 can you just state for the record what the plan  
7 will be for the apparatus that you'll be  
8 retiring?

9 MR. PAUL: Yeah. As I said, we'll  
10 be selling that off after the new apparatus comes  
11 in, but again, as I stated in the last  
12 application, the resale market for used apparatus  
13 fire is very small.

14 MS. SUAREZ: Yes, it's dwindled.  
15 Okay. Any other questions or comments? Hearing  
16 none, do we have a motion to issue positive  
17 findings?

18 MS. RODRIGUEZ: I'll make a motion.

19 MR. MAPP: I second that motion.

20 MR. BENNETT: Miss Suarez?

21 MS. SUAREZ: Yes.

22 MR. BENNETT: Mr. Mapp?

23 MR. MAPP: Yes.

24 MR. BENNETT: Mr. DiRocco?

25 MR. DIROCCO: Yes.

1 MR. BENNETT: Mr. Close?

2 MR. CLOSE: Yes.

3 MR. BENNETT: Mr. Avery?

4 MR. AVERY: Yes.

5 MR. BENNETT: Miss Rodriguez?

6 MS. RODRIGUEZ: Yes.

7 MR. BENNETT: Motion approved.

8 MS. SUAREZ: And then we will move  
9 on to Franklin Township Fire District Number 5.

10 MR. PAUL: Yes. I see that Chairman  
11 (inaudible) is on line.

12 UNKNOWN SPEAKER: I'm here.

13 (At which time those wishing to  
14 testify were sworn in.)

15 MR. PAUL: Again, much the same as  
16 the other two applications. Franklin Township  
17 number 5 represents application. The township  
18 represents 8.39 square miles of Franklin Township  
19 in Gloucester County. They have a voter  
20 registration of 1854. The project was approved  
21 by a vote of -- what was that vote, if you got it  
22 handy?

23 UNKNOWN SPEAKER: I know it was 82  
24 percent voter approval.

25 MR. PAUL: Yeah, it was an 82



1 percent approval with --

2 UNKNOWN SPEAKER: If you continue,  
3 I'll get you those numbers in a second.

4 MS. SUAREZ: I believe that was in  
5 the application. It was a 98 to 22 vote.

6 MR. PAUL: Sorry. I couldn't see  
7 it. Again, we researched all the possibilities,  
8 determined that obtaining the Pierce apparatus  
9 through the HGAC was the best possibility. We  
10 requested and received three quotations. Again,  
11 the same company was the low quarter at 3.49  
12 percent.

13 This apparatus will be paid for over  
14 a 10 year period. The first year being paid out  
15 of reserve funds in the amount of \$245,000. And  
16 in the years two through nine will have an annual  
17 payment of \$69,770 which will offset a piece of  
18 apparatus which is coming off and thereby having  
19 no tax increase to the residents in the township.

20 Also, here, there is an apparatus  
21 that's being replaced and that apparatus will be  
22 sold at the end, and I don't we don't expect to  
23 receive much for it based on the resale market.  
24 Am I correct?

25 UNKNOWN SPEAKER: That's correct.

1 The apparatus is a 1992 Grumman with 33,000 miles  
2 on it that's being replaced. The intent is to  
3 attempt to sell it down south. As stated  
4 earlier, the market is not what it used to be,  
5 but at this point in time, we're looking at  
6 selling it as a used apparatus to another  
7 department.

8 MS. SUAREZ: Okay. Thank you for  
9 that. So I do not have any questions. I just  
10 have one, or a couple rather, housekeeping items  
11 that I just wanted to make everybody aware of.  
12 On the last FDS run, which we just took action  
13 on, I believe there were two commissioners that  
14 hadn't filed their FDS's.

15 And I also wanted to also flag the  
16 fire district's website needs to be updated with  
17 the 2022 minutes and the 2020 audit and the  
18 budgets for 2021 and 2022.

19 MR. PAUL: Director?

20 MS. SUAREZ: Yes.

21 MR. PAUL: Number one, on the  
22 commissioners, one of the commissioners resigned  
23 or left the board before the February election.  
24 He had not filed the form. The new director  
25 replacing him had filed the form.

1           The other director, he was on the  
2 board, had a problem logging in and that was  
3 solved on the Friday after the application was  
4 signed and it was filed. As far as the minutes,  
5 the website is concerned, the IT department has  
6 updated and posted the 2022 minutes for January,  
7 February, and March. The 2020, 2021 budgets and  
8 the 2020 audit have all been updated.

9           MS. SUAREZ: Great. Thank you for  
10 that. Any other questions or comments? Hearing  
11 none, do we have a motion to issue positive  
12 findings?

13           MR. MAPP: So moved.

14           MR. AVERY: Second.

15           MR. BENNETT: Miss Suarez?

16           MS. SUAREZ: Yes.

17           MR. BENNETT: Mr. Mapp?

18           MR. MAPP: Yes.

19           MR. BENNETT: Mr. DiRocco?

20           MR. DIROCCO: Yes.

21           MR. BENNETT: Mr. Close?

22           MR. CLOSE: Yes.

23           MR. BENNETT: Mr. Avery?

24           MR. AVERY: Yes.

25           MR. BENNETT: And Miss Rodriguez?

1 MS. RODRIGUEZ: Yes.

2 MR. BENNETT: Motion approved.

3 UNKNOWN SPEAKER: Thank you,  
4 Director and board members.

5 MS. SUAREZ: You're very welcome.  
6 Best of luck.

7 MR. PAUL: Director, thank you very  
8 much. I appreciate all your help.

9 MS. SUAREZ: You're very welcome.  
10 Okay. I believe next up on our agenda is Orange  
11 City Township.

12 MR. BENNETT: Let the record reflect  
13 that Mayor Mapp will be recusing on this  
14 application.

15 MR. LERCH: Good morning, Director  
16 and members of the board, Dieter Lerch, budget  
17 consultant for the City of Orange Township. I  
18 see I also have with us Chris Hartwyk, the  
19 business manager, city manager and Nile Clemmons,  
20 the certified financial officer for the city. I  
21 think Nile and myself have to get sworn in.  
22 Chris is an attorney.

23 (At which time those wishing to  
24 testify were sworn in.)

25 MR. LERCH: The city is before the

1 board today requesting a surplus CAP waiver  
2 pursuant to N.J.S.A. 40A:4-45.3(ee) in the amount  
3 of 2 million dollars. The city has been before  
4 this board in past years requesting similar  
5 waivers which I think Chris will talk to briefly  
6 once I'm done with the synopsis.

7           The request right now, the 2 million  
8 dollars. 1.2 million dollars is requested for  
9 police salary and wages and an additional  
10 \$800,000 is requested for the fire department  
11 salary and wages. The city faced another  
12 challenging year with respect to its budget, but  
13 I think we're making tremendous progress, so  
14 maybe I can turn it over to the city manager so  
15 he can say a few years and then we'll answer any  
16 questions.

17           MR. HARTWYK: Director, board  
18 members, I just wanted to point out a couple of  
19 highlights. Our total budget is up 1.3 million  
20 dollars. As Mr. Lerch indicated, we've been here  
21 before. In 2020, we requested a 4.7 million  
22 dollar waiver. In 2021, that was down to a 3.7  
23 million dollar waiver, and this year we're down  
24 to a 2 million dollar waiver so we are making  
25 progress.

1           The city did hire, between 2019 and  
2 2020, 20 new police officers. And during that  
3 same time frame, 18 new firefighters. Obviously,  
4 we did that for public safety reasons. I should  
5 point out that in the first five months of this  
6 year, we've had six structure fires in the city,  
7 so it's been busy for our fire department.  
8 That's all that I wanted to highlight, but we'll  
9 answer any questions or Mr. Lerch can continue.

10           MR. LERCH: The other thing I want  
11 to add, the city has been adopting the caller  
12 ordinance each and every year, so they have taken  
13 advantage of the maximum allowance for the CAP  
14 increase. I have no further comments unless  
15 there's any questions.

16           MS. SUAREZ: Okay. Thank you very  
17 much for that. And I appreciate that  
18 highlighting of the fact that we have definitely  
19 been seeing strides made on decreasing the need  
20 for the CAP waiver and not just trivially. There  
21 have been substantial decreases. One of the  
22 items that I just wanted to ask about was what is  
23 the plan moving forward.

24           Will we still be seeing these  
25 decreases? Are there any other strides that have

1 been made and I of course recognize public safety  
2 is typically the largest portion of any municipal  
3 budget. And I do know that strides also made  
4 which were referenced in the application  
5 regarding right sizing, doing different things  
6 with the table of organizations across the police  
7 and fire, things along those ends.

8                   So is there anything else that has  
9 been done, will be done? What does the future  
10 kind of look like for CAP waiver applications  
11 coming before the board next year and any years  
12 thereafter?

13                   MR. HARTWYK: Well, I think it's  
14 safe to assume that we'll be before the board  
15 next year. I don't think we'll see a 2 million  
16 dollar decrease, but we will hopefully see a  
17 decrease. We have taken steps, from an  
18 organizational standpoint, to plan for reductions  
19 in non police, non fire personnel through  
20 attrition.

21                   We have a number of people whose  
22 positions will be eligible or are currently  
23 eligible for retirement. We've done a great deal  
24 with regard to technological improvements to  
25 computerize certain functions and we think that

1 over the next several years we'll see a reduction  
2 in staff outside of police and fire.

3 MS. SUAREZ: And my last question  
4 about the budget in particular was when I took a  
5 look, I saw that quite a bit of the cash surplus  
6 is going to be used in this budget. Are you  
7 anticipating replenishing that over the next  
8 year?

9 MR. LERCH: Let me comment on that  
10 if I may. The cash surplus that we use this year  
11 is consistent with the cash surplus we utilized  
12 last year. And the budget is structured and  
13 designed to regenerate that cash surplus.

14 MS. SUAREZ: Okay. Are there any  
15 other questions from anybody from the board or  
16 the public?

17 MR. CLOSE: My question is more of a  
18 question, it's more assurances and concern about  
19 the level of surplus. Using almost 98 percent of  
20 your surplus for -- you need the action,  
21 obviously, of public safety from a hiring  
22 respect. Certainly, it is concerning about the  
23 level of surplus that remains after the action,  
24 so.

25 MR. HARTWYK: Understood.



1 MS. SUAREZ: I don't disagree there.  
2 So any other questions or comments? Hearing  
3 none, do we have a motion?

4 MR. AVERY: I'll make that motion,  
5 Director.

6 MR. DIROCCO: Second.

7 MR. BENNETT: Miss Suarez?

8 MS. SUAREZ: Yes.

9 MR. BENNETT: Mr. Mapp is recused.  
10 Mr. DiRocco?

11 MR. DIROCCO: Yes.

12 MR. BENNETT: Mr. Close?

13 MR. CLOSE: Yes.

14 MR. BENNETT: Mr. Avery?

15 MR. AVERY: Yes.

16 MR. BENNETT: And Miss Rodriguez?

17 MS. RODRIGUEZ: Yes.

18 MR. BENNETT: Motion approved.

19 MR. LERCH: Thank you very much.

20 MR. HARTWYK: Thank you, Director.  
21 Thank you board members.

22 MS. SUAREZ: You're very welcome.

23 Best of luck. Next up on the agenda we have  
24 Lakewood Township and I see Mr. O'Reilly, I  
25 believe?

1 MR. O'REILLY: Yes, ma'am. I'm the  
2 chief financial officer for the Township of  
3 Lakewood and the reason we are here before the  
4 board today is to request an appropriation CAP  
5 waiver in an amount of \$1,929,607.

6 (At which time those wishing to  
7 testify were sworn in.)

8 MR. O'REILLY: The reason for this  
9 appropriation CAP waiver, essentially boils down  
10 to the population growth of the township which  
11 has been something that has occurred for a very  
12 long time now. In fact, when I looked at the  
13 2010 census and it the compared 2020 census,  
14 there was an annual compounded group of 3.8  
15 percent in the population which is tremendous.

16 And put that into perspective, the  
17 Newark Prudential Center twice over and still not  
18 have enough seating capacity to account for that  
19 population growth in that end year period.  
20 Additionally, on top of the population growth and  
21 trying to find municipal services to meet the  
22 needs of a growing population, as everyone, I  
23 think is well aware, experienced not only in  
24 Lakewood and New Jersey, but across the nation,  
25 significant increases in prices of various goods

1 and services.

2           One of them being of course fuel,  
3 and in particular, requesting the waiver for the  
4 waiver for fuel purposes. That being gas and  
5 diesel as well as for public safety needs, our  
6 policing as well as seeking such as street  
7 lighting and land fill disposal.

8           A lot of those costs have increased  
9 significantly and a tremendous budgetary fiscal  
10 in light of inflation. And, yeah, that just  
11 further aggravates our budget situation with a  
12 growing population and trying to serve the  
13 growing needs of a growing population.

14           However, the good news is that the  
15 township, in my opinion, is in very good fiscal  
16 standing and we have low debt levels, fantastic  
17 bond rating. Our task increase is very modest,  
18 lower than inflation for sure. What else can I  
19 speak to. Our surplus balance is sound as well  
20 and really we think the township has done a whole  
21 lot more with less.

22           And our hiring practice over the  
23 past four years has essentially remained flat and  
24 so I'm are here before the board to request this  
25 CAP waiver so that the township can continue the

1 very basic needs to its constituents.

2 MS. SUAREZ: Okay. Thank you very  
3 much. Anything else that either gentlemen would  
4 like to add? So I both read in the application,  
5 and I definitely heard in your presentation, that  
6 a great deal of the need for this CAP waiver  
7 stems from the nearly 50 percent population  
8 growth in Lakewood over the last 10 plus years.  
9 I guess my question would be what is Lakewood's  
10 plan to address these increased costs going  
11 forward so that a CAP waiver request does not  
12 become habitual ask?

13 MR. O'REILLY: Well, we -- our  
14 costs, in terms of our budget growth, has been at  
15 a slower rate than the growth in the population  
16 for sure. Of course we're always looking to find  
17 ways to (inaudible) very grown municipalities  
18 with investing a lot in capital needs.

19 The township implemented a human  
20 resources department five years ago and has  
21 invested a lot in draining, personnel training as  
22 well as good information technology hygiene to  
23 avoid large expensive contingencies, whether it  
24 be legal exposure to the sexual harassment or  
25 cyber security, things of those natures.

1                   Our HR department, IT department has  
2 invested a lot of time and effort to try and  
3 contain such potential costly constituencies.  
4 The township has invested a lot in technology,  
5 even prior to the COVID pandemic. And once the  
6 pandemic hit, the township was really in the good  
7 position to maintain providing services to its  
8 constituents because of the investments that it  
9 has made in information technology.

10                   And part of the return on the  
11 information technology has been an ability to  
12 keep head counts in check as well. So while the  
13 township has certainly grown, (inaudible) has not  
14 and part of the reason for that is -- our HR  
15 department and IT invested in improving  
16 productivity within the municipality.

17                   MS. SUAREZ: So kind of what I'm  
18 hearing there is we think this is probably a one  
19 off, that the budget should be able to keep pace  
20 with the needs or at least the increases in the  
21 budget that are necessary for the needs of  
22 Lakewood should be able to be managed. Is that a  
23 fair assessment?

24                   MR. O'REILLY: Yes, I believe so,  
25 but I'm not in the business of making

1 predictions. It's very hard for me to say. I  
2 mean, you naturally have a lag as new  
3 developments come on board where they become  
4 successful properties and you have an expanded  
5 tax space.

6                   There's a lag between budgeting for  
7 providing services to those constituents and  
8 their properties, so to speak, appearing on the  
9 tax bills.

10                   MS. SUAREZ: Okay. Do any other  
11 members or anyone from the public have questions?  
12 Hearing none, do we have a motion?

13                   MR. AVERY: So moved.

14                   MR. MAPP: I'll second.

15                   MR. BENNETT: Miss Suarez?

16                   MS. SUAREZ: Yes.

17                   MR. BENNETT: Mr. Mapp?

18                   MR. MAPP: Yes.

19                   MR. BENNETT: Mr. DiRocco?

20                   MR. DIROCCO: Yes.

21                   MR. BENNETT: Mr. Close?

22                   MR. CLOSE: Yes.

23                   MR. BENNETT: Mr. Avery?

24                   MR. AVERY: Yes.

25                   MR. BENNETT: Miss Rodriguez?

1 MS. RODRIGUEZ: Yes.

2 MR. BENNETT: Motion approved.

3 MS. SUAREZ: Great. Thank you both  
4 very much. Best of luck.

5 MR. O'REILLY: Thank you.

6 MS. SUAREZ: The next item up on the  
7 agenda is Lyndhurst Township.

8 MR. WIELKOTZ: Good morning.

9 MS. SUAREZ: Good morning.

10 MR. WIELKOTZ: Steve Wielkocz for  
11 the Township of Lyndhurst. I believe we also  
12 have, their CFO, Chris Battaglia and their  
13 commissioner of finance, Lou DeMarco on as well.

14 (At which time those wishing to  
15 testify were sworn in.)

16 MR. WIELKOTZ: Good morning. The  
17 Township of Lyndhurst has submitted an  
18 application pursuant to N.J.S.A. 40A:4-45.3(ee)  
19 requesting the approval of an appropriation CAP  
20 waiver utilizing cash surplus in the amount of  
21 \$2,178,119 and this is to fund emergency  
22 appropriations from 2021 of 1,139,673 which are  
23 the emergencies for health benefits that were  
24 over the three percent limitation and to fund  
25 \$1,038,447 of current 2022 health premiums.

1           The township's health premiums have  
2 increased over 40 percent in '20 and '21. And  
3 unfortunately, the '20, and especially the '21  
4 budget, did not provide adequately to cover those  
5 premiums. I believe that was based on a premise  
6 by the former CFO that the commissioners were  
7 going to opt out of private healthcare and into  
8 the State Health Benefits Program some time in  
9 the middle of 2021 which didn't happen.

10           That necessitated emergency  
11 appropriations during '21 of \$2,070,000, which,  
12 obviously, we have a portion three percent. And  
13 then in addition to that, in 2020, the township  
14 was advised not to do the COLA ordinance because  
15 they didn't need it by also their former chief  
16 financial officer, so we're in a little bit of a  
17 mess here.

18           Proactively, what the Board of  
19 Commissioners have done is on May 10th they  
20 passed a resolution required to move into State  
21 Health Benefits from the private plan, so the  
22 hope is that while we may have to come back next  
23 year for maybe a little bit, depending on how  
24 other in CAP appropriations increases are in  
25 2023, certainly, there's significant cost savings



1 that the township will see in the latter half of  
2 this year and certainly moving into 2023.

3           That's our story. We believe this  
4 fixes it. The township brought on Chris  
5 Battaglia, I think in August of 2021 to be the  
6 new CFO. He's come in and he's changed a whole  
7 lot of things. Mr. DeMarco became the  
8 commissioner of finance on July 1st of 2021 and  
9 they've worked together in order to correct a  
10 problem that was embedded into the system for a  
11 number of years.

12           So we are respectfully requesting  
13 this CAP waiver in order to balance the 2022  
14 budget to be able to get it adopted. And if  
15 anybody, obviously, any questions, we'd be happy  
16 to try to answer them.

17           MS. RODRIGUEZ: Steve, I have a  
18 question. Well, in terms of the former CFO, he's  
19 not here to, you know, challenge what you're  
20 saying or what has happened, so I'm not going to,  
21 you know. But from 2020 to 2021, the insurance  
22 increased that much, why wasn't a change done  
23 last year? That's my first question to the State  
24 Health Benefits Program. Secondly, is there a  
25 calendar or fiscal year?

1 MR. WIELKOTZ: I'll answer the  
2 second question first. It's a calendar. They  
3 went back to calendar. And the answer to your  
4 first question is, that's a good question. The  
5 budget should have been changed before it was  
6 introduced and then there was a municipal  
7 election.

8 And then in July, I believe it was  
9 adopted and there should have been changes made  
10 and there weren't, and obviously, honestly, I  
11 don't have an answer for that. All I can tell  
12 you now is that based on everything that took  
13 place, responsibly the commissioners passed  
14 emergency appropriations to be able to pay their  
15 premiums and have now, again, passed a resolution  
16 and are in the process of getting out of private  
17 health insurance and going to the State Health  
18 Benefits plan in order to correct the problem  
19 respectively.

20 MS. RODRIGUEZ: Okay. Makes sense.

21 MR. WIELKOTZ: Thanks.

22 MR. CLOSE: Steve, to follow onto  
23 that question, if you and Mr. Battaglia could  
24 help explain a few things for me. I understand  
25 what you said about the budget. A 40 percent

1 increase over that period of time is candidly,  
2 from my experience, not something that develops  
3 in one year or even two.

4           You would have seen that over  
5 several years, I would think, that it grow that  
6 level. So one, could you kind of, you or Mr.  
7 Battaglia, did that occur over several years or  
8 did it occur just in this short wind. That's  
9 number one.

10           Number two, given that it probably  
11 had to occur previously and your comment just now  
12 with the emergency appropriation, while they came  
13 before the board in 2021 for emergency  
14 appropriation, I'm not understanding why they  
15 didn't deal with it at that time given the  
16 situation with what's being described as the  
17 insurance crisis that they're experiencing, why  
18 this conversion wasn't made at that point to  
19 State Health Benefits without further delay given  
20 the scope of the financial implications of the  
21 current situation and provide.

22           MR. WIELKOTZ: Well, Bill, I think  
23 the short answer on that is there's unions  
24 involved. There's the BPA. There's the other  
25 unions in town and it took, it takes time to

1 negotiate and chat with them because, obviously,  
2 if they just try to take go change and ram it  
3 down their throats, you know, that's not a good  
4 situation either.

5 MR. CLOSE: I understand.

6 MR. WIELKOTZ: They did their due  
7 diligence. We did a first draft of the '22  
8 budget early this year to lay it all out and see  
9 where we were. Once we discovered we had a CAP  
10 issue, I was in contact with the Division a  
11 number of times to talk about the situation.

12 And again, the Board of  
13 Commissioners, under the guidance of Commissioner  
14 DeMarco and Chris, were very proactive in making  
15 this happen. I mean, you've been around  
16 government a long time. Convincing the unions to  
17 make a change is not the easiest thing in the  
18 world.

19 MR. CLOSE: Steve, that makes  
20 perfect sense to me. I would certainly  
21 understand that. That kind of goes back to my  
22 other part of my question. How far back did this  
23 -- it seems like this problem developed a little  
24 farther back than what's identified in the  
25 application and were there any quotes or analysis

1 or recommendations from the finance people at  
2 that time relative to a conversion or switch away  
3 from the private plan to a public plan, to the  
4 State Health Benefits Plan, I should say.

5           And given that, did the council,  
6 when they were doing their budgets and evaluating  
7 that with the personnel at that time, why there  
8 wasn't a more proactive effort to negotiate with  
9 the unions as you're saying and make the  
10 transition?

11           MR. WIELKOTZ: Well, my  
12 understanding is, and again, I was not involved.  
13 I was never allowed to be involved in the budget  
14 process prior to this year. There was a pretty  
15 significant increase, I believe some time in late  
16 2020 and then there was another significant  
17 increase, I believe, in June or July of 2021.

18           The finance administration, at that  
19 point, their position was, this can't be right,  
20 we're going to fight and, you know, the saying  
21 you can't fight City Hall. Well, try fighting a  
22 health insurance carrier over their rates, so  
23 again, it didn't happen in a vacuum.

24           Part of the problem is that the  
25 budget should have been changed last year and

1 there should have been more money appropriated  
2 last year. It didn't happen for whatever reason.  
3 The new Board of Commissioners did the  
4 responsible thing. They did the emergencies.  
5 They started negotiating with the unions.

6 They got their insurance guys on  
7 board and it all came to fruition in the  
8 beginning of May when they passed the resolution  
9 and started the process to move over.

10 MR. CLOSE: So the unions weren't on  
11 board previously?

12 MR. WIELKOTZ: No.

13 MR. CLOSE: You're saying now they  
14 have come on board?

15 MR. WIELKOTZ: Yeah, they've had a  
16 bit of an awakening.

17 MR. CLOSE: Okay. And in terms of,  
18 again, just, I'm going to go back to council, and  
19 I say this candidly, given that we talked about,  
20 and this is going back prior to your  
21 participation, Steve and Mr. Battaglia, but if we  
22 look at this, it was clear that there must have  
23 been an understanding and knowledge of the level  
24 of the financial issue that faced them  
25 budgetarily with this. I'm a little concerned

1 that it wasn't addressed sooner and that it  
2 wasn't part of the emergency appropriation in  
3 2021.

4 MR. WIELKOTZ: Well, it was  
5 addressed as soon as it came to light that there  
6 was the previous chief financial officer was let  
7 go. There was a vacuum for six or eight weeks  
8 until we finally found -- actually, I had to beg  
9 Chris to come on board because they needed help.

10 And again, as far as the Board of  
11 Commissioners, Mr. DeMarco became the finance  
12 person July 1st of last year and we work hand in  
13 hand from then till now trying to address the  
14 problem and fix the problem and I think we've  
15 done everything the responsible way.

16 We have significant amount of cash  
17 surplus unlike one of the other applications, I  
18 think we're using like 35 percent in this year's  
19 budget. We have 16 million. We're using a total  
20 of six, so the issue of that becoming a budgetary  
21 problem next year is nonexistent.

22 And again, there will be in State  
23 Health Benefits, there will be savings and the  
24 hope is not to come back next year, but  
25 certainly, if we're forced to because of the CAP,

1 the amount will be much, much smaller than this  
2 application.

3 MR. CLOSE: And what's the  
4 projected, Steve, timeline for going on board  
5 with State Health Benefits? What is the amount  
6 of savings that that conversion will produce,  
7 based on the numbers that have been run so far?

8 MR. BATTAGLIA: We're going to be  
9 going live August 1st. We're right in the middle  
10 of implementation. Our open enrollment is going  
11 to be from June 17th, I believe, until July 2nd  
12 and everything should be effective August 1st.  
13 For this year's budget we're expecting about  
14 \$830,000 in savings for a total of 2.4 in next  
15 years budget.

16 So we'll realize the additional one  
17 and-a-half million next year. It brings our  
18 premiums from a total of about 6.1 million down  
19 to about 3.7 million, so it's a pretty  
20 substantial savings.

21 MR. CLOSE: Thank you very much, Mr.  
22 Battaglia. That certainly speaks to the level of  
23 the issue over the last several years if you're  
24 projecting a two to two and-a-half million dollar  
25 savings with this conversion.



1 MR. BATTAGLIA: Yes. And I can jump  
2 in a little bit about the little bit that I know  
3 about the history of this. Our private carrier  
4 moved, in 2019 to 2020, they moved to a six month  
5 premium basis and they were increasing the  
6 premiums every six months so the compounding  
7 result was substantially higher than just simply  
8 adjusting premiums annually.

9 And in one year, I think it was a 22  
10 or so percent increase just in that one six month  
11 period. And I actually, we just got the premium  
12 notification for July 1st of this year and that  
13 would be an additional 14 percent increase for a  
14 six month period.

15 So we're actually going to get hit  
16 with one month of that since we're going live on  
17 August 1st, but we do have that built into this  
18 budget and we expect that that will go away 100  
19 percent in 2023.

20 MR. CLOSE: Okay.

21 MS. RODRIGUEZ: Rod my last question  
22 is so you're scheduled to go into the State  
23 Health Benefits Program later this year?

24 MR. WIELKOTZ: August 1st.

25 MS. RODRIGUEZ: That's good to know.

1 MR. BATTAGLIA: And that's for  
2 active and retirees. We have everybody moving  
3 in.

4 MS. RODRIGUEZ: Okay. Same time.  
5 Okay.

6 MR. AVERY: I just want to be sure  
7 that I understand that you're representing that  
8 all of the unions have agreed that this is an  
9 equivalent under their contracts and they're  
10 going to go into the State Health Program?

11 MR. WIELKOTZ: That's correct,  
12 Chris?

13 MR. BATTAGLIA: So part of the  
14 reason why this is able to happen this year is  
15 because our contracts are currently expired, so  
16 we're in negotiations as part of the contract  
17 renewal. We have made everybody aware. They're  
18 surely going to want to negotiate on other  
19 aspects of their contract.

20 I don't think that's going to be a  
21 surprise, you know, when they say well, we're  
22 giving up this part of our benefit. We did an  
23 analysis of the private versus the SHBP plans.

24 There are certain items that are  
25 more advantageous for employees, there are

1 certain items that are less advantageous for  
2 employees. It's going to be navigating  
3 individual use cases for the Health Benefit  
4 Program.

5                   The majority of the employees will  
6 be largely unaffected. The few that visit  
7 doctors regularly or have specialists may be  
8 impacted a little bit differently, but we'll be  
9 dealing with that on a case by case basis.

10                   MR. AVERY: Okay. Thank you and  
11 good luck.

12                   MR. BATTAGLIA: And we do have also  
13 the luxury of this school district in our town,  
14 the Board of Ed just this year also moved from  
15 the private plan to the SHBP so we're piggy  
16 backing on them a little bit with how they  
17 managed to handle the inquiries from the school  
18 unions and we'll be dealing with -- we have two  
19 unions, the Teamsters and the BPA that we'll  
20 working with similarly.

21                   MR. CLOSE: So Chris and Steve, so  
22 the analysis that you did, was that done  
23 internally, all the various analysis, not just  
24 financial?

25                   Were there any other types of

1 analysis done or like the state, did they do any  
2 thing relative to this from DOBI? Was anyone  
3 working with you to get this in line, that  
4 information provided to the governing body at  
5 all?

6 MR. BATTAGLIA: I did the analysis  
7 just based on census data from our current  
8 provider and the premiums from the SHBP. That  
9 was all provided to the governing body and was  
10 the driving factor in making a decision to move  
11 to State Health Benefits.

12 The only outside help that we  
13 needed, as far as the comparison, was really what  
14 the internal aspects of the plans were, what they  
15 provided. I don't claim to be a health benefit  
16 expert, and I wouldn't want to be in a position  
17 where I can tell an employee which doctors would  
18 be covered or wouldn't be covered, so we did have  
19 somebody helping us with that.

20 MR. CLOSE: Sure. I presume whoever  
21 your risk manager was, were they also pushing for  
22 this throughout since 2020, the development of  
23 this? Has that been an ongoing issue to push  
24 this forward?

25 MR. BATTAGLIA: I haven't had any

1 communication. I just came on in October of last  
2 year. Actually, the meeting that day appointed  
3 me as the CFO, they also introduced their  
4 emergency authorization, the first emergency  
5 authorization for health benefits, so I came a  
6 little bit late on this.

7 I don't know if there was any  
8 communication with the risk manager prior to  
9 that. There hasn't been any since I started.  
10 Since I started, it was a push to get this done  
11 for this year.

12 MR. CLOSE: Okay. Thank you, Chris.  
13 Appreciate your information, you and Steve's.

14 MS. SUAREZ: Any other questions or  
15 comments? Hearing none, do we have a motion?

16 MR. MAPP: So moved.

17 MR. AVERY: Second.

18 MR. BENNETT: Miss Suarez?

19 MS. SUAREZ: Yes.

20 MR. BENNETT: Mr. Mapp?

21 MR. MAPP: Yes.

22 MR. BENNETT: Mr. DiRocco?

23 MR. DIROCCO: Yes.

24 MR. BENNETT: Mr. Close?

25 MR. CLOSE: I'm going to vote yes,

1 but I do have a number of concerns about the  
2 process and how this developed over the timeline.  
3 And it appears it's now being addressed with  
4 Steve and Chris based on the information  
5 provided, but I am concerned about how this, how  
6 they got to this point.

7 MR. BENNETT: Mr. Avery?

8 MR. AVERY: Yes.

9 MR. BENNETT: And Miss Rodriguez?

10 MS. RODRIGUEZ: Like Mr. Close, I  
11 did have some concerns. Steve and you answered  
12 some of them, so I'm going to vote yes.

13 MR. BENNETT: Motion approved.

14 MS. SUAREZ: Best of luck. Next up  
15 on the agenda, we have Wildwood City.

16 MS. PLAZA: Good morning. Susan  
17 Plaza, CFO of the City of Wildwood.

18 MR. GROON: Carl Groon, projects  
19 manager for the City of Wildwood.

20 MR. INVERSO: Anthony Inverso from  
21 Phoenix Advisors.

22 MR. WINITSKY: And Jeff Winitzky  
23 from Parker McCay, bond counsel to the city.

24 (At which time those wishing to  
25 testify were sworn in.)

1           MR. WINITSKY: Thank you. So as the  
2 director knows, this application was submitted a  
3 couple months back. We actually pulled it from  
4 the agenda last month which gave the city and the  
5 director and staff some time to talk through some  
6 issues that they had.

7           I'll present it and we'll answer any  
8 additional questions, but I know there's been a  
9 lot of good back and forth about the application  
10 and addressing some questions, so hopefully this  
11 will be relatively less painful for everybody  
12 today.

13           So we're here seeking approval  
14 pursuant to N.J.S.A. 40A:2-51 and N.J.S.A.  
15 40A:2-55 to adopt a refunding bond ordinance and  
16 to issue not to exceed 3,750,000 of the City of  
17 Wildwood's general obligation refunding bonds.

18           The proceeds of those bonds would be  
19 used to refund six series of outstanding general  
20 improvement and sewer utility bonds that were  
21 directly purchased by the United States  
22 Department of Agriculture through its World  
23 Development Program.

24           The USDA bonds are currently  
25 outstanding in the principal amount, aggregate

1 principal amount of \$3,750,000 with interest  
2 rates ranging from 4.125 percent to 4.5 percent  
3 and those bonds amortize until 2048 which is the  
4 principal reason that the city is seeking to  
5 undertake the refunding.

6           Specifically, the city is desirous  
7 of refunding these bonds to reduce the overall  
8 length of maturity of the bonds, right. So what  
9 we would do is issue refunding bonds with an  
10 amortization or maturity that is approximately  
11 five years sooner than that of the USDA bonds.

12           In doing so, we would achieve debt  
13 service savings in each year from now until final  
14 maturity of our bonds with the bulk of the  
15 savings occurring in those last five years, i.e.,  
16 in the five years that we have reduced the  
17 issuance.

18           The overall savings under current  
19 market conditions would be a little over \$700,000  
20 which equates to about 11.17 percent net present  
21 value savings which is substantial. This is a  
22 little unconventional in that, and as the board  
23 has seen and staff has seen, the savings in most  
24 of the years are relatively minimal, a little  
25 over \$3,000 a year with the bulk in those last



1 couple of years.

2           The idea here, as I mentioned, is to  
3 essentially clean up long term debt and the city  
4 has done a comprehensive review of all of its  
5 fiscal obligations including bonds and is  
6 attempting here to simply find savings, reduce  
7 that service and make available to the city some  
8 space in future years for capital projects and  
9 planning, et cetera.

10           And with that in mind, I'll turn it  
11 over to Carl and to Susan to speak a little bit  
12 about how the city's deliberative process got us  
13 here today and sort of what they were thinking in  
14 presenting this application.

15           And before I do that, I would also  
16 add that these bonds, and it has been our  
17 expectation, to issue these bonds concurrently  
18 with a new money series of bonds for the city, so  
19 that we could capture efficiencies and issuance,  
20 i.e., you have one set of cost of issuance, you  
21 have one offer document, et cetera, so we can  
22 drive down costs by doing them together and  
23 creating economies of scale there.

24           So I wanted to add that in so that  
25 you understood this is a part of a larger debt

1 issuance plan, before which, we're finding  
2 savings by doing them together. With that, I'll  
3 turn over Carl.

4 MR. INVERSO: I just want to add  
5 that the new money bonds will have a final  
6 maturity of 20 years or less, so that kind of  
7 goes hand in hand with the restructure of these  
8 refunding bonds.

9 MR. GROON: This is Carl Groon. We  
10 were given a mission to lobby new commissioners  
11 that came on in 2020 to look at every aspect of  
12 Wildwood budgeting, Wildwood borrowing to try to  
13 minimize the exposure to the taxpayer. Also, we  
14 have -- Wildwood has some projects that need to  
15 be funded long term.

16 So this all kind of fits together in  
17 freeing up back end money for future borrowing,  
18 saves the taxpayers a significant amount of  
19 dollars. And while it's not today's dollars,  
20 it's still an important goal for the  
21 commissioners so I guess what started me on this  
22 is we had approximately 15 million dollars in  
23 debt and we had 5 million dollars in interest  
24 obligation which I thought was an absurd number.

25 So we attacked it and tried to come

1 up with a solution and the solution is before  
2 you. I don't know what else to add. We need to  
3 turn these things over much more quicker, if  
4 that's the right way to say it, so what everybody  
5 has put together for us now today, I think serves  
6 in Wildwood's best interest.

7 MR. INVERSO: Just to add to what  
8 Carl mentioned. We looked at this in a couple of  
9 different ways and looking at uniform or equal  
10 annual savings would only give the city anywhere  
11 from nine to \$15,000 worth of annual savings, so  
12 a drop in the bucket for the city's budget.

13 So to really get more bang for our  
14 buck, shortening the final maturity, achieving  
15 some minimal savings every year for 20 years but  
16 then getting a large savings on the back to help  
17 achieve the city's goal of shortening the debt  
18 service was really the driving force here.

19 And the fact that we're embarking on  
20 another bond issue to permanently finance some  
21 outstanding bond anticipation notes, the timing  
22 made sense to try to couple the two together and  
23 capture savings that would be available through  
24 efficiencies of the combination of the two sales  
25 and also market conditions that are currently

1 favorable.

2 MS. SUAREZ: I appreciate that. And  
3 as Mr. Winitzky mentioned, we have had several  
4 conversations and meetings regarding this  
5 application and I think kind of the presentation  
6 today brings all of those previous conversations  
7 to a head. So I do appreciate it.

8 And I think from my vantage point,  
9 one of the most important aspects to get across  
10 was understanding exactly what it was that  
11 Wildwood was looking to do with this refunding,  
12 and I think that's been articulated very well by  
13 the city and appreciate the candor there.

14 And I do commend the city for doing  
15 a deep dive of their finances to find  
16 opportunities to kind of truncate debt service  
17 timeframes and save future administrations money.  
18 I think, from our vantage point, from the board,  
19 it's too often the opposite that we see.

20 It's a kick the can down the road  
21 approach, but we have you actually kicking the  
22 can toward City Hall to kind of ensure that the  
23 future financial outlook will be stable,  
24 especially when trying to layer in future debt.

25 So with that, I'll ask if there are

1 any additional questions or comments regarding  
2 this from either the board members or anyone from  
3 the public. Hearing none, do we have a motion to  
4 approve?

5 MR. MAPP: Motion to approve.

6 MR. AVERY: Second.

7 MR. BENNETT: Miss Suarez?

8 MS. SUAREZ: Yes.

9 MR. BENNETT: Mr. Mapp?

10 MR. MAPP: Yes.

11 MR. BENNETT: Mr. DiRocco?

12 MR. DIROCCO: Yes.

13 MR. BENNETT: Mr. Close?

14 MR. CLOSE: Yes.

15 MR. BENNETT: Mr. Avery?

16 MR. AVERY: Yes.

17 MR. BENNETT: And Miss Rodriguez?

18 MS. RODRIGUEZ: Yes.

19 MR. BENNETT: Motion approved.

20 MR. WINITSKY: Thank you very much.

21 We appreciate it.

22 MS. SUAREZ: Best of luck. So next

23 on the agenda, we have the Hudson County

24 Improvement Authority.

25 MR. LEE: Good afternoon, Director.

1 My name is Bakari Lee. I am with the law firm of  
2 McManimon, Scotland and Baumann and we serve as  
3 bond counsel to the Hudson County Improvement  
4 Authority in connection with its proposed  
5 issuance of \$79,826,000 of county guaranteed  
6 pooled notes Series 2022B.

7           The borrowers in this note pool will  
8 be the Township of Weehawken, the Weehawken  
9 Parking Authority, the City of Bayonne, the City  
10 of Union City, as well as, the town of West New  
11 York. I believe here among us we have from  
12 Bayonne, Donna Mauer, who is the CFO and John  
13 Cantalupo who is bond counsel.

14           From Weehawken, Lisa Toscano, who is  
15 the CFO and Jason Capizzi who is bond counsel.  
16 From West New York, Jonathan DeJoseph, the  
17 administrator and Bill Mayer as bond counsel.  
18 From Union City, Tammy Zucca, CFO and Jeff  
19 Winitzky, bond counsel.

20           And then also, from the Weehawken  
21 Parking Authority, Carmela Silvestri-Ehret who is  
22 the executive director and Matthew Jessup as bond  
23 counsel. In addition, Kurt Cherry who is the  
24 executive director and CFO of the Hudson County  
25 Improvement Authority and from NW Financial, we

1 have Nick Wilechansky, who is the municipal  
2 advisor for the transaction.

3 I am happy to go through a little  
4 bit of the overall program structure and some of  
5 information on the borrowings of the borrowers.  
6 Subject to your discretion, I don't know if you  
7 would like to have those among the borrowers who  
8 are not attorneys sworn in at this time, or if I  
9 should just move forward.

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

12 MR. LEE: So as you are aware, this  
13 program has been in existence for some time. It  
14 was instituted in 2009. To date, the Hudson  
15 County Improvement Authority has issued in excess  
16 of 2.6 billion dollars of notes which has saved  
17 the taxpayers and rate payers of the County of  
18 Hudson over 34.9 million dollars in savings over  
19 that time, so this has been a wildly successful  
20 program. It is backstopped by the guarantee of  
21 the County of Hudson.

22 Customarily, the participants in the  
23 program do not have a credit rating equivalent to  
24 that of the county. Those units within the  
25 county that don't have that, have participated in

1 the program. It's also important to note, I  
2 think, that to the extent that there is default  
3 on an underlying borrower note, the county  
4 guarantee is not triggered for the entire amount  
5 of the guarantee, but solely with respect to the  
6 portion of the local unit that has defaulted.

7           It is backstopped by the county  
8 guarantee, but there's only a trigger on the  
9 guarantee to the extent of the defaulting  
10 borrower. So with that, I'll kind of walk  
11 through the individual local units, and then if  
12 you have any questions, either we'll be here to  
13 answer them, either myself or Kurt or Nick or one  
14 of the borrowers.

15           Weehawken expects to issue  
16 \$16,468,000 of notes. Those consist of the  
17 following. A 15,852,000 dollar bond anticipation  
18 note which will currently refund a 16,428,000  
19 dollar bond anticipation note along with a  
20 principal pay down in the amount of \$576,000 that  
21 was issued pursuant to the program in 2021.

22           Those notes were issued for a  
23 variety of purposes including the purchase of  
24 installation of various vehicles and equipment,  
25 improvements to municipal buildings, recreational



1 facilities, roads and parks, tech equipment, as  
2 well as, park and playground improvements.

3           In addition, Weehawken is issuing  
4 \$600,616 of tax appeal refunding notes in order  
5 to currently refund that amount of previously  
6 issued \$928,000 of tax appeal refunding notes.  
7 In addition, Weehawken will be making a principal  
8 pay down in the amount of \$312,000 pursuant to  
9 the requirements of the local budget law, and the  
10 prior notes were issued in 2021.

11           Moving on to Union City, Union City  
12 expects to issue \$9,749,000 of notes consisting  
13 of the following. \$7,329,000 of bond  
14 anticipation notes which are currently refunding  
15 that amount of \$7,620,000 of bond anticipation  
16 notes together with a principal pay down in the  
17 amount of \$291,000 in accordance with the local  
18 bond law. Those notes were issued in 2021.

19           And they are for the acquisition of  
20 real property, capital equipment and various  
21 capital improvements. Union City is also issuing  
22 \$2,420,000 of bond anticipation notes on the  
23 taxable basis. The proceeds of which will be  
24 used to currently refund that amount of a  
25 3,630,000 dollar emergency note which was issued

1 last year in 2021.

2           And it will also provide a principal  
3 pay down in the amount of \$1,210,000. The pay  
4 down here is being made pursuant to a five year  
5 pay down schedule that was approved by the board  
6 in 2019.

7           The City of Bayonne expects to issue  
8 \$6,528,000 of notes which consist of a 6,230,000  
9 dollar bond anticipation note, tax exempt in  
10 order to currently refund that amount of a  
11 6,540,000 dollar bond anticipation note that was  
12 issued in 2021 into the program and Bayonne will  
13 make a 170,000 thousand dollar principal pay down  
14 in accordance with the requirements of the local  
15 bond law.

16           The purposes of those notes were the  
17 acquisition of real property and vehicles,  
18 improvements to municipal buildings, parks,  
19 roadways, infrastructure and various other  
20 capital improvements. Bayonne will also issue a  
21 298,000 dollar special emergency note.

22           The proceeds of which will be used  
23 to currently refund the same amount of Bayonne's  
24 maturity of \$448,000 note and will include the  
25 principal payment by Bayonne of \$150,000 in

1 accordance with the budget law. These notes were  
2 issued to finance the preparation and  
3 implementation of property reval.

4                   Next we move on to the town of West  
5 New York which expects to issue \$35,026,000 of  
6 notes which consist of \$8,942,000 of general  
7 capital bond anticipation notes and \$8,890,000 of  
8 parking utility bond anticipation notes. The  
9 proceeds of which will be used to currently  
10 refund \$17,832,000 of West New York bond  
11 anticipation notes.

12                   The maturing notes were issued  
13 through the program in 2021 in order to finance  
14 repairs to the public works building, various  
15 park, capital and parking improvements and  
16 construction of a parking deck. West New York  
17 will also issue \$13,744,000 of general capital  
18 bond anticipation notes and \$3,450,000 of parking  
19 utility bond anticipation notes on a new money  
20 basis in order to finance various capital  
21 improvements, a refunding ordinance for health  
22 insurance benefits and the construction of a  
23 parking deck.

24                   And then lastly, the Weehawken  
25 Parking Authority expects to issue \$12,055,000 of

1 program notes in order to currently refund  
2 \$12,435,000 of prior program notes in addition to  
3 making a principal pay down in the amount of  
4 \$380,000. The pay downs are being made pursuant  
5 to long term pay down schedule that was approved  
6 by the board in 2009 when this note program for  
7 the Parking Authority was initially instituted.

8           And they were initially instituted  
9 in order to finance the acquisition of a 50,000  
10 square feet former school building that was to be  
11 used equally by Weehawken, the Weehawken Board of  
12 Education and the Parking Authority. This  
13 comprises the notes that are being issued by the  
14 borrowers.

15           The Improvement Authority seeks  
16 positive findings in connection with Section 6 of  
17 the Local Fiscal Authorities Control Law, as well  
18 as, the County Improvement Authorities Law. As I  
19 indicated, we do have representatives of each of  
20 the borrowers, as well as, the Improvement  
21 Authority and the municipal advisor to the  
22 overall transaction and we are prepared to answer  
23 any questions.

24           MS. SUAREZ: Thank you very much for  
25 that. You definitely covered what would have

1 been a few of the questions so thank you very  
2 much, Mr. Lee. One of the items that I'd like to  
3 discuss a little further. I see that West New  
4 York accounts for about half of the pooled notes  
5 total. I'm just curious what other avenues were  
6 explored by West New York before utilizing the  
7 Hudson County Improvement Authority.

8 MR. LEE: Bill, Jonathan, Nick are  
9 you able to respond to that?

10 MR. WILECHANSKY: As municipal  
11 advisor, we also worked with the town to evaluate  
12 their ability to issue these notes through the  
13 pool and if it would be beneficial in terms of  
14 the volatility of the current market as well as  
15 the town's underlying rating, which I believe is  
16 two or three notches below the county's  
17 guaranteed rating of AA.

18 I believe West New York is A plus  
19 rating and we worked with the town to evaluate if  
20 this was the best avenue of issuance and it made  
21 sense, based on current market volatility and the  
22 interest rates savings for the town to issue  
23 through the pool.

24 MS. SUAREZ: So in your evaluations,  
25 from a financial standpoint, this was the most

1 advantageous?

2 MR. WILECHANSKY: Yes.

3 MS. SUAREZ: And then, the other  
4 thing I wanted to talk briefly about is it's come  
5 to my attention that neither Bayonne, nor, West  
6 New York have sent the division their introduced  
7 budgets. I want to see when I can expect those.

8 MR. DEJOSEPH: Good morning,  
9 Director. Jonathan DeJoseph from West New York,  
10 CFO. It's anticipated to be introduced this  
11 evening with an adoption scheduled for July 13th.

12 MS. SUAREZ: Okay.

13 MS. MAUER: Bayonne plans on  
14 introducing their budget at the July meeting,  
15 July 20th. We have a reorg on July 1st and we  
16 have new council members.

17 MS. SUAREZ: Okay. So you're not  
18 planning to choose for over another month?

19 MS. MAUER: That is correct.

20 MS. SUAREZ: Has that been intimated  
21 at all to the financial regs unit?

22 MS. MAUER: No, but I can do that  
23 today.

24 MS. SUAREZ: If you could, I would  
25 appreciate it. Tina was kept in the loop as to

1 what's going on. That's pretty late statutorily.

2 I would appreciate that.

3 MS. MAUER: Definitely. We will do  
4 that today, Director.

5 MS. SUAREZ: Any other questions or  
6 comments from board members or members of the  
7 public? Hearing none, do we have a motion?

8 MR. MAPP: I make a motion director  
9 to approve the application.

10 MR. DIROCCO: I'll second it.

11 MR. BENNETT: Miss Suarez?

12 MS. SUAREZ: Yes.

13 MR. BENNETT: Mr. Mapp?

14 MR. MAPP: Yes.

15 MR. BENNETT: Mr. DiRocco?

16 MR. DIROCCO: Yes.

17 MR. BENNETT: Mr. Close?

18 MR. CLOSE: Yes.

19 MR. BENNETT: Mr. Avery?

20 MR. AVERY: Yes.

21 MR. BENNETT: Miss Rodriguez?

22 MS. RODRIGUEZ: Yes.

23 MR. BENNETT: Motion approved.

24 MR. LEE: Thank you, Director and  
25 thank you members.

1 MS. SUAREZ: Best of luck. We have  
2 the Passaic County Improvement Authority.

3 MR. DRAIKIWICZ: Thank you,  
4 Director, John Draikiwicz, the bond counsel to  
5 the Passaic Improvement Authority in this  
6 transaction. And with us, today we have Peter  
7 Tucci who is the general counsel to the Passaic  
8 County Improvement Authority.

9 Heather Litzebauer the financial  
10 advisor to the Passaic County Improvement  
11 Authority. I believe Jim Fearon may be joining  
12 us, as well as, county bond counsel in this  
13 transaction.

14 For the school we have Andrea Kahn  
15 who is the bond counsel to the school, Richard  
16 Matthews, business administrator and Robbi  
17 Acampora, the financial advisor to the school are  
18 the folks I have on my list. I'm not sure if  
19 anyone else is joining in connection with the  
20 transaction.

21 MS. ACAMPORA: I think that's it.

22 (At which time those wishing to  
23 testify were sworn in.)

24 MR. DRAIKIWICZ: Director, if I may  
25 proceed?



1 MS. SUAREZ: Absolutely.

2 MR. DRAIKIWICZ: The Passaic County  
3 Improvement Authority proposed to issue bonds in  
4 an amount not to exceed \$9,500,000. The proceeds  
5 of which will be used by the Paterson Board of  
6 Education in order to purchase the Alexander  
7 Hamilton School which is being currently leased.  
8 It has been leased for over 20 years by the  
9 school.

10 The acquisition will be subject to  
11 an underlying lease in connection with the land  
12 and the building with the Passaic County  
13 Improvement Authority. The bonds will be secured  
14 by a lease payments pursuant to a lease agreement  
15 which lease payments will be subject to  
16 appropriation.

17 The bonds will be additionally  
18 secured by a guarantee with the County of  
19 Passaic. The guarantee has already been  
20 introduced as well at a prior meeting, just for  
21 the record.

22 And also at this time, I'd like to  
23 turn it over to Andrea Kahn and other school  
24 board representatives to describe a little bit  
25 more in connection with the acquisition of the

1 property and the savings that are associated with  
2 that acquisition.

3 MS. KAHN: Good afternoon. I think  
4 it's been explained well. The whole purpose of  
5 the transaction is to be able to create  
6 significant operating costs, general fund savings  
7 for the school district. And we're happy to  
8 answer any questions that you might have.

9 MR. DRAIKIWICZ: Robbi, if you're  
10 able to, or Heather, maybe describe what the  
11 savings are compared to the current lease payment  
12 schedule?

13 MS. ACAMPORA: We projected the  
14 savings to be about 400,000 a year. The district  
15 has been renting this building for quite a long  
16 time. The appraisal came in and the analysis has  
17 been completed. They're currently already paying  
18 the operating costs so there won't be any  
19 additional costs that will have to be incurred  
20 once they own the building, so there's a  
21 significant savings.

22 MR. DRAIKIWICZ: So we'd ask to  
23 receive positive findings for the 9.5 million  
24 dollars in connection with the project financing,  
25 as well as, a positive findings in connection

1 with the county guarantee.

2 MS. SUAREZ: Thank you very much.

3 Can I just clarify, I think it cut out at the  
4 right moment. What was the anticipated annual  
5 savings?

6 MS. ACAMPORA: About 400,000 a year.

7 MS. SUAREZ: And so I know we had a  
8 previous conversation about this application and  
9 I am grateful for that. It definitely helped me  
10 understand what it was that would be done with  
11 this. As far as the savings, and I think we  
12 talked about this a little too, but I wanted to  
13 make it clear, not just for the record but for  
14 the public meeting. What is the anticipation  
15 with those savings since they're significant?

16 MR. MATTHEWS: The plan is for  
17 savings to put the money in capital reserve, to  
18 emergency reserves mainly to put into reserve  
19 accounts.

20 MS. SUAREZ: Perfect. And Mr.  
21 Bennett, just one quick question. We do have the  
22 appraisal. Was that sent over?

23 MR. BENNETT: Yes, that was  
24 received.

25 MS. SUAREZ: I will open it up to

1 see if there are any board members or members of  
2 the public who have questions.

3 MR. AVERY: Director, can I ask a  
4 clarification on the reserve accounts? Does that  
5 money, those funds in the reserve accounts,  
6 restrict it only to building maintenance and  
7 repairs? Is there some other --

8 MR. MATTHEWS: The capital reserve  
9 account is restricted for capital use and there's  
10 other reserve accounts that -- it would mainly go  
11 toward capital reserve, but I was just being more  
12 generic and saying reserve accounts, but  
13 specifically most of the money will be going to  
14 capital reserve.

15 MR. AVERY: Okay. Thank you.

16 MS. SUAREZ: Any other questions?  
17 Hearing none, do we have a motion to issue  
18 positive findings?

19 MS. RODRIGUEZ: I make a motion.

20 MR. DIROCCO: I'll second it.

21 MR. BENNETT: Miss Suarez?

22 MS. SUAREZ: Yes.

23 MR. BENNETT: Mr. Mapp?

24 MR. MAPP: Yes.

25 MR. BENNETT: Mr. DiRocco?

1 MR. DIROCCO: Yes.

2 MR. BENNETT: Mr. Close?

3 MR. CLOSE: Yes.

4 MR. BENNETT: Mr. Avery?

5 MR. AVERY: Yes.

6 MR. BENNETT: And Miss Rodriguez?

7 MS. RODRIGUEZ: Yes.

8 MR. BENNETT: Motion approved.

9 MS. SUAREZ: Best of luck with the  
10 project. And the next we have the Bergen County  
11 Improvement Authority.

12 MR. DRAIKIWICZ: I think most of the  
13 folks have joined us. And if I may, John  
14 Draikiwicz, bond counsel to the Bergen County  
15 Improvement Authority in connection with this  
16 transaction and with us we have John Reinhardt  
17 who is the county director of finance, Nick  
18 Wilechansky, the financial advisor to the  
19 underwriter on the transaction from NW Capital.

20 Josh Nyikita is the financial  
21 advisor from Acacia in connection with the  
22 transaction. Jim Spanarkel who is the bond  
23 counsel. I think those are the participants that  
24 are here in front of us. With that, i guess we  
25 can, if it's okay, to have folks sworn in.

1 MS. SUAREZ: Yes, please.

2 (At which time those wishing to  
3 testify were sworn in.)

4 MR. DRAIKIWICZ: If I may, I will  
5 proceed. The Bergen County Improvement Authority  
6 proposed to issue bonds in an amount not to  
7 exceed \$71,955,000. The proceeds of which will  
8 be utilized to permanently finance its  
9 outstanding notes that were issued in the amount  
10 of \$49,955,000.

11 Those proceeds were utilized to  
12 finance certain capital improvements and  
13 technology acquisitions for Bergen New Bridge  
14 Medical Center. In addition, there is  
15 anticipated to be issued an additional 22 million  
16 dollars of bonds to finance additional capital  
17 improvements that will be described in short  
18 order.

19 In addition to the capital portion  
20 of the transaction, there will also be issued  
21 approximately \$10,200,000 of working capital  
22 notes for a two year period. Those working  
23 capital notes were previously issued and are  
24 outstanding in the amount of \$28,395,000, so the  
25 revenues of funds that are available for the

1 Bergen New Bridge Medical Center in the amount of  
2 \$18,395,000 will be utilized to pay down the note  
3 to the \$10,200,000 approximately and notes will  
4 be issued to finance the remaining item amount of  
5 notes that are outstanding.

6           So significant pay down on the  
7 working capital portion from 28 million dollars,  
8 approximately, down to about 10 million dollars  
9 so the medical center is happy and the county  
10 happy to state the significant pay down in that  
11 regard.

12           The bonds will be secured by  
13 revenues for the medical center that are  
14 deposited into the debt service fund and they  
15 will also be secured by a county guarantee from  
16 the County of Bergen. The County of Bergen  
17 previously guaranteed the project so that they  
18 currently have an outstanding guarantee and  
19 existing which will be utilized in connection  
20 with this transaction, but also in connection  
21 with the new money portion of 22 million dollars.

22           There was new county guarantee  
23 introduced in June, which is on file with Nick  
24 Bennett and the board for 22 million dollars. So  
25 therefore, we respectfully request positive

1 findings for the transaction as well as positive  
2 findings of the county guarantee which county  
3 guarantees 22 million dollars.

4           At this time, I would like to turn  
5 it over to John Reinhardt just to describe a  
6 little bit of the improvements that are going to  
7 be made and used and financed in connection with  
8 this transaction. John, if I may.

9           MR. REINHARDT: Thank you, John. I  
10 would like to start off with the original 30  
11 million dollars working capital that we  
12 authorized for the hospital. Most people are  
13 complaining about the pandemic. For the  
14 hospital, it was a wonderful thing. They became  
15 flush and cash.

16           It became much more profitable and  
17 established many more relationships which has  
18 been great for them, so they've doing a great  
19 job. But because of that, they have raised so  
20 much money that we didn't feel that we needed  
21 that 30 million outstanding, but we also didn't  
22 want to deplete them of all the working capital  
23 which is why we left 10 on the table to make sure  
24 they weren't left short.

25           We thought that was the responsible



1 thing to do. The new 22 million is going towards  
2 -- it's essentially mos of the emergency room  
3 improvements. It comes out to about 18 million  
4 dollars of improvements. We added a little bit  
5 of contingency, about 2 million just because of  
6 supply and chain, the pricing issues.

7           We didn't want to come back and ask  
8 again, so we rounded that up to 20. And there's  
9 a bunch of equipment that the hospital is looking  
10 to buy, which is an MRI machine, a mammography  
11 machine and a couple other pieces of equipment to  
12 keep them current because there's a lot of  
13 competition in the area and good for them.

14           They're attracting a lot of  
15 business. That's important to do. The debt  
16 service on this one, we have dragged it out a  
17 little bit longer, but in looking at all of the  
18 projections for the hospital going forward, we  
19 anticipate them to be profitable, about 7.2  
20 million on average going forward which gives us a  
21 little bit of room to do debt service of about  
22 six and-a-half to 7 million a year, which is why  
23 if you're looking at what we're authorizing here,  
24 it is roughly on average, it's about 4.6 a year,  
25 so we still got some room.

1           The original 49 or 50 million dollar  
2 of improvements are pretty much wrapped up. The  
3 new 22 million is going to take us 18 months, and  
4 after that, we're going to look at 22, 25 million  
5 so we're trying to balance it all together to  
6 make sure we don't go through it all.

7           In anticipation of some of the  
8 questions, our budget is being introduced on June  
9 15th with an anticipated adoption date of July  
10 20th. The commissioners completed all their  
11 hearings this week, so we should be ready to move  
12 ahead. I don't know if I missed anything.

13           MR. DRAIKIWICZ: That was good.  
14 Thank you. If I may, just state, that the  
15 extraordinary Steve Wielkocz has joined us in  
16 case you have any additional cases financially.  
17 If there are any additional questions at this  
18 juncture, Director, the team is here ready to  
19 answer them.

20           MS. SUAREZ: I appreciate that. In  
21 our premeeting one of the things that we had  
22 discussed that I'd like to reiterate here was the  
23 question of revenues covering debt service. So I  
24 wanted to make sure that was crystal clear, not  
25 just in the recap of having a battering year for

1 the hospital, but establishing that.

2 MR. REINHARDT: So in working with  
3 the hospital staff, and I meet with them pretty  
4 much on a weekly basis to make sure their cash  
5 flows are adequate, that they're looking good.  
6 They've estimated, beyond the pandemic, that  
7 they're going to make a minimum of 7.2 million  
8 dollars a year.

9 Now, the lease agreement we have  
10 with the hospital is that the county or the DCIA  
11 combined, we get 90 percent of their net income.  
12 There's a little bit more to the calculation than  
13 that, but essentially, it is nine percent of the  
14 net income which generates for us 6.5 million a  
15 year.

16 We're looking at debt service of  
17 4.6. We fund some of the BCIA operations out of  
18 there, we still have a sufficient amount plus  
19 we're sitting on a reserve right now of about 38  
20 million dollars from the last two years, banner  
21 years and we're not using it all. We're weaning  
22 it out over time to make sure we're matching that  
23 with the debt service. We're very conservative,  
24 we're just dragging it out slowly.

25 MS. SUAREZ: Conservative is what we

1 like to hear in finances. On a separate note, I  
2 know one of the other things we discussed was  
3 about the hospital's, not just financial  
4 improvement, but also improvement in quality of  
5 care and resources and items of that nature.

6           Maybe we can highlight that briefly  
7 about I guess some of the less financial aspects  
8 to this as well as to why the hospital is doing  
9 so much better.

10           MR. REINHARDT: The hospital has  
11 been acknowledged lately and has received several  
12 awards. I wish I remembered what they're all  
13 called. When I go to meetings, I hear about  
14 they're acknowledged as one of the best hospitals  
15 thin area.

16           During the pandemic, they were able  
17 to establish relationships with many businesses  
18 in the area. First, you give them the shots and  
19 the vaccinations and the boosters, which then  
20 established that new relationship. So now  
21 they're doing the testing, they're doing  
22 continued healthcare, employee wellness programs.

23           We expanded to make sure that they  
24 are the primary caregiver for our inmates. And  
25 now accepting all the new Passaic County inmates,

1 that's now exploded that business by another 700  
2 in the population, so there's a lot of good  
3 things coming their way. So it's not a one and  
4 done. They're really growing their operations.

5 MS. SUAREZ: Thank you for that. So  
6 I do not have any other questions. Do any board  
7 members or members of the public have anything to  
8 add or ask? Hearing none, do we have a motion?

9 MR. MAPP: I make that motion.

10 MR. DIROCCO: Second.

11 MR. BENNETT: Miss Suarez?

12 MS. SUAREZ: Yes.

13 MR. BENNETT: Mr. Mapp?

14 MR. MAPP: Yes.

15 MR. BENNETT: Mr. DiRocco?

16 MR. DIROCCO: Yes.

17 MR. BENNETT: Mr. Close?

18 MR. CLOSE: Yes.

19 MR. BENNETT: Mr. Avery?

20 MR. AVERY: Yes.

21 MR. BENNETT: And Miss Rodriguez?

22 MS. RODRIGUEZ: Yes.

23 MR. BENNETT: Motion approved.

24 MR. DRAIKIWICZ: Thank you, Director  
25 and other members of the board. Appreciate your

1 positive response.

2 MS. SUAREZ: You're very welcome.

3 Best of luck. Next on our agenda we have the

4 Burlington Township Fire District Number 1.

5 MS. SENDZIK HAINES: Good afternoon.

6 Kate Sendzik Haines on behalf of the Burlington

7 Fire District Number 1, and I also have on the

8 line fire district administrator John Stewart.

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

11 MS. SUAREZ: The floor is yours.

12 MS. SENDZIK HAINES: Thank you.

13 We're coming before the board this afternoon to  
14 seek approval to finance a Pierce custom chassis  
15 100 foot mid mount aerial tower and equipment to  
16 be used by both career and volunteer firefighters  
17 within the district.

18 The cost of the apparatus and  
19 equipment shall not exceed \$1,620,658.74, and the  
20 financing shall not exceed \$931,658.74. The  
21 apparatus shall be purchased through the National  
22 Cooperative Houston Galveston Area Council for a  
23 purchase price totaling 1,628,658.74.

24 The financing lease with the option  
25 to purchase has been obtained through competitive

1 bid. The board requested bids for five, seven  
2 and 10 years. The board forwarded bid  
3 specifications to five prospective vendors and  
4 four bid proposals were received.

5 Two of the bid proposals received  
6 were non compliant and one was for the wrong  
7 amount as they didn't factor in the amount of  
8 money that the board was putting down on the  
9 project, which leaves us with one bidder,  
10 Community Leasing Partners.

11 The board reviewed the five, seven  
12 and 10 years proposals and found that the 10 year  
13 proposal at the interest rate of 3.77 percent was  
14 the best option. That gives us a principal and  
15 interest payment of \$113,578.96. The board  
16 intends to make payment of \$697,000 towards the  
17 ultimate purchase which will be derived from  
18 restricted fund balance.

19 The apparatus to be retired upon  
20 arrival of the new apparatus is a 1999 Pierce  
21 rear mount 100 foot aerial tower with 28,700  
22 miles, 2,589 engine hours, 245 pump hours and 621  
23 aerial ladders. This apparatus is obsolete and  
24 cost prohibited to repair and will be sold  
25 subsequent to the delivery of the new apparatus.

1 MS. SUAREZ: Thank you very much.  
2 I'll open it up to see if any board members or  
3 members of the public have questions. Hearing  
4 none, do we have a motion?

5 MR. AVERY: So moved.

6 MR. DIROCCO: Second.

7 MR. BENNETT: Miss Suarez?

8 MS. SUAREZ: Yes.

9 MR. BENNETT: Mr. Mapp?

10 MR. MAPP: Yes.

11 MR. BENNETT: Mr. DiRocco?

12 MR. DIROCCO: Yes.

13 MR. BENNETT: Mr. Close?

14 MR. CLOSE: Yes.

15 MR. BENNETT: Mr. Avery?

16 MR. AVERY: Yes.

17 MR. BENNETT: And Miss Rodriguez?

18 MS. RODRIGUEZ: Yes.

19 MR. BENNETT: Motion approved.

20 MS. SUAREZ: Thank you very much.

21 Next up on the agenda is the Wall Township Fire  
22 District Number 2.

23 MS. SENDZIK HAINES: That's me  
24 again. Kate Sendzik Haines on behalf of Fire  
25 District Number 2 in the Township of Wall, and I



1 also have fire district administrator, William  
2 Newberry.

3 MR. DIROCCO: Please note for the  
4 record, I'll be recused on this matter.

5 (At which time those wishing to  
6 testify were sworn in.)

7 MS. SUAREZ: The floor is yours.

8 MS. SENDZIK HAINES: We are seeking  
9 to approve to finance for a Pierce Enforcer  
10 pumper which would be used by the volunteer fire  
11 companies. The cost of the apparatus and  
12 equipment shall not exceed \$718,075.58 and the  
13 financing shall not exceed \$718,075.58.

14 The apparatus shall be purchased  
15 through the National Cooperative Sourcewell. The  
16 financing lease with option to purchase has been  
17 obtained through competitive bid. We had to  
18 actually bid twice on this. The first round of  
19 bids, we received no bids back and we went  
20 immediately back out to bid for five, seven to 10  
21 years.

22 We received four, actually we sent  
23 out four to prospective vendors and two were  
24 solicited. We received six back. Again, some of  
25 them were not compliant with the procurement

1 methods. One being a titling issue as we have to  
2 keep the apparatus titled in the financing  
3 institution's name. The others were prepayments.

4           The board chose the 10 year proposal  
5 receive Community Leasing Partners at an annual  
6 interest rate of 3.77 percent. The annual  
7 principal and interest payment of \$86,710.28, the  
8 apparatus to be retired (inaudible) and 2,013  
9 engine hours.

10           MS. SUAREZ: Okay. And did I hear  
11 you correctly, you're planning on selling that?

12           MS. SENDZIK HAINES: I believe it's  
13 a 1989 Hahn pumper. I don't know what they're  
14 going to do with it yet. They may keep it for  
15 things such as the Santa Run or a parade or  
16 something like that. The value of it is minimal.

17           MS. SUAREZ: Great. Any other  
18 questions from board members or members of the  
19 public? Hearing none, do we have a motion for  
20 positive findings?

21           MS. RODRIGUEZ: I make a motion.

22           MR. MAPP: I'll second the motion.

23           MR. BENNETT: Miss Suarez?

24           MS. SUAREZ: Yes.

25           MR. BENNETT: Mr. Mapp?

1 MR. MAPP: Yes.

2 MR. BENNETT: Mr. DiRocco recused.

3 Mr. Close?

4 MR. CLOSE: Yes.

5 MR. BENNETT: Mr. Avery?

6 MR. AVERY: Yes.

7 MR. BENNETT: And Miss Rodriguez?

8 MS. RODRIGUEZ: Yes.

9 MR. BENNETT: Motion approved.

10 MS. SUAREZ: Thank you, as always,  
11 for the thorough presentations.

12 MS. SENDZIK HAINES: Thank you.

13 Have a nice day.

14 MS. SUAREZ: You too. Next on the  
15 agenda we have Plainfield.

16 MR. MAPP: For the record, Director,  
17 I will be recusing from this application.

18 MS. SUAREZ: Thank you, Mayor. Mr.  
19 DiRocco, did you rejoin us?

20 MR. DIROCCO: Yes, Director, I'm  
21 here.

22 MS. SUAREZ: I see Mr. Johnson, I  
23 believe just joined us as well.

24 MR. JOHNSON: Good afternoon.

25 MS. SUAREZ: Mr. Johnson, just

1 before we jump right into this, if you don't  
2 mind, I wanted to take a moment and express our  
3 sincerest condolences to you and the firm. We  
4 were really greatly saddened of the passing of  
5 your colleague this past week.

6           Lisa was a consummate professional  
7 who represented local units in the state with  
8 great care and her applications were always  
9 correct, concise, complete. If staff had any  
10 questions or concerns, she was always quick to  
11 provide the necessary information and she was  
12 honest without betraying confidences and always  
13 chief among her bond counsel and colleagues who  
14 shared experiences and lessons learned.

15           And she importantly, was also a role  
16 model in a field that doesn't have many women  
17 leaders so I will miss her in these public  
18 meetings and private moments and generally as  
19 part of this little corner of the world we  
20 currently occupy and perhaps another set of shoes  
21 will walk along the trail she's left behind, but  
22 I doubt anyone is actually going to fill her  
23 shoes. So on behalf of the board, I just wanted  
24 to extend my deepest condolences to you and your  
25 colleagues at Wilentz.

1 MR. JOHNSON: Thank you, Director.  
2 I really appreciate that. It's definitely not a  
3 great time for us. I'm going to miss her dearly.  
4 I worked with her for over 20 years. And it's a  
5 back to back loss for us. We lost another  
6 partner, Tony Panella.

7 It's been a rough year five year  
8 period for public finance, but she was a great  
9 woman, great leader, really, really good friend.  
10 I'm going to miss her terribly, so thank you for  
11 that. I appreciate it.

12 MS. SUAREZ: Of course. Not that I  
13 would like to after that moment, but if you could  
14 please introduce the people and we'll get  
15 everybody sworn in.

16 MR. JOHNSON: Sure. I know I have  
17 Abby Levenson who is the business administrator  
18 on. I don't see her.

19 MS. LEVENSON: I'm here.

20 MR. JOHNSON: We have Dave  
21 Minchello, corporation counsel for the City of  
22 Plainfield on. We have Dieter Lerch, financial  
23 consultant. I know we also have the interim  
24 executive director from the PMUA, Beverley on as  
25 well. I see her.

1           And I'm not quite sure if there is  
2 anyone else. I know Mayor Mapp is going to  
3 recuse himself from this hearing. I'm not sure  
4 if we have anyone else on. So Ron West is on,  
5 director of finance for the City of Plainfield.

6           MR. DABNEY: And Oren Dabney, I'm on  
7 as well.

8           MR. JOHNSON: Oren Dabney. He's  
9 director of public works of the City of  
10 Plainfield which will ultimately oversee the  
11 services that we're going to discuss shortly.

12           MS. SUAREZ: Let's get all those  
13 individuals sworn in, please.

14           (At which time those wishing to  
15 testify were sworn in.)

16           MR. JOHNSON: I'm not sure if I  
17 stated earlier, but I'm Everett Johnson, bond  
18 counsel to the City of Plainfield from the law  
19 firm of Wilentz, Goldman and Spitzer. The City  
20 of Plainfield submitted application to this board  
21 requesting approval for the city to adopt an  
22 ordinance dissolving the Plainfield Municipal  
23 Utilities Authority pursuant to N.J.S.A.  
24 40A:5A-20 and the Local Finance Board's approval  
25 of the services and funds of the authority.

1           The authority operates and maintain  
2 110 miles of the city's sanitary sewer lines,  
3 several sewage pumping stations, proper  
4 collection and treatment of municipal waste  
5 water. Additionally, the authority maintains and  
6 operates the Plainfield Environmental Resource  
7 Center.

8           The report that was submitted with  
9 the application prepared provides that the  
10 dissolution of the authority by the city, such  
11 services and functions will save, approximately,  
12 \$2,335,000 annually. Additionally, the city will  
13 receive a one time upfront transfer of cash in  
14 the amount of, approximately, \$5,600,000.

15           The city plans to set aside 1.5  
16 million dollars of surplus being transferred at  
17 each of those sewer utility and water utility  
18 budgets for future capital improvement purposes.  
19 And a balance of the 2.6 million dollars of  
20 surplus will be transferred to PMUA to the city  
21 for general budgetary needs.

22           So at 5.6 million dollars,  
23 (inaudible) will be set aside for sewer utility  
24 and solid waste capital needs and a balance for  
25 the city's general capital needs. As of June

1 15th 2022, the authority will have outstanding  
2 principal and interest due on debt of,  
3 approximately, 4.145 million.

4           The final maturity of such bonds  
5 will occur in 2023. The authority also has,  
6 approximately, \$784,000 in outstanding capital  
7 leases. As part of the dissolution, the  
8 authority would deposit funds from reserves and  
9 on current surplus with the trustee to pay off  
10 the principal interest on the outstanding bonds  
11 and capital leases of the community.

12           Thus, the city will not be assumed  
13 any of the city's outstanding bonded debt or  
14 capital or capital lease obligations upon  
15 dissolution of the PMUA and the assumption of  
16 such services. The city produced an ordinance in  
17 April authorizing the dissolution of the  
18 authority and ordinance provided of a sewer  
19 utility and a solid waste utility to provide for  
20 the functions currently operated by the PMUA.

21           Assuming this application is  
22 approved, the city will hold a special meeting at  
23 the end of this month to finally adopt such  
24 ordinances. It is expected the city will assume  
25 the services of the PMUA beginning July 1st of



1 this year. The city shall also assume all legal  
2 obligations to pay existing and outstanding  
3 obligations of the authority.

4           The city will operate the sewer  
5 solid waste collection system through utilities  
6 which they expect to be self-liquidating  
7 utilities. A letter was provided to this board  
8 by the director of public works who oversees  
9 utilities which provides the city can operate  
10 utilities, provide the level of service currently  
11 being supplied to rate payers and assume duties  
12 and responsibilities of the authority without any  
13 adverse impacts to current customers of the  
14 authority.

15           The efficiencies that will be  
16 created through the consolidation of  
17 administrative functions, the elimination of  
18 lease payments from the authority to the city,  
19 the reduction of staff will generate positive  
20 cash flow from the operation of a sewer utility  
21 and a solid waste utility if operated directly by  
22 the city.

23           The city also believes the residents  
24 and rate payers will receive enhanced services  
25 than those currently being provided. Based upon

1 the foregoing, the city requests that the board  
2 approve the adoption of an ordinance and dissolve  
3 the PMUA in accordance to 40A:5A-20 and a  
4 determination pursuant to 40A:2-46 that the sewer  
5 utility and a solid waist utility, and a solid  
6 waste utility (inaudible) self liquidating  
7 utility of the city.

8           Before I turn it over to the board,  
9 I'm going to ask Dieter if he wants to say  
10 anything about any of the assumptions in terms of  
11 savings and services and or staff, any issues  
12 that will be addressed of the authority.

13           MR. LERCH: Thank you, Everett. I  
14 appreciate that. Currently, the authority has  
15 budgeted 125 positions. Of the 125 positions,  
16 they have 10 vacancies, so there's 115 active.  
17 We prepared a study at the request of the city  
18 and we've identified potential reductions in  
19 personnel from the 125 that is currently being  
20 budgeted down to 88, so that would be a total  
21 reduction of 37 positions.

22           Let me just make this comment. Of  
23 the 37 positions, five are currently vacant, so  
24 five are vacancies, so there's actually 32  
25 positions that would be potentially eliminated

1 once this dissolution occurs. Most of those, of  
2 the 32 positions that are being eliminated, most  
3 of them are in the administration.

4           The administration, there's 27  
5 positions being eliminated in administration.  
6 Since those duties will be assumed by the  
7 administration of the city and they already have  
8 people in place for that. Operationally,  
9 there's, what do you call it, there's really only  
10 five positions from an operational point of view  
11 that's being eliminated.

12           Most of them are in a support  
13 capacity being administrative to those department  
14 heads, so there's really no operational cuts  
15 envisioned in this projection. The total savings  
16 of the 2 million 335 is 2 million dollars is  
17 really in the personnel. The other \$300,000  
18 comes from the other operating expenses.

19           We're projecting that the city will  
20 save in the area of professional fees and  
21 administrative fees, \$120,000 in professional  
22 fees, certain requirements won't be required.  
23 They won't have to have a separate legal counsel.  
24 They won't have a separate auditor, things of  
25 that nature, so that's the savings on the

1 professional fees.

2           And I think there will also be some  
3 consolidation of administrative fees so we  
4 project the 200 thousand dollar reduction in that  
5 area as well. We also feel that once the entire  
6 consolidation occurs and the operations are  
7 transferred, that based on the savings that  
8 translates into a potential savings to the rate  
9 holders, the ratepayers.

10           We're projecting a rate payer  
11 savings of anywhere from eight to 10 percent once  
12 this is fully enacted by the city. Also, just  
13 for the record, we addressed the issue as to how  
14 the city would provide for the appropriations  
15 assuming this board grants approval for July 1st,  
16 so I believe the city has submitted to Local  
17 Finance Board a proposed budget amendment from  
18 the City of Plainfield.

19           That proposed budget amendment does  
20 create a solid waste budget as well as a solid  
21 waste as well as a sewer utility budget. Those  
22 budgets would provide adequate appropriations for  
23 the period of July 1st through December 31st  
24 2022. That concludes my remarks unless there's  
25 any questions.

1 MR. JOHNSON: At this point,  
2 Director, I would ask if the board has any  
3 questions of us.

4 MS. SUAREZ: So one of the items I  
5 know we discussed in some of our previous  
6 conversations and premeetings was, not just the  
7 budgets for these utilities, but then also  
8 reserves for them. And so I know that we had  
9 discussed in anticipation of around 6 million  
10 dollars, and taking half of that approximately  
11 and divide it equally amongst the two utilities,  
12 so a million and-a-half going to reserves for the  
13 solid waste and a million and-a-half going to the  
14 sewer utility, so I wanted to confirm that that  
15 was still.

16 MR. LERCH: Yeah. I would like to  
17 make a comment. I think that was a great  
18 recommendation. I would point this to city  
19 corporation counsel that perhaps the city would  
20 consider adopting a resolution the same night  
21 that they do a resolution for the budget  
22 amendment to do a resolution that they accept the  
23 recommendation of the Local Finance Board to  
24 deposit 1.5 million dollars of the proceeds into  
25 the solid waste capital reserve account and 1.5

1 million to the sewer utility capital reserve  
2 account as a separate resolution to kind of  
3 memorialize the recommendation. I don't know if  
4 corporate counsel has any comment.

5 MR. MINCHELLO: Certainly we can  
6 make that happen. That's entirely possible. If  
7 that is the will of the Local Finance Board, we  
8 will make that happen.

9 MS. SUAREZ: Yes, I think that's our  
10 strong preference, and I know when Mr. Lerch said  
11 that pretty much seemed to be a consensus that  
12 was a good approach and would certainly be more  
13 financially conservative, and that's something  
14 that we're always looking to do. I would  
15 appreciate that.

16 MR. MINCHELLO: Director, I will  
17 represent to you, we will make that happen when  
18 we adopt the ordinance on second reading.

19 MS. SUAREZ: Thank you. And then  
20 the last thing, if we could maybe highlight a  
21 little bit and I think you did this pretty  
22 substantially, Mr. Lerch. Anything else you want  
23 to highlight on the annual savings of the 2.3  
24 million.

25 I know some of that is going to be

1 coming of reduction of professional services,  
2 some of that is going to be coming in reduction  
3 of staff. But is there anything else that was  
4 worth noting?

5 MR. JOHNSON: There's a payment,  
6 right, that's being made by the authority to the  
7 city that will no longer be made, correct?

8 MR. LERCH: I'm sorry, Everett.

9 MR. JOHNSON: I said there's  
10 currently a lease payment that's being made by  
11 the authority to the city annually.

12 MR. LERCH: But that's not  
13 calculated into the savings because the city  
14 council on that money, receiving that money, so I  
15 really have that in the amendment as a surplus  
16 transfer, so I didn't factor that into the  
17 savings but I will elaborate a little bit into  
18 the savings, if I may.

19 Let me just put for the record  
20 because I want to make it -- I want to, so the  
21 board has the benefit of the analysis. The  
22 savings really constitutes in the following  
23 areas. Right now we have seven Board of  
24 Commissioners.

25 Those seven positions will be

1 eliminated. They are paid positions. They would  
2 be eliminated. We have the executive director's  
3 office and he has supporting staff, so three  
4 positions are being eliminated there. We also  
5 have, in the finance department right now, they  
6 have seven people. Five people would be  
7 eliminated there.

8           Once again, because the city has  
9 quite a substantial finance department to assume  
10 those responsibilities. The next area is in  
11 purchasing. There is currently four people in  
12 purchasing. That would be reduced to one  
13 purchasing in the city. And the other area, they  
14 have a human resource department right now over  
15 at the utilities authority.

16           There's four people in the human  
17 resources. Four people, only one person would be  
18 transferred to the city in human resources. And  
19 then they also have a sales and marketing  
20 department where they have five people in sales  
21 and marketing. Only one of those people would  
22 move over to the city.

23           I wanted to make the point that  
24 these are really all support type services. None  
25 of them are operational individuals, so there's



1 really -- my savings calculation, the 2 million  
2 335 is not based on any cutting service or any  
3 operational expenses whatsoever.

4           It's really in the area of  
5 administrative support when you have a separate  
6 independent body, so that's the point I just  
7 wanted to make for the board.

8           MS. SUAREZ: Thank you for that. So  
9 I will ask if any board members or anyone from  
10 the public have any questions or comments that  
11 they would like to raise.

12           MR. AVERY: Director, I have a  
13 question. What is the MUA's current capital  
14 budget?

15           MR. LERCH: Beverley, maybe you can  
16 respond to that what they budgeted to the capital  
17 budgeted for 2022.

18           MS. MORRIS-GILL: I don't have that  
19 on hand but I know the total budget is 26  
20 million.

21           MR. LERCH: I don't have that  
22 readily available.

23           MS. SUAREZ: While you're doing  
24 that, there's a member of the public, I believe.  
25 Miss Crystal Holmes Bowie?

1 MS. HOLMES BOWIE: Yes, that's  
2 correct.

3 MR. JOHNSON: I'm looking at the  
4 PMUA's 2022 adopted resolution for sewer. It  
5 says that total capital appropriations are one  
6 million dollar for sewer. And for solid waste  
7 total capital appropriations, are 7 million 395.

8 MR. AVERY: Thank you. I will let  
9 the member of the public go. I will have some  
10 follow up in that regard.

11 MS. SUAREZ: Miss Holmes Bowie, the  
12 floor is yours.

13 MS. HOLMES BOWIE: Yes, thank you.  
14 My name is Crystal Holmes Bowie. I'm an attorney  
15 with Michael A. Armstrong and Associates. I'm  
16 actually special counsel to the Plainfield  
17 Municipal Utilities Authority.

18 The chair and vice chair submitted a  
19 letter on behalf of the authority to the mayor  
20 and also copied this board when it came to their  
21 attention that the application was pending  
22 yesterday and I would just like to also place on  
23 the record some of their concerns.

24 I think it's well known within the  
25 city that not all of the commissioners are in

1 favor of or consent to the dissolution of the  
2 authority and they have valid concerns. None of  
3 the information that you've been provided today,  
4 in terms of the adequate assumption of services,  
5 payment of creditors and obligees of the  
6 authority have been made public.

7           I understand that there was board  
8 minutes that were put forward in April. The  
9 commissioners did not appear to have that  
10 information. It's understood that there is  
11 perhaps a saving as a result of certain  
12 administrative positions being removed.

13           However, the reason that the  
14 authority was created initially was that the city  
15 was unable to efficiently provide the services  
16 that were needed. And there's nothing at this  
17 time that indicates that those services would be  
18 able to be sufficiently provided.

19           I understand there was a letter  
20 submitted by the current director of public  
21 works. However, that same portion of the city  
22 offices was responsible for these services when  
23 the authority was created in 1994.

24           The concern of the commissioners is  
25 that, again, the information that's been provided

1 today has not been provided to the public, that  
2 the rate payers, taxpayers and public have not  
3 been given the opportunity to have discussion or  
4 have their input as to whether they would like to  
5 see the authority dissolve, whether they would  
6 like to see the city assume these services.

7           And their concern is basically that  
8 this is a time when there is quite a bit of  
9 development in the city, and there are additional  
10 fees that the city is going to be reaping as a  
11 result of taking over this authority's  
12 responsibilities.

13           The mayor was very clear when he  
14 came into office and he said that the PMUA was a  
15 failed experiment. It was a failed experiment at  
16 the end of a pandemic that had unprecedented  
17 effects upon of all areas of government.

18           And the commissioners feel that this  
19 was not a proper time to assess the ability of  
20 the authority to continue to provide the services  
21 that the rate payers deserve, so they remain  
22 willing to discuss how best the needs of those  
23 citizens, whether that requires certain  
24 examination of their expenditures.

25           But at this time, they would ask

1 that these issues be seriously considered by the  
2 board and that the board reconsider the  
3 application in view of the concerns put forward  
4 by the commissioners. That concludes my  
5 comments.

6 MS. SUAREZ: Thank you. I'll give  
7 the city the opportunity if there's anything they  
8 want to respond to in some of those comments.

9 MR. MINCHELLO: Thank you, Director.  
10 I'll just respond to the notion from PMUA's  
11 counsel that somehow the commissioners or the  
12 public were not privy to the actions or the  
13 proposed actions taken by the City of Plainfield.

14 This ordinance was introduced at a  
15 public meeting which was dually noticed. Any  
16 member of the public had an opportunity to be  
17 heard. Certainly, the commissioners could have  
18 presented argument on introduction of the  
19 ordinance or request to the counsel for  
20 application to the Local Finance Board, so there  
21 was adequate opportunity for commissioners or  
22 members of the public to come forward.

23 And further, I am not aware of any  
24 resolution that was adopted by the PMUA  
25 commissioners in opposition. It's my

1 understanding that only three of the  
2 commissioners have openly opposed this  
3 application, so I'll let others speak to  
4 services, but I wanted, at least the members of  
5 this board, to understand that this was done in  
6 an open and transparent fashion. Thank you.

7 MR. JOHNSON: Oren, do you want to  
8 speak to in terms of your ability to provide  
9 services being provided by the PMUA once the  
10 authority dissolve and under the auspices of the  
11 DPW?

12 MR. DABNEY: Yes. Just for the  
13 record, thank you. Director, we're going to make  
14 sure that all services are done without  
15 interruption of cost and to make sure that we  
16 retain the majority of the authority for both  
17 water and sewer and solid waste. And also to  
18 make sure that the trash is picked up throughout  
19 the city on a daily basis.

20 I mean, that was the purpose of a  
21 lot of the dissolution, to make services were  
22 provided. We're going to make sure that we  
23 maintain employees with the job, make sure they  
24 come to work and do what they need to do. I  
25 think they'll see a vast improvement.

1           Just from my years of experience  
2 doing this, we're going to make sure that  
3 everything is done to meet the needs of the  
4 residents. I think you'll see a vast improvement  
5 of services.

6           MR. JOHNSON: Mr. Dabney, you have  
7 prior experience in this type of providing  
8 services as well, correct?

9           MR. DABNEY: Correct, in the City of  
10 Newark City, yes.

11           MS. LEVENSON: This is Abby  
12 Levenson. I'm the BA for the City of Plainfield.  
13 I just wanted to add, I can't speak to the timing  
14 of the assessment of the PMUA services.

15 Obviously, COVID affected everybody and really  
16 all services, but what I can speak to is that I  
17 do sit in the mayor's office and we have been,  
18 over the last 18 to 24 months, bombarded with  
19 calls from residents regarding issues about PMUA  
20 service.

21           This has become -- it's almost  
22 become a full-time job for the mayor's office to  
23 handle all of the complaints that we receive.  
24 Also, because it's hard for residents to  
25 understand these are two separate authorities,

1 that the city wasn't overseeing the PMUA. But we  
2 definitely have great concerns about the level of  
3 service that has been ongoing.

4           And as Mr. Dabney stated, he was the  
5 director of the Jersey City Incinerator  
6 Authority. He has decades of experience running  
7 waste management operation and we have full faith  
8 that once it comes over here, he will be able to  
9 shine in that way.

10           MR. JOHNSON: The last thing I will  
11 say is we originally had this application  
12 submitted for consideration at last month's board  
13 meeting. I believe this board decided to wait a  
14 month just to make sure that there was ample  
15 opportunity for anyone oppose or had issues with  
16 the application to be heard.

17           So the last two months, it sounds to  
18 me as if that the only thing that you received a  
19 letter from these commissioners I guess as of  
20 yesterday. So there has been ample time, you  
21 know, to receive opposition. I don't think you  
22 receive anything from the public or any rate  
23 payers in opposition to this application.

24           And by statute, the city has the  
25 right to dissolve the authority as long as they



1 provide for payment of obligations of the  
2 punitive obligations to all of its creditors and  
3 obligees, once the city is prepared for and will  
4 assume and will undertake and make sure that  
5 those obligations are met.

6           So by statute, you know, the city  
7 has the right to do so and they've provided all  
8 the information necessary to move forward with  
9 the dissolution.

10           MS. SUAREZ: Thank you that. And I  
11 do believe there are a few more members of the  
12 public who indicated that they would like to make  
13 remarks or ask questions. I see one is Robin  
14 Bright?

15           MS. BRIGHT: Good afternoon. My  
16 name is Robin Bright. I am a PMUA commissioner.  
17 However, I am speaking to you today as a rate  
18 payer with the PMUA and a taxpayer. This has not  
19 been clearly flushed out, how this dissolution is  
20 going to affect the rate payers.

21           There has been some talk about it  
22 being absorbed into your property taxes which is  
23 a concern for me and many other homeowners that  
24 are on a fixed income. It's no secret that  
25 yearly, you know, we get tax a increase. And

1 that has become the norm, not only in Plainfield,  
2 but in New Jersey, property tax increase.

3           Now, it's this extra services that  
4 will be under the city. They are going to need  
5 to increase the taxes even more to pay for the  
6 services. You talk about it's going to be 10  
7 percent savings. That hasn't really been flushed  
8 out. If you plan on keeping the majority of the  
9 88 people, 88 of the employees, I don't see how  
10 that's going to be a cost savings.

11           And there was no talk about the --  
12 currently, there's over 2.5 million dollars in  
13 uncollected sewer connection fees from all the  
14 development that's going on. When Mr. Everett  
15 gave his analysis, Mr. Johnson gave his analysis,  
16 no one mentioned or Mr. Lerch didn't mention  
17 anything about the 2.5 million dollars that's  
18 currently owed to the authority.

19           And these were projects that are  
20 already broke ground and they're in development.  
21 I think the amount that is going to be retained  
22 and just the running and operation of the  
23 transfer station and the maintenance of the sewer  
24 line, I don't believe there's going to be a 10  
25 percent cost savings.

1           They went out to bid for a  
2 collection and only one bid came back and that  
3 was from Rand Sanitation. They are the only one  
4 that submitted a bid. They went out for the RFP.  
5 I just don't see that's going to be a savings. I  
6 think one of the biggest issues and the main  
7 issue is this that not been, yes, there was an  
8 ordinance that was passed by the city council.

9           That ordinance was to present this  
10 to the Finance Board. That was the only  
11 ordinance that was passed by the city council,  
12 was to present it to the Finance Board. And  
13 there was, at that time, members of the public  
14 that spoke, not necessarily against the  
15 dissolution of the authority because I'm not  
16 necessarily opposed to the dissolution of the  
17 authority.

18           But what I am opposed to is that  
19 there hasn't been any input or any clear  
20 direction to the city and the rate and taxpayers  
21 on how this is all going to work, none  
22 whatsoever. The residents have not had an  
23 opportunities other than that one ordinance that  
24 was voted on by city council last month.

25           Other than that -- that was not even

1 last month. That was month before last. Not  
2 even that, there was no other communication  
3 whatsoever or opportunity for the city to weigh  
4 in on this. Again, there has been some  
5 challenges with garbage collection and pandemic  
6 challenges on state, federal and county level in  
7 all services, so it's not just the PMUA.

8           We have since learned from those  
9 states and those challenges and I believe we are  
10 on our way to correcting that. You know, whether  
11 or not the Finance Board approves this  
12 application and the authority is dissolved, I  
13 believe that the public still has a right to know  
14 before this action is taken and how this is all  
15 going to work and what is going to be the cost.

16           Especially if you're blowing it into  
17 our tax base. We all know that there's only a  
18 certain amount of money that you can claim on  
19 your income tax. Say that you could -- they're  
20 going to a tax base, you can only write off 30  
21 dollar amounts and most peoples salaries and  
22 their property taxes is always at the max.

23           So add to it -- and again, people  
24 that are on fixed income, may not be able to  
25 afford this continued increase in taxes,

1 especially for services. At the very least, I  
2 hope that we have the option to hire our own  
3 private garbage collection and not have to have  
4 it become part of our taxes on a yearly basis, at  
5 the very least, and none of that has been  
6 discussed with the public.

7                   We have no idea. And again, there  
8 was members of the public that spoke out and they  
9 all said, they weren't necessarily opposed to the  
10 dissolution, but they should that it should be  
11 tabled until there was information and more  
12 transparency from the city on how this is all  
13 going to work out and so far it hasn't been. It  
14 hasn't been.

15                   That's all I have to say and I hope  
16 you seriously consider the letter that we  
17 submitted. There are only five voting members on  
18 the PMUA, and yet, three of them signed the  
19 letter in favor of it and there is a read motion,  
20 three voting members that would be the majority  
21 of the vote opposing this. Thank you for hearing  
22 me out.

23                   MS. SUAREZ: I think there was one  
24 other member of the public who is appearing by  
25 phone ending in 0236.

1 MS. SPENCER: Good afternoon.

2 MS. SUAREZ: We can hear you.

3 MS. SPENCER: Okay. Great. My name  
4 is Tracey Spencer. I'm currently executive  
5 assistant to the executive assistant to the  
6 executive director to the Plainfield New Jersey  
7 PMUA and I've been an employee here for seven  
8 years, and I would like to speak as long as the  
9 27 employees that may be laid off, which was, I  
10 have to say, presented in rather cavalier  
11 attitude because of the 27 peoples lives.

12 I have a quote here. "It gives me  
13 great pleasure to congratulate the PMUA on their  
14 20 years of outstanding services to PMUA. When  
15 states questions and concerns from residents,  
16 they have showed themselves quick to address any  
17 issue which would impact the quality and level  
18 service they offer.

19 The PMUA has demonstrated a  
20 commitment to our city by finding to hold rates  
21 steady while providing the same standards of  
22 service that remain residents have grown  
23 accustomed to in their 20 years off tenure."

24 I can go on and go. This was a  
25 letter written by Adrian Mapp that was published

1 in our 20 year service. You do not have to look  
2 too far in newspaper articles or his own block to  
3 show many examples when Adrian Mapp -- when  
4 Adrian Mapp supported the PMUA.

5           So I feel the timing is strange,  
6 that all of a sudden we are, quote, a 25 year  
7 failed experiment because he was either lying  
8 then or he's lying now. I think this has to do  
9 with money. I have an issue with some of the  
10 numbers that I think it may be Mr. Lerch  
11 presented on employees. They were inaccurate.

12           I work here and I know, so I'm just  
13 curious as to what inaccurate information you are  
14 also basing these decisions on. I also feel that  
15 it is a sense of improprieties that LBH and the  
16 bond counsel are both companies that were hired  
17 by the PMUA. It just gives a conflict of  
18 interest here, and I just think that the fact  
19 that Mayor Mapp serves on the Local Finance  
20 Board.

21           I know he has recused himself, but I  
22 don't know how it does not look like this is  
23 bias. So I think there are matters of  
24 impropriety that need to be looked at and I also  
25 think there is no consideration about the 27

1 people that are going to lose their jobs, and I  
2 would like someone to address how these 27 people  
3 are going to be informed of losing their jobs and  
4 what the plan is for them. Thank you.

5 MS. SUAREZ: Okay. And then I also  
6 know that our board members had questions or  
7 comments as well, so I want to give them the  
8 floor.

9 MR. AVERY: Director, let me follow  
10 up on my question on the capital budgets. As I  
11 understand, from Everett's comments, the current  
12 capital budget of the PMUA for both solid waste  
13 and wastewater treatment was somewhere around 8  
14 million dollars. Is that right? Seven  
15 and-a-half on solid waste, a million and-a-half,  
16 somewhere in there on the sewer side?

17 MR. LERCH: That's accurate.

18 MR. AVERY: And when you adopted the  
19 budget amendments to provide for the dissolution  
20 of the authority, did you add a capital element  
21 to those budgets for those purposes, or are you  
22 relying on the 3 million? You're relying on the  
23 3 million that would be in the reserve accounts?

24 MR. LERCH: The answer to the first  
25 question is, no, we did not include that in the



1 temporary budget. And the reason being is the  
2 city would then evaluate the need for the capital  
3 improvements and then would decide how to fund  
4 it.

5                   And the city has an option to either  
6 fund it from the cash reserve that's going to be  
7 set aside, the 1.5 million in each account and  
8 the city then also has the power to do its own  
9 bond ordinance to fund any substantial capital  
10 improvement, which they would do the evaluation  
11 and take that once the dissolution is  
12 consummated.

13                   MR. AVERY: I understand. Thank  
14 you.

15                   MR. LERCH: If I may, Madam  
16 Director, I would like to answer some technical  
17 questions that were brought up by Commissioner  
18 Bright, if this is the appropriate time.

19                   MS. SUAREZ: Absolutely.

20                   MR. LERCH: Commissioner Bright  
21 brought up certain issues. Number one with the  
22 impact to the tax payers. This dissolution will  
23 have no impact whatsoever to the tax payers.

24                   It's the financial plan that upon  
25 the dissolution, that the city would continue to

1 charge service fees consistent with those that  
2 are presently being charged for both the solid  
3 waste and the sewer utility.

4           In that light, once again, just to  
5 direct it to corporation counsel, if I may, the  
6 city would be required to introduce a rate  
7 ordinance at the time assuming this is approved.

8           At the time of the adoption of the  
9 dissolution, we would also consider introducing a  
10 rate ordinance and it would be envisioned at this  
11 point based on the temporary budget that was put  
12 together that that rate ordinance would have no  
13 increase whatsoever, but would rather be  
14 consistent with the rate charges that are being  
15 assessed right now, so that takes care of that  
16 issue essentially.

17           And the other issue was with the  
18 capital contract. There is no capital contracts  
19 that were awarded by the PMUA, and the reason  
20 being is, any of those capital contracts would  
21 have been contingent upon project financing, so  
22 had the PMUA continued in existence, they would  
23 have been required to come down to the Local  
24 Finance Board and seek approval for any kind of  
25 project financing.

1           And any contract would be subject to  
2 the approval by the Local Finance Board to  
3 provide the funding therefore, so there are no  
4 outstanding obligations that have not been taken  
5 into our financial plan. Thank you, Madam  
6 Director.

7           MS. SUAREZ: Of course. Any other  
8 questions, comments, clarifications that anyone  
9 would like to make at this point? So hearing  
10 none, I would like to take a moment to clarify  
11 one thing for everyone who is present.

12           When looking at these types of  
13 dissolutions, the Local Finance Board here is  
14 kind of limited in our scope. We're looking at  
15 the finances, can the body absorbing or taking  
16 over these services cover costs, any potential  
17 debts, et cetera.

18           And simultaneously, can they also  
19 ensure that the services are going to be  
20 maintained at an equal level or at a better  
21 level. So those are the limited lenses by which  
22 we're kind of looking at these items so I want to  
23 make that clear.

24           The rest of it is pretty much hand  
25 led on the local level when going through the

1 normal processes between the governing bodies and  
2 the elected officials. So I would just like to  
3 make it clear what our scope and role is at the  
4 Local Finance Board when dealing with these types  
5 of issues.

6           We don't see dissolutions  
7 frequently, but they do happen. And often,  
8 people don't quite understand what our role here  
9 is, so with that being said, what I'm going to  
10 ask for is a motion to approve with the condition  
11 that the one and-a-half million be placed in  
12 reserve for the solid waste and one and-a-half  
13 million in reserve for the sewer utilities.

14           MS. RODRIGUEZ: Director, on that  
15 note, I concur with your comments and I'd like to  
16 make the motion.

17           MR. DIROCCO: I'll second that.

18           MR. BENNETT: Miss Suarez?

19           MS. SUAREZ: Yes.

20           MR. BENNETT: Mr. Mapp is recused.  
21 Mr. DiRocco?

22           MR. DIROCCO: Yes.

23           MR. BENNETT: Mr. Close?

24           MR. CLOSE: Yes. And I want to  
25 echo, thank the Director's comment about the

1 scope and role of the board relative to our role.  
2 And note I take exception to the comments of the  
3 last member of the public who spoke relative to  
4 the board. Thank you.

5 MR. BENNETT: Mr. Avery?

6 MR. AVERY: Understanding the  
7 limitations of the board's authority here and  
8 also the right of the city to operate as it sees  
9 best, yes.

10 MR. BENNETT: And Miss Rodriguez?

11 MS. RODRIGUEZ: Yes.

12 MR. BENNETT: Motion approved.

13 MS. SUAREZ: Thank you for  
14 everybody's comment, candor and explanation of  
15 everything. I appreciate that very much. I wish  
16 you best of luck in this process.

17 MR. LERCH: Thank you.

18 MS. SUAREZ: I believe we're moving  
19 on to Red Bank.

20 MR. CANNON: Good day. My name is  
21 Gregory Cannon. I'm the borough attorney for the  
22 Borough of Red Bank. I believe the borough  
23 administrator is here who is currently police  
24 chief, Darren McConnell.

25 (At which time those wishing to

1 testify were sworn in.)

2 MS. SUAREZ: The floor is yours.

3 MR. CANNON: Thank you. Chief, do  
4 you want to start and explain the purpose of the  
5 application?

6 MR. MCCONNELL: Sure. So it was  
7 just about three years ago, I guess, that the  
8 borough formed the redevelopment association.  
9 The initial goal was to really work with  
10 potential developers who were coming into town to  
11 assist in the possible public private cooperation  
12 for some municipal development.

13 And the reality was that never  
14 actually occurred, that there were no developers  
15 that worked with the RDA at all. The RDA ended  
16 up concentrating on the municipal facilities  
17 review to determine the needs of the town itself  
18 and the operation of the town such as a public  
19 works facility, a municipal hall, a senior  
20 citizens center, a community center.

21 They went through all of that over  
22 those few years and provided some plans to the  
23 town and that was really the extent of the scope  
24 of their work.

25 And since that time, the governing

1 body has decided that the responsibility should  
2 be shifted back to the governing body and to the  
3 administration of the town away from the  
4 redevelopment agency.

5 MS. SUAREZ: Anything else that  
6 needs to be added here on this one?

7 MR. CANNON: Chief, you want to talk  
8 about the current operations, how the functions  
9 have essentially ceased at this point in time as  
10 a matter of policy overall, not withstanding  
11 logistics.

12 MR. MCCONNELL: Right. So the RDA  
13 hasn't actually met since, I believe, August of  
14 2021. There was nothing for them to meet about.  
15 There was no agenda each month, so they haven't  
16 actually met. There were no full-time employees  
17 of the RDA.

18 There was one executive director who  
19 was a part-time employee. She has since resigned  
20 voluntarily and moved on. It was a very  
21 part-time position for her anyway, and then there  
22 was a regular borough employee who was the  
23 secretary to the RDA, but she was simply paid a  
24 stipend on top of her normal salary with the  
25 borough.

1                   She still retained her normal  
2 position with the borough full-time and there  
3 were no other employees yet. There were several  
4 commissioners on the RDA, a couple of them also  
5 resigned or their term expired at the end of 2021  
6 and were not reappointed.

7                   So essentially, there's very little  
8 left of what the RDA was at this point anyway.  
9 There is, I believe, the budget was somewhere in  
10 the neighborhood of \$50,000 a year. Most of that  
11 was for the two part-time employees I just spoke  
12 of and legal representation and attorney, and  
13 that was essentially it.

14                   There was some original start up  
15 bond money that the borough budgeted that was  
16 used by the RDA for professional services,  
17 architects and the like for the design plans they  
18 did give to the borough for our own facilities.

19                   MS. SUAREZ: So it sounds like no  
20 employees to worry about and also, as far as debt  
21 and lingering costs, there really are none?

22                   MR. MCCONNELL: That's correct.

23                   MS. SUAREZ: Those are the two  
24 things I wanted to clarify, so I'll ask if any  
25 board members or members of the public have any



1 questions or comments? Hearing none, do we have  
2 a motion?

3 MR. MAPP: Motion to approve.

4 MR. AVERY: Second.

5 MR. BENNETT: Miss Suarez?

6 MS. SUAREZ: Yes.

7 MR. BENNETT: Mr. Mapp?

8 MR. MAPP: Yes.

9 MR. BENNETT: Mr. DiRocco?

10 MR. DIROCCO: Yes.

11 MR. BENNETT: Mr. Close?

12 MR. CLOSE: Yes.

13 MR. BENNETT: Mr. Avery?

14 MR. AVERY: Yes.

15 MR. BENNETT: And Miss Rodriguez? I  
16 think we may have lost Miss Rodriguez. With five  
17 votes, the motion is approved.

18 MR. CANNON: Thank you very much.  
19 We appreciate you for hearing us today. We wish  
20 you the best of luck on your business.

21 MS. SUAREZ: Thank you. Next up we  
22 have the Township of Warren.

23 MR. KRANE: This is Mark Krane, the  
24 administrator from the township. John  
25 Draikiwicz, our bond counsel will lead us. I'll

1 yield to him.

2 MR. DRAIKIWICZ: If I may, as folks  
3 are joining, and hopefully, folks can join by  
4 Zoom so they can be seen would be good to because  
5 some of you folks may give testimony. In order  
6 to give testimony, you need to be visual.

7 So let me just give them another 30  
8 seconds, Director, if I may to see if anyone else  
9 may be joining including Mark Krane, if you can  
10 join us as well because I know you will be giving  
11 some testimony.

12 I guess I'll begin then. John  
13 Draikiwicz, bond counsel to the township of  
14 Warren in connection with transcript. Mark, may  
15 I ask you to introduce the others that are  
16 participating. Mark Krane, business  
17 administrator to the Township of Warren.

18 MR. KRANE: We have joining us,  
19 Karen DeNave, our CFO; Jim Woncho, the Warren  
20 Township sewer authority engineer; Sean Sauder of  
21 PS&S, the sewer authority engineer. I believe  
22 Vince DeNave, the authority chairman may be with  
23 us and Chris Kastrud, our township engineer.

24 MR. DRAIKIWICZ: And I guess this  
25 would be the right time, Director, if I may ask

1 for them to be sworn in.

2 MS. SUAREZ: Yes, please.

3 (At which time those wishing to  
4 testify were sworn in.)

5 MR. DRAIKIWICZ: Thank you. If I  
6 may begin, Mark Krane and, Director, and rest of  
7 the members of the board. The Township of Warren  
8 has submitted an application to the Local Finance  
9 Board in connection with the dissolution of the  
10 Warren Township Sewerage Authority.

11 In connection with that dissolution,  
12 the township committee introduced on March 24th  
13 of this year, four separate bond ordinances. The  
14 first one was a dissolution ordinance. The  
15 second one was a debt assumption ordinance.

16 The third was the establishing of  
17 the sewer department in the township and the  
18 fourth was the establishment of a sewer utility  
19 fund in the township. The hearing is scheduled  
20 after the Local Finance Board will meet,  
21 scheduled for, I believe, June 16th, hopefully  
22 after approval of the application.

23 In connection with the application,  
24 as required pursuant to N.J.S.A. 40A:5A-20, there  
25 are two items that need to be considered by the

1 board in order for a dissolution to occur. The  
2 first is that there needs to be adequate  
3 supervision by the township in connection with  
4 the payment of all creditors.

5           And second, that there's adequate  
6 provision to be made for the assumption of  
7 services that the authority provided and assumed  
8 by the township. In connection with the first  
9 element of the application, the dissolution and  
10 debt assumption ordinance does authorize the  
11 assumption of all debt and creditors of the  
12 authority.

13           And in that regard, in connection  
14 with the debt precinct in particular, the  
15 township will be assuming the debt of the  
16 authority since all the debt of the authority is  
17 held by the New Jersey Infrastructure Bank.

18           Since those rates are basically half  
19 market rate, it was not economically advantageous  
20 to refund the debt, but assuming that was the  
21 most economically advantageous way to go, so that  
22 is the path that the township selected.

23           In that regard, we've had meetings  
24 and conversations with the New Jersey  
25 Infrastructure Bank to make sure things are

1 moving ahead to their satisfaction. And based  
2 upon those discussions, there is a meeting  
3 scheduled for the Infrastructure Bank tomorrow  
4 based on conversations that we've had with David  
5 Zimmer as well as their bond counsel, Richard  
6 Nolan, everything seems to be in order so that's  
7 great in connection with the creditor piece.

8           And also be assuming via resolution  
9 all the other creditors of the authority as well,  
10 so that leg of the two prong test will be  
11 satisfied. The second item, which we'll talk a  
12 little bit more will be that we'll be assuming  
13 those services in a way that will be satisfactory  
14 to the board, we believe.

15           And in connection with that portion  
16 of the puzzle, I'll turn it over to Mark Krane  
17 who will give a little bit of a flavor as to the  
18 type of authority that this is, the limited  
19 amount of employees there are and how this  
20 authority has been working over the years and why  
21 the transition from the authority to the township  
22 should be smooth and well received.

23           Mark, if I may before I turn it over  
24 to you, this has received positive workings with  
25 the authority itself, and both the authority and

1 the township have been working harmoniously to  
2 make this transition occur. So with that, Mark,  
3 I'll turn over to you to describe the authority  
4 and its functions and how it's been operating.

5 MR. KRANE: Thank you, Director and  
6 members of the board for the opportunity to make  
7 this presentation. The township committee  
8 created the Warren Township Sewer Authority in  
9 September of 1972.

10 At the time, there was a lease  
11 agreement executed so that the township has  
12 actually always owned the assets of the  
13 authority. There are three pump stations, 20  
14 pump stations, three sewer plants, 123 linear  
15 miles of sewer and six miles of (inaudible).

16 The township has always provided the  
17 property and liability coverage and the authority  
18 only provides public officials and employment  
19 coverage on their own. There is currently only  
20 one employee, the executive director had left the  
21 position earlier this year for private employment  
22 and not because of this application.

23 The sewer employees have always been  
24 included on our pension and retirement systems as  
25 well as our health benefits. The township

1 intends to pick up the contracts and continue --  
2 the professionals are currently working with the  
3 authority including Holisa, Kalasky and Sauder as  
4 the authority engineer and National Systems  
5 Utility as the plant manager.

6           The authority contracts out the  
7 plant management. We do not operate the plants  
8 to our own employees, so that will be a seamless  
9 transition. The contract with NSU remains in  
10 effect extended by the authority until 2024.  
11 There will be no change through that time. Give  
12 us an opportunity to evaluate, as well as, to go  
13 through the legal process going forward.

14           In May of 2017, the township entered  
15 into a shared services agreement with the  
16 authority. And so as of July of '17, the  
17 township, through its tax collector's office  
18 actually collects all the sewer use fees and all  
19 the connection fees. We also provide them with  
20 HR services, their offices are located in the  
21 township town hall.

22           They are on our computer systems,  
23 phone systems and so it will be a seamless  
24 transition. We are already in the process of  
25 working through the transition for how we are

1 going to implement the purchasing changes as well  
2 as land use support applications.

3           The township's finance and  
4 purchasing office will be assuming their  
5 responsibilities. As my purchasing assistant has  
6 commented, we probably do more purchase orders in  
7 less than a month of the township than the  
8 authority does in a year, so we have that ability  
9 to incorporate the services and the project  
10 management.

11           The township will be assuming all of  
12 the contracts with adjacent municipalities, which  
13 the authority has in place. We have one with  
14 Berkley Heights, with Bridgewater Township, about  
15 40 percent of the town is treated through  
16 Somerset Raritan Sewer Authority, so those will  
17 remain in place.

18           The authority has a six year capital  
19 plan which was included in their 2022 budget  
20 which will be, you know, evaluated by the  
21 township. The authority has contracts in place  
22 as part of their 5 million dollar bond program  
23 which Mr. Draikiwicz mentioned with the IBank and  
24 those have included INI projects as well as  
25 implementation of improvements to the Stage 5



1 sewer plant.

2 I will now yield to Mr. Wancho, the  
3 authority engineer for comments about the system.

4 MR. WANCHO: Thank you, Mr. Krane.  
5 By way of background, PS&S has served as the  
6 general consulting engineer to the authority for  
7 the last 10 years. I have served as directly as  
8 the engineer coordinating our services with the  
9 authority.

10 Based on the current lease  
11 arrangement, the operation that the sewer utility  
12 infrastructure, there's no doubt in my mind that  
13 there's a benefit to dissolution and reengaging  
14 the authority as part of the township.

15 This is going to help in  
16 streamlining and improving administration,  
17 coordination, management of the assets as well as  
18 helping to provide all the technical input  
19 related to the needs to the assets. PS&S is  
20 going to remain in place.

21 We've been involved with all of the  
22 capital projects that have transpired over the  
23 last 10 years as well as the ones that are still  
24 ongoing. And between ourselves and the  
25 operations of NSU, we believe that the services

1 will remain intact as well as they are now. And  
2 I guess I'll turn this back to Mr. Draikiwicz.

3 MR. KRANE: I'd like to make two  
4 comments. As part of the township's budget, we  
5 did submit a utility fund budget which has been  
6 submitted to the division for its review as part  
7 of our annual budget. That was prorated based  
8 upon the annual budget of the sewer authority.

9 Additionally, through PS&S and NSU,  
10 we've been working with the NJDEP to prepare the  
11 transfer of the NJDEP permit applications which  
12 will be filed to be in place for the July 1 dates  
13 or in accordance with the rules of the NJDEP.  
14 And thank you for this opportunity.

15 MR. DRAIKIWICZ: One additional item  
16 if I may add, Director. Just for the record, I'd  
17 like to thank Dave Zimmer from the NJIB who has  
18 been really spearheading the effort from his role  
19 as bond holder of our debt and coordinating with  
20 the DEP along with their bond counsel, Rich  
21 Nolan, to make sure we're able to meet all the  
22 schedules that the IBank has to give their  
23 consent to the transaction as well.

24 So I do want to go on record to  
25 state that how helpful and on top of it they've

1 in particular been coordinating the efforts of  
2 this dissolution. So I did want to state that.

3 MS. SUAREZ: Thank you very much. I  
4 appreciate the thorough explanation. There's one  
5 thing maybe we can hone in or delve into a little  
6 bit deeper or explain perhaps is just the  
7 cooperation of the township with DEP IBank and  
8 all of the different entities involved. I think  
9 that's always helpful to show how that process  
10 has been working.

11 MR. DRAIKIWICZ: I'll start by  
12 saying, as part of the Warren Township's  
13 agreement with the IBank, there's a requirement  
14 in that document to get their approval in  
15 connection with the transaction and they have let  
16 us know that there will be an agreement that will  
17 need to be executed which is an assumption of  
18 their debt which we're working on with their bond  
19 counsel, Richard Nolan from McCarter and English.

20 So that element is being worked on  
21 and I know Mark Krane, through his engineering  
22 department, has been working with the DEP in  
23 connection with the primary question they were  
24 looking at which was the transfer of the permits  
25 from the authority from the IBank.

1 I believe the township, with the  
2 authority, has completed most of those  
3 applications for the transfer. And our plan is  
4 to get that to them shortly after the authority,  
5 the township has their meeting on June 16th, so  
6 they'll have a draft, a final version of the  
7 permits at that time frame.

8 And I think we've also had phone  
9 calls, Director, as you may be aware of, with the  
10 DEP together and separate phone calls as well to  
11 make sure that each of those state entities,  
12 IBank, as well as the DEP, have what they need so  
13 we can meet their goals and requirements.

14 MS. SUAREZ: Thank you for that.  
15 Any other questions or comments from the members  
16 or the public? Hearing none, do we have a  
17 motion?

18 MR. MAPP: I move that we approve  
19 the application.

20 MR. BENNETT: Do we have a second?

21 MR. AVERY: Second.

22 MR. BENNETT: Miss Suarez?

23 MS. SUAREZ: Yes.

24 MR. BENNETT: Mr. Mapp?

25 MR. MAPP: Yes.

1 MR. BENNETT: Mr. DiRocco? I'll  
2 circle back. Mr. Close? Mr. Avery?

3 MR. AVERY: Yes.

4 MR. BENNETT: And I don't believe  
5 Miss Rodriguez is here. Mr. Close, would you  
6 like to register your vote on this application?

7 MR. CLOSE: Yes.

8 MR. BENNETT: Director, that does  
9 give us four votes. That's a minimum for our  
10 quorum and the motion is approved with four  
11 votes.

12 MS. SUAREZ: Thank you.

13 MR. DRAIKIWICZ: By the way, I was  
14 thanking the DEP as well as the IBank. I would  
15 also like to thank the director because it's a  
16 three party process which has to be undergone  
17 through and appreciate the premeetings that we've  
18 had and appreciate your effort to courting all  
19 three entities to make sure this dissolution goes  
20 through because that is a little bit of an extra  
21 requirement on this application. All three  
22 entities have to be satisfied, and we want to  
23 thank you, Director, for spearheading that  
24 effort.

25 MR. KRANE: Thank you on behalf of

1 the township and the township committee.

2 MS. SUAREZ: You're very welcome.  
3 Best of luck. And then our final item on the  
4 agenda today is Newark.

5 MR. KARRENBERG: This is Matt  
6 Karrenberg. I'm with the law firm of DeCotiis,  
7 Fitzpatrick, Cole and Giblin, and we are bond  
8 counsel to the city.

9 I have several representatives from  
10 the city as well as the developer on this project  
11 with me today, including Allison Ladd as deputy  
12 mayor and director of economic and housing,  
13 Benjamin Guzman who is the assistant chief  
14 financial officer; Tim Eismeier from NW Financial  
15 who is the city's financial advisor.

16 And then from the developer we have  
17 Jack Klugmann who is the principal of Newark  
18 Urban Renewal and his counsel, Calvin Souder. If  
19 we want to swear them in.

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

22 MR. KARRENBERG: The city submitted  
23 an application seeking the board's approval  
24 pursuant to 40A:12A-29(a)(3) of the redevelopment  
25 law, as well as, 40A:12A-67g of the Redevelopment

1 Area Bond law for the issuance of redevelopment  
2 area bonds in an aggregate principal amount not  
3 to exceed 18 million dollars to be broken out in  
4 2 million dollar installments for each phase of  
5 the project as I'll describe.

6           The bonds will be non recourse to  
7 the city and will be secured solely by payment of  
8 PILOT's from the developer based upon the gross  
9 revenues of the project. The project, which is  
10 being constructed by Newark Urban Renewal is on,  
11 what we refer to, as the old stadium site which  
12 is being vacant now fallow for quite some time in  
13 the city.

14           The project is a multi phase, nine  
15 phase project, but in the aggregate will be,  
16 approximately, 4200 market rate rental units.  
17 400 of those units will be for affordable  
18 housing. There will be, approximately, 100,000  
19 in hospitality, retail space, significant green  
20 space in the development as well as associated  
21 parking.

22           Some of the benefits of the project,  
23 in addition to the redevelopment of a large  
24 portion area in the city that currently is  
25 vacant, there will be additional contributions as

1 well as job creation. It's anticipated that the  
2 total development will create, approximately,  
3 10,000 construction jobs, 500 permanent jobs.

4 In addition, the developer will be  
5 making contribution in addition to the on site  
6 affordable housing of, approximately 15.7 million  
7 dollars to the city's affordable housing trust  
8 fund. It will also be making a contribution of  
9 2.7 million dollars to work force training for  
10 city residents.

11 There will also be a couple of other  
12 smaller contributions pursuant to the city code.  
13 Again, the bonds will be issued in 2 million  
14 dollar tranches upon the completion of each phase  
15 which is nine phases, and somewhat allocated,  
16 somewhat equally amongst all the number of units.

17 The bond proceeds will be utilized  
18 by the redeveloper for general project costs.  
19 With that, I'll turn it over to the board to see  
20 there's any questions or any further information  
21 from the other representatives that are here  
22 today.

23 MS. SUAREZ: Thank you very much. I  
24 know we've had premeetings to kind of discuss  
25 what the application was, what it was going to



1 look like, what was necessary. And a few of  
2 those items I would just like to reiterate and go  
3 over for the benefit of the rest of the board  
4 members as well as the public. One of them  
5 being, my go to question, on a lot of the RABs.  
6 Is the project feasible without the RAB?

7 MR. KARRENBERG: No, it's not.  
8 We've had -- this has been a significant project.  
9 The redevelopment agreement was executed well  
10 over a year ago and it took about a year to even  
11 get to that stage with the developer who  
12 purchased the project from a prior redeveloper  
13 who was unable to do the project even though it  
14 did have redevelopment area bonds. So in the  
15 city's determination, this project would not  
16 occur if not for the issuance of the bonds.

17 MS. SUAREZ: I did hear you say  
18 those will be issued in 2 million dollar for each  
19 phase as completed for the project?

20 MR. KARRENBERG: That's correct,  
21 yes.

22 MS. SUAREZ: And then my last  
23 question is, are there 18 million dollars worth  
24 of identifiable public improvements in the  
25 project?

1 MR. KARREBERG: Again, I can let  
2 others answer that question. The bond proceeds  
3 are being used for development costs, not  
4 necessarily public improvement costs which is for  
5 many views under the redevelopment law and the  
6 Redevelopment Area Bond law.

7 But we have Tim Eismeier who's the  
8 financial advisor, as well as, Jack Klugmann who  
9 is the developer who can maybe address that  
10 further.

11 MR. EISMEIER: This is Tim Eismeier  
12 with NW Financial. As Matt said, the bonds will  
13 serve as a general source of funds for the  
14 development project. They are not specifically  
15 tied to any public improvements of any kind.

16 The bonds will be issued on a  
17 federally taxable basis so there not tax  
18 restrictions in terms of public capital  
19 improvement that they have to be tied to, so I  
20 would reiterate what Matt said in terms of the  
21 use of the funds.

22 MS. SUAREZ: And Mr. Eismeier, I  
23 don't know if you know this in particular. I  
24 don't think we've covered it previously. Are  
25 there any other because I know sometimes we talk

1 frequently about money being fungible in  
2 different areas, are there any other aspects of  
3 the project by which the builders doing that  
4 could be deemed as for the public benefit or for  
5 the public good?

6 MR. EISMEIER: I would defer to the  
7 developer on that in terms of more details with  
8 respect to the project. I think there are some  
9 pedestrian improvements and bike paths and things  
10 like that, that are going into the project. But  
11 perhaps Jack or Allison might have more specific  
12 details on that question.

13 MS. LADD: Good afternoon. Allison  
14 Ladd, the director of economic and housing  
15 development here in the City of Newark. Thank  
16 you, Director and board members, for hearing us  
17 today.

18 It's great to be before you again to  
19 answer your question specifically, there will be  
20 publically accessible green space at the site and  
21 we wanted to ensure that, not only is this a  
22 mixed income and mixed use project, but it's also  
23 something that our residents can benefit from by  
24 having additional green space within the area.

25 And there will be additional

1 walkable spaces in and around the development and  
2 I can let and yield to the developer to expand  
3 upon the vision for the site. Jack?

4 MR. KLUGMANN: Hi, everybody. How  
5 are you. Thank you for hearing us today. So the  
6 vision for the site is it's going to be the heart  
7 of the downtown of Newark. That has the Broad  
8 Street train station right across the street.

9 It has the light rail station on our  
10 property and we are creating 11 buildings, nine  
11 phases which is going to be absolutely gorgeous.  
12 It's going to add to the already beautiful  
13 skyline of Newark. Like the director said, we're  
14 going to be having open public space.

15 We're going to have 100,000 square  
16 feet of retail, office, different types of mixed  
17 uses over here that anybody from the city can  
18 come in and enjoy and it's open to public to rent  
19 or to come and eat if there's a restaurant here.  
20 It's a project that's going to benefit the entire  
21 city and that's open to everybody.

22 MS. SUAREZ: I guess, Miss Ladd, can  
23 you speak to this a little bit more. I  
24 understand the walkability aspect. We've had  
25 projects of Newark come before us before. Kind

1 of talking to bridge access, pedestrian access,  
2 walkability, is there anything in particular on  
3 this project that you could highlight?

4 MS. LADD: Sure. I understand. So  
5 I'd say first is that they will be building green  
6 space, so the green space will be publically  
7 accessible, park space and it was a very  
8 important component of the project as we  
9 discussed the PILOT as well as the redevelopment  
10 area bonds so that's the first thing.

11 The second part is that, as some may  
12 know, the site of the former Bear Stadium has now  
13 been demolished so there is no stadium there, so  
14 the ability to be able to create the 11 buildings  
15 on the site will actually create more walkability  
16 because currently, it's actually fenced off, so  
17 there is no way to access the site.

18 So being able to reopen the space is  
19 another key benefit for being able to access both  
20 from Broad Street station and Penn Station and  
21 all of the neighborhood along that corridor. I  
22 will conclude that we are, as a city, looking at  
23 pedestrianization activities along Broad Street  
24 because with the light rail there, we know that  
25 some people choose to take the light rail, but we

1 also know that if we create more traffic calming  
2 devices as well as ways to make it more -- less  
3 hot, that's the best way I've got it.

4           Sometimes our city, we're actually  
5 10 degrees hotter than other parts of our  
6 neighboring communities, and so if we can add  
7 more green space like this park and other tree  
8 lines along the street scape, that will  
9 definitely benefit the city and I think these  
10 Redevelopment Area Bond proceeds can help us  
11 ensure that that happens.

12           MS. SUAREZ: Thank you for that.  
13 Those are the questions I have. I'll open it up  
14 to see if any of the board members or public have  
15 additional questions or comments. Hearing none,  
16 do we have a motion.

17           MR. MAPP: Motion to approve.

18           MR. AVERY: Second.

19           MR. BENNETT: Miss Suarez?

20           MS. SUAREZ: Yes.

21           MR. BENNETT: Mr. Mapp?

22           MR. MAPP: Yes.

23           MR. BENNETT: Mr. Close? Mr. Avery?

24           MR. AVERY: Yes.

25           MR. BENNETT: Mr. Close?

1 MR. CLOSE: I'm struggling with this  
2 one a little bit, but, yes.

3 MR. BENNETT: With the four members,  
4 the motion is approved. And Mr. DiRocco, are you  
5 available? And Miss Rodriguez? Motion is  
6 approved.

7 MS. SUAREZ: Best of luck. So I  
8 think that concludes our agenda. So I will ask  
9 for a final motion of the day and that is a  
10 motion to adjourn.

11 MR. MAPP: Motion to adjourn.

12 MR. AVERY: Second.

13 MR. BENNETT: Miss Suarez?

14 MS. SUAREZ: Yes.

15 MR. BENNETT: Mr. Mapp?

16 MR. MAPP: Yes.

17 MR. BENNETT: Mr. Close?

18 MR. CLOSE: Yes.

19 MR. BENNETT: And Mr. Avery?

20 MR. AVERY: Yes.

21 (Hearing Concluded at 2:19 p.m.)  
22  
23  
24  
25

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

2

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

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

16

17

18

19

20

21

22

*Lauren M. Etier*



23

Notary Public of the State of New Jersey

24

My Commission Expires June 30, 2024

25

Dated: June 23, 2022



<b>A</b>			
<b>a.m</b> 1:14	<b>accounts</b> 77:4	146:16	<b>administra...</b>
<b>AA</b> 77:17	83:19 84:4, 5	156:12 158:6	53:18 107:3
<b>Abby</b> 101:17	84:10, 12	<b>added</b> 89:4	107:4, 5, 7
119:11	128:23	135:6	135:3 145:16
<b>ability</b> 45:11	<b>accurate</b>	<b>addition</b> 48:13	<b>administra...</b>
77:12 116:19	128:17 160:6	70:23 73:3, 7	68:17
118:8 144:8	<b>accustomed</b>	76:2 86:14	<b>administra...</b>
157:14	126:23	86:19 151:23	105:17
<b>able</b> 7:2, 8	<b>achieve</b> 64:12	152:4, 5	107:13, 21
24:9 26:13	67:17	<b>additional</b>	108:3 113:5
29:16 45:19	<b>achieving</b>	17:19 22:7, 9	115:12
45:22 49:14	67:14	37:9 56:16	<b>administrator</b>
50:14 58:14	<b>acknowledge</b>	57:13 63:8	70:17 80:16
77:9 82:5, 10	25:18	69:1 82:19	94:8 97:1
92:16 115:18	<b>acknowledged</b>	86:15, 16	101:17
120:8 124:24	92:11, 14	90:16, 17	133:23
146:21	<b>acquisition</b>	116:9 146:15	137:24
157:14, 18, 19	14:22 15:3	151:25	138:17
<b>absence</b> 5:18	19:7, 9, 19	155:24, 25	<b>admitting</b> 28:4
<b>absolutely</b>	20:12 24:15	158:15	<b>adopt</b> 11:6
81:1 129:19	73:19 74:17	<b>additionally</b>	63:15 102:21
156:11	76:9 81:10	42:20 81:17	104:23
<b>absorbed</b>	81:25 82:2	103:5, 12	110:18
121:22	<b>acquisitions</b>	146:9	<b>adopted</b> 6:23
<b>absorbing</b>	86:13	<b>address</b> 44:10	9:22 10:16
131:15	<b>act</b> 11:3	55:13 126:16	49:14 50:9
<b>abstain</b> 9:12	<b>action</b> 10:25	128:2 154:9	114:4 117:24
9:16 13:4	12:8, 11	<b>addressed</b> 55:1	128:18
<b>absurd</b> 66:24	34:12 40:20	55:5 62:3	<b>adopting</b> 38:11
<b>Acacia</b> 85:21	40:23 124:14	106:12	109:20
<b>Acampora</b> 80:17	160:12, 15	108:13	<b>adoption</b> 78:11
80:21 82:13	<b>actions</b> 11:16	<b>addressing</b>	90:9 106:2
83:6	117:12, 13	63:10	130:8
<b>accept</b> 25:9	<b>active</b> 12:16	<b>adequate</b> 91:5	<b>Adrian</b> 2:4
109:22	58:2 106:16	108:22 115:4	126:25 127:3
<b>accepting</b>	<b>activities</b>	117:21 140:2	127:4
12:19 92:25	157:23	140:5	<b>advantage</b>
<b>access</b> 157:1, 1	<b>actual</b> 14:24	<b>adequately</b>	38:13
157:17, 19	24:6 28:11	48:4	<b>advantageous</b>
<b>accessible</b>	<b>add</b> 8:11 38:11	<b>adjacent</b>	58:25 59:1
155:20 157:7	44:4 65:16	144:12	78:1 140:19
<b>account</b> 42:18	65:24 66:4	<b>adjourn</b> 159:10	140:21
84:9 109:25	67:2, 7 93:8	159:11	<b>adverse</b> 105:13
110:2 129:7	119:13	<b>Adjournment</b>	<b>advertising</b>
	124:23	3:21	28:4
	128:20	<b>adjusting</b> 57:8	<b>advised</b> 48:14

<b>advisor</b> 18:20 20:23 71:2 76:21 77:11 80:10,17 85:18,21 150:15 154:8	134:7 153:10	86:6,9,24 87:1,4 91:18 95:7,7 103:14 122:21 124:18 141:19 151:2	<b>anticipate</b> 89:19
<b>Advisors</b> 18:19 62:21	<b>agreed</b> 58:8	<b>agreement</b> 81:14 91:9 142:11 143:15 147:13,16 153:9	<b>anticipated</b> 78:10 83:4 86:15 90:9 152:1
<b>advocating</b> 11:9,12	<b>Agriculture</b> 63:22	<b>amounts</b> 124:21	<b>anticipating</b> 40:7
<b>aerial</b> 21:24 94:15 95:21 95:23	<b>ahead</b> 90:12 141:1	<b>ample</b> 120:14 120:20	<b>anticipation</b> 67:21 72:17 72:19 73:14 73:15,22 74:9,11 75:7 75:8,11,18 75:19 83:14 90:7 109:9
<b>Affairs</b> 1:2,10 4:16	<b>ALAN</b> 2:8	<b>analysis</b> 52:25 58:23 59:22 59:23 60:1,6 82:16 111:21 122:15,15	<b>anybody</b> 8:4 17:20 18:23 40:15 49:15 156:17
<b>affect</b> 121:20	<b>Alexander</b> 81:6	<b>analyzed</b> 20:11	<b>anymore</b> 28:15
<b>affiliates</b> 11:10	<b>ALJ</b> 11:7	<b>and-a-half</b> 56:17,24 89:22 109:12 109:13 128:15,15 132:11,12	<b>anyway</b> 135:21 136:8
<b>affirming</b> 10:20	<b>ALJ's</b> 11:8	<b>Andrea</b> 80:14 81:23	<b>apologize</b> 25:7
<b>afford</b> 124:25	<b>Allison</b> 150:11 155:11,13	<b>annual</b> 12:17 15:22 25:12 30:13,14 33:16 42:14 67:10,11 83:4 98:5,6 110:23 146:7 146:8	<b>apparatus</b> 16:14 21:19 24:16,25 25:4 26:3,5 26:16 27:9 27:11,14 28:8,15 29:24,25 30:20,21,22 31:7,10,12 33:8,13,18 33:20,21 34:1,6 94:18 94:21 95:19 95:20,23,25 97:11,14 98:2,8
<b>affordable</b> 151:17 152:6 152:7	<b>allocated</b> 152:15	<b>annual</b> 12:17 15:22 25:12 30:13,14 33:16 42:14 67:10,11 83:4 98:5,6 110:23 146:7 146:8	<b>appeal</b> 73:4,6
<b>afternoon</b> 69:25 82:3 94:5,13 99:24 121:15 126:1 155:13	<b>allowance</b> 38:13	<b>answered</b> 62:11	<b>appear</b> 115:9
<b>agency</b> 11:1 135:4	<b>allowed</b> 53:13	<b>Anthony</b> 62:20	<b>appeared</b> 7:23
<b>agenda</b> 8:6 12:5 13:16 23:15 36:10 41:23 47:7 62:15 63:4 69:23 94:3 96:21 99:15 135:15 150:4 159:8	<b>amendment</b> 108:17,19 109:22 111:15		
<b>aggravates</b> 43:11	<b>amendments</b> 128:19		
<b>aggregate</b> 14:23 63:25 151:2,15	<b>amortization</b> 21:4 64:10		
<b>ago</b> 44:20	<b>amortize</b> 64:3		
	<b>amount</b> 12:14 14:23 16:19 19:21 27:18 27:23 28:11 28:13 33:15 37:2 42:5 47:20 55:16 56:1,5 63:25 64:1 66:18 72:4,20 73:5 73:8,15,17 73:24 74:3 74:10,23 76:3 81:4		

<b>appearing</b> 2:1 46:8 125:24	8:19 36:8 38:17 61:13	15:5 18:11 19:11 23:13	117:18
<b>appears</b> 62:3	68:2,7,13	26:4 32:7,20	<b>Armstrong</b> 114:15
<b>applicant</b> 13:23 18:14	69:21 78:25 79:2 90:20	36:2 41:18 47:2 62:13	<b>arrangement</b> 145:11
<b>applicants</b> 5:2	93:25 101:2	69:19 74:5	<b>arrival</b> 95:20
<b>application</b> 4:2 6:9 14:3 14:19 22:3 23:1 24:14 26:14,23 27:2 31:12 32:17 33:5 35:3 36:14 39:4 44:4 47:18 52:25 56:2 63:2,9 65:14 68:5 79:9 83:8 99:17 102:20 103:9 104:21 114:21 117:3 117:20 118:3 120:11,16,23 124:12 134:5 139:8,22,23 140:9 142:22 148:19 149:6 149:21 150:23 152:25	101:11 106:14 110:15 133:15 137:19 147:4 149:17,18	76:5 79:23 85:8 93:23 96:19 99:9 104:22 130:7 133:12 137:17 149:10 159:4 159:6	<b>arrived</b> 22:13 <b>arrives</b> 30:22 <b>articles</b> 127:2 <b>articulated</b> 68:12 <b>aside</b> 103:15 103:23 129:7 <b>aspect</b> 66:11 156:24 <b>aspects</b> 58:19 60:14 68:9 92:7 155:2 <b>assess</b> 12:14 116:19 <b>assessed</b> 17:12 21:9 25:14 26:18,21 130:15 <b>assessment</b> 45:23 119:14 <b>assets</b> 142:12 145:17,19 <b>assist</b> 134:11 <b>assistant</b> 126:5,5 144:5 150:13 <b>associated</b> 82:1 151:20 <b>Associates</b> 114:15 <b>association</b> 134:8 <b>assume</b> 39:14 104:24 105:1 105:11 112:9 116:6 121:4 <b>assumed</b> 104:12 107:6 140:7 <b>assuming</b> 104:21
<b>applications</b> 13:17 22:15 26:8,11 32:16 39:10 55:17 100:8 144:2 146:11 148:3	<b>approach</b> 68:21 110:12 <b>appropriate</b> 129:18 <b>appropriated</b> 54:1 <b>appropriation</b> 42:4,9 47:19 51:12,14 55:2 81:16 <b>appropriat...</b> 47:22 48:11 48:24 50:14 108:14,22 114:5,7 <b>approval</b> 9:3 9:24 22:12 32:24 33:1 47:19 63:13 94:14 102:21 102:24 108:15 130:24 131:2 139:22 147:14 150:23 <b>approve</b> 6:18 9:5 10:1 23:1 69:4,5 79:9 97:9 106:2 132:10 137:3 148:18 158:17 <b>approved</b> 13:14	<b>approves</b> 124:11 <b>approximately</b> 15:8,11 25:13 29:20 64:10 66:22 86:21 87:3,8 103:11,14 104:3,6 109:10 151:16,18 152:2,6 <b>April</b> 15:16 19:13 104:17 115:8 <b>architects</b> 136:17 <b>area</b> 15:2 20:6 20:8 29:21 30:23 89:13 92:15,18 94:22 107:20 108:5 112:10 112:13 113:4 151:1,2,24 153:14 154:6 155:24 157:10 158:10 <b>areas</b> 111:23 116:17 155:2 <b>argument</b>	

108:15 130:7	<b>authority</b> 3:12	61:4,5	159:12,19,20
140:15,20	3:13,14 5:22	<b>authorize</b>	<b>avoid</b> 44:23
141:8,12	69:24 70:4,9	140:10	<b>awakening</b>
144:4,11	70:21,25	<b>authorized</b>	54:16
<b>assumption</b>	71:15 75:25	88:12	<b>awarded</b> 130:19
104:15 115:4	76:7,12,15	<b>authorizing</b>	<b>awards</b> 92:12
139:15 140:6	76:21 77:7	89:23 104:17	<b>aware</b> 34:11
140:10,11	80:2,5,8,11	<b>available</b> 65:7	42:23 58:17
147:17	81:3,13	67:23 86:25	71:12 117:23
<b>assumptions</b>	85:11,15	113:22 159:5	148:9
106:10	86:5 102:23	<b>avenue</b> 77:20	<b>Aye</b> 6:22
<b>assurances</b>	102:25 103:1	<b>avenues</b> 77:5	
40:18	103:5,10	<b>average</b> 15:22	<b>B</b>
<b>attacked</b> 66:25	104:1,5,8,18	17:12 21:9	<b>BA</b> 119:12
<b>attempt</b> 34:3	105:3,12,14	26:21,23	<b>back</b> 7:18
<b>attempting</b>	105:18	89:20,24	20:25 48:22
65:6	106:12,14	<b>Avery</b> 2:8 8:7	50:3 52:21
<b>attend</b> 23:23	111:6,11	9:6,17,18	52:22,24
29:12,16	112:15	10:12,13	54:18,20
<b>attention</b> 78:5	114:17,19	11:18 12:2,3	55:24 63:3,9
114:21	115:2,6,14	12:22 13:10	66:17 67:16
<b>attitude</b>	115:23 116:5	13:11 17:22	89:7 97:19
126:11	116:20	18:7,8 23:9	97:20,24
<b>attorney</b> 36:22	118:10,16	23:10 28:20	101:5,5
114:14	120:6,25	29:4,5 32:3	123:2 135:2
133:21	122:18	32:4 35:14	146:2 149:2
136:12	123:15,17	35:23,24	<b>background</b>
160:11,13	124:12	41:4,14,15	145:5
<b>attorneys</b> 71:8	128:20 133:7	46:13,23,24	<b>backing</b> 59:16
<b>attracting</b>	138:20,21,22	58:6 59:10	<b>backstopped</b>
89:14	139:10 140:7	61:17 62:7,8	71:20 72:7
<b>attrition</b>	140:12,16,16	69:6,15,16	<b>Bakari</b> 70:1
39:20	141:9,18,20	79:19,20	<b>balance</b> 19:23
<b>audio</b> 13:21	141:21,25,25	84:3,15 85:4	20:1 30:18
<b>audit</b> 34:17	142:3,8,13	85:5 93:19	43:19 49:13
35:8	142:17 143:3	93:20 96:5	90:5 95:18
<b>auditor</b> 107:24	143:4,6,10	96:15,16	103:19,24
<b>August</b> 49:5	143:16 144:8	99:5,6	<b>Ball</b> 23:17
56:9,12	144:13,16,18	113:12 114:8	<b>bank</b> 3:18
57:17,24	144:21 145:3	128:9,18	15:18 67:13
135:13	145:6,9,14	129:13 133:5	133:19,22
<b>auspices</b>	146:8 147:25	133:6 137:4	140:17,25
118:10	148:2,4	137:13,14	141:3
<b>authorities</b>	<b>authority's</b>	148:21 149:2	<b>banks</b> 20:18
4:22 76:17	116:11	149:3 158:18	<b>banner</b> 91:20
76:18 119:25	<b>authorization</b>	158:23,24	<b>base</b> 124:17,20

<b>based</b> 21:9 30:20 33:23 48:5 50:12 56:7 60:7 62:4 77:21 105:25 108:7 113:2 130:11 141:1,4 145:10 146:7 151:8	<b>begins</b> 17:2 <b>behalf</b> 94:6 96:24 100:23 114:19 149:25 <b>believe</b> 13:22 14:8,11 18:18,22 27:2 33:4 34:13 36:10 41:25 45:24 47:11 48:5 49:3 50:8 53:15,17 56:11 70:11 77:15,18 80:11 98:12 99:23 108:16 113:24 120:13 121:11 122:24 124:9 124:13 133:18,22 135:13 136:9 138:21 139:21 141:14 145:25 148:1 149:4	55:23 56:5 57:23 60:11 61:5 75:22 142:25 151:22 <b>Benjamin</b> 150:13 <b>Bennett</b> 2:12 4:5 6:21,23 9:7,9,11,13 9:15,17,19 9:21 10:4,6 10:8,10,12 10:14,16,24 11:19,21,23 11:25 12:2 12:25 13:2,6 13:8,10,12 13:14 17:24 18:1,3,5,7,9 18:11 23:3,5 23:7,9,11,13 28:21,23,25 29:2,4,6 31:20,22,24 32:1,3,5,7 35:15,17,19 35:21,23,25 36:2,12 41:7 41:9,12,14 41:16,18 46:15,17,19 46:21,23,25 47:2 61:18 61:20,22,24 62:7,9,13 69:7,9,11,13 69:15,17,19 79:11,13,15 79:17,19,21 79:23 83:21 83:23 84:21 84:23,25 85:2,4,6,8 87:24 93:11 93:13,15,17	93:19,21,23 96:7,9,11,13 96:15,17,19 98:23,25 99:2,5,7,9 132:18,20,23 133:5,10,12 137:5,7,9,11 137:13,15 148:20,22,24 149:1,4,8 158:19,21,23 158:25 159:3 159:13,15,17 159:19 <b>Bergen</b> 3:14 85:10,14 86:5,13 87:1 87:16,16 <b>Berkley</b> 144:14 <b>best</b> 6:14 8:23 24:24 29:22 33:9 36:6 41:23 47:4 62:14 67:6 69:22 77:20 80:1 85:9 92:14 94:3 95:14 116:22 133:9,16 137:20 150:3 158:3 159:7 <b>betraying</b> 100:12 <b>better</b> 92:9 131:20 <b>Beverley</b> 101:24 113:15 <b>beyond</b> 91:6 <b>bias</b> 127:23 <b>bid</b> 28:6 30:13 95:1,2,4,5 97:17,18,20 123:1,2,4 <b>bidder</b> 15:22
<b>basic</b> 44:1 <b>basically</b> 16:18 116:7 140:18 <b>basing</b> 127:14 <b>basis</b> 57:5 59:9 73:23 75:20 91:4 118:19 125:4 154:17 <b>Battaglia</b> 47:12 49:5 50:23 51:7 54:21 56:8 56:22 57:1 58:1,13 59:12 60:6 60:25 <b>battering</b> 90:25 <b>Baumann</b> 70:2 <b>Bayonne</b> 70:9 70:12 74:7 74:12,20,25 78:5,13 <b>Bayonne's</b> 74:23 <b>BCIA</b> 91:17 <b>bear</b> 4:11 157:12 <b>beautiful</b> 156:12 <b>becoming</b> 55:20 <b>beg</b> 55:8 <b>beginning</b> 54:8 104:25	<b>believes</b> 105:23 <b>beneficial</b> 77:13 <b>benefit</b> 58:22 59:3 60:15 111:21 145:13 153:3 155:4,23 156:20 157:19 158:9 <b>benefited</b> 5:24 <b>benefits</b> 47:23 48:8,21 49:24 50:18 51:19 53:4	55:23 56:5 57:23 60:11 61:5 75:22 142:25 151:22 <b>Benjamin</b> 150:13 <b>Bennett</b> 2:12 4:5 6:21,23 9:7,9,11,13 9:15,17,19 9:21 10:4,6 10:8,10,12 10:14,16,24 11:19,21,23 11:25 12:2 12:25 13:2,6 13:8,10,12 13:14 17:24 18:1,3,5,7,9 18:11 23:3,5 23:7,9,11,13 28:21,23,25 29:2,4,6 31:20,22,24 32:1,3,5,7 35:15,17,19 35:21,23,25 36:2,12 41:7 41:9,12,14 41:16,18 46:15,17,19 46:21,23,25 47:2 61:18 61:20,22,24 62:7,9,13 69:7,9,11,13 69:15,17,19 79:11,13,15 79:17,19,21 79:23 83:21 83:23 84:21 84:23,25 85:2,4,6,8 87:24 93:11 93:13,15,17	93:19,21,23 96:7,9,11,13 96:15,17,19 98:23,25 99:2,5,7,9 132:18,20,23 133:5,10,12 137:5,7,9,11 137:13,15 148:20,22,24 149:1,4,8 158:19,21,23 158:25 159:3 159:13,15,17 159:19 <b>Bergen</b> 3:14 85:10,14 86:5,13 87:1 87:16,16 <b>Berkley</b> 144:14 <b>best</b> 6:14 8:23 24:24 29:22 33:9 36:6 41:23 47:4 62:14 67:6 69:22 77:20 80:1 85:9 92:14 94:3 95:14 116:22 133:9,16 137:20 150:3 158:3 159:7 <b>betraying</b> 100:12 <b>better</b> 92:9 131:20 <b>Beverley</b> 101:24 113:15 <b>beyond</b> 91:6 <b>bias</b> 127:23 <b>bid</b> 28:6 30:13 95:1,2,4,5 97:17,18,20 123:1,2,4 <b>bidder</b> 15:22

95:9	46:3 48:18	<b>bombarded</b>	157:10
<b>bidding</b> 28:8	51:13 52:12	119:18	<b>boosters</b> 92:19
28:15	54:3,7,11,14	<b>bond</b> 18:18	<b>born</b> 19:25
<b>bids</b> 15:17	55:9,10 56:4	43:17 62:23	20:1
28:3 95:1	59:14 64:22	63:15 67:20	<b>borough</b> 3:4,18
97:19,19	68:18 69:2	67:21 70:3	10:19 11:13
<b>biggest</b> 123:6	74:5 76:6,11	70:13,15,17	133:21,22,22
<b>bike</b> 155:9	79:6 81:5,24	70:19,22	134:8 135:22
<b>bill</b> 17:12,16	84:1 87:24	72:17,19	135:25 136:2
51:22 70:17	93:6,25	73:13,15,18	136:15,18
77:8	94:13 95:1,2	73:22 74:9	<b>borrower</b> 72:3
<b>billion</b> 71:16	95:8,11,15	74:11,15	72:10
<b>bills</b> 46:9	96:2 98:4,18	75:7,8,10,18	<b>borrowers</b> 70:7
<b>bit</b> 9:4 21:17	100:23	75:19 80:4	71:5,7 72:14
40:5 48:16	102:20 105:7	80:12,15	76:14,20
48:23 54:16	106:1,8	85:14,22	<b>borrowing</b>
57:2,2 59:8	108:15,17	100:13	66:12,17
59:16 61:6	109:2,23	102:17	<b>borrowings</b>
65:11 71:4	110:7 111:21	127:16 129:9	71:5
81:24 88:6	111:23 113:7	136:15	<b>boundaries</b>
89:4,17,21	113:9 114:20	137:25	19:14
91:12 110:21	115:7 117:2	138:13	<b>Bowie</b> 113:25
111:17 116:8	117:2,20	139:13 141:5	114:1,11,13
141:12,17	118:5 120:12	144:22	114:14
147:6 149:20	120:13	146:19,20	<b>BPA</b> 51:24
156:23 159:2	123:10,12	147:18 150:7	59:19
<b>block</b> 127:2	124:11	151:1 152:17	<b>Braslow</b> 14:12
<b>blowing</b> 124:16	127:20 128:6	154:2,6	14:13 16:22
<b>board</b> 1:5 4:14	130:24 131:2	158:10	18:12
4:25 5:10,17	131:13 132:4	<b>bonded</b> 104:13	<b>bridge</b> 86:13
5:23,24 6:3	133:1,4	<b>bonds</b> 19:6,10	87:1 157:1
6:6,10,12,22	136:25 139:7	19:22,25	<b>Bridgewater</b>
7:16 8:13,24	139:9,20	20:13,14,18	144:14
9:2 10:21,25	140:1 141:14	21:3 63:17	<b>briefly</b> 21:21
11:3,6 12:9	142:6 152:19	63:18,20,24	37:5 78:4
12:20 13:20	153:3 155:16	64:3,7,8,9	92:6
13:24 14:2	158:14	64:11,14	<b>Bright</b> 121:14
17:19 18:21	<b>board's</b> 13:16	65:5,16,17	121:15,16
22:8 24:10	102:24 133:7	65:18 66:5,8	129:18,20
25:19 26:7	150:23	81:3,13,17	<b>bringing</b> 5:15
34:23 35:2	<b>Boards</b> 4:22	86:6,16	<b>brings</b> 56:17
36:4,16 37:1	<b>bodies</b> 132:1	87:12 104:4	68:6
37:4,17	<b>body</b> 60:4,9	104:10 151:2	<b>Broad</b> 1:11
39:11,14	113:6 131:15	151:6 152:13	156:7 157:20
40:15 41:21	135:1,2	153:14,16	157:23
42:4 43:24	<b>boils</b> 42:9	154:12,16	<b>broke</b> 122:20

<b>broken</b> 151:3	76:10 81:12	133:14	<b>caregiver</b>
<b>brought</b> 5:9	82:15,20	<b>Cannon</b> 133:20	92:24
49:4 129:17	84:6 157:5	133:21 134:3	<b>Carl</b> 62:18
129:21	<b>buildings</b>	135:7 137:18	65:11 66:3,9
<b>buck</b> 67:14	72:25 74:18	<b>Cantalupo</b>	67:8
<b>bucket</b> 67:12	156:10	70:13	<b>Carmela</b> 70:21
<b>Buckley</b> 23:18	157:14	<b>CAP</b> 37:1 38:13	<b>carrier</b> 53:22
<b>budget</b> 16:5,6	<b>built</b> 57:17	38:20 39:10	57:3
36:16 37:12	<b>bulk</b> 64:14,25	42:4,9 43:25	<b>case</b> 10:18
37:19 39:3	<b>bunch</b> 89:9	44:6,11	20:10 30:2
40:4,6,12	<b>bunged</b> 113:17	47:19 48:24	59:9,9 90:16
43:11 44:14	<b>Burlington</b>	49:13 52:9	<b>cases</b> 59:3
45:19,21	3:15 94:4,6	55:25	90:16
48:4 49:14	<b>business</b> 36:19	<b>capacity</b> 42:18	<b>cash</b> 40:5,10
50:5,25 52:8	45:25 80:16	107:13	40:11,13
53:13,25	89:15 93:1	<b>capital</b> 44:18	47:20 55:16
55:19 56:13	101:17	65:8 73:20	88:15 91:4
56:15 57:18	137:20	73:21 74:20	103:13
67:12 73:9	138:16	75:7,15,17	105:20 129:6
75:1 78:14	<b>businesses</b>	75:20 83:17	<b>cavalier</b>
90:8 108:17	92:17	84:8,9,11,14	126:10
108:19,20,21	<b>busy</b> 38:7	85:19 86:12	<b>ceased</b> 135:9
109:21	<b>buy</b> 27:17	86:16,19,21	<b>census</b> 42:13
113:14,19	89:10	86:23 87:7	42:13 60:7
128:12,19		88:11,22	<b>cent</b> 25:13
129:1 130:11	<b>C</b>	103:18,24,25	26:18
136:9 144:19	<b>C</b> 160:1,1	104:6,11,14	<b>center</b> 42:17
146:4,5,7,8	<b>C17-32</b> 10:18	104:14	86:14 87:1,9
<b>budgetarily</b>	<b>calculated</b>	109:25 110:1	87:13 103:7
54:25	111:13	113:13,16	134:20,20
<b>budgetary</b> 43:9	<b>calculation</b>	114:5,7	<b>certain</b> 39:25
55:20 103:21	22:22 91:12	128:10,12,20	58:24 59:1
<b>budgeted</b> 19:21	113:1	129:2,9	86:12 107:22
106:15,20	<b>calendar</b> 49:25	130:18,18,20	115:11
113:16	50:2,3	144:18	116:23
136:15	<b>call</b> 107:9	145:22	124:18
<b>budgeting</b>	<b>called</b> 92:13	154:18	129:21
19:23 46:6	<b>caller</b> 38:11	<b>Capizzi</b> 70:15	<b>certainly</b>
66:12	<b>calls</b> 119:19	<b>capture</b> 65:19	40:22 45:13
<b>budgets</b> 34:18	148:9,10	67:23	48:25 49:2
35:7 53:6	<b>calming</b> 158:1	<b>care</b> 92:5	52:20 55:25
78:7 103:18	<b>Calvin</b> 150:18	100:8 130:15	56:22 110:5
108:22 109:7	<b>camera</b> 13:25	<b>career</b> 94:16	110:12
128:10,21	<b>candidly</b> 51:1	<b>careful</b> 20:2	117:17
<b>builders</b> 155:3	54:19	<b>carefully</b>	<b>certified</b>
<b>building</b> 75:14	<b>candor</b> 68:13	20:11	36:20 160:3

<b>CERTIFY</b> 160:10	<b>choose</b> 78:18	116:6, 9, 10	13:8, 9 17:23
<b>cetera</b> 20:21	157:25	117:7, 13	18:5, 6 23:2
21:19 65:9	<b>chose</b> 98:4	118:19 119:9	27:22 28:10
65:21 131:17	<b>Chris</b> 36:18, 22	119:10, 12	29:2, 3 32:1
<b>CFO</b> 47:12 48:6	37:5 47:12	120:1, 5, 24	32:2 35:21
49:6, 18 61:3	49:4 52:14	121:3, 6	35:22 40:17
62:17 70:12	55:9 58:12	122:4 123:8	41:12, 13
70:15, 18, 24	59:21 61:12	123:11, 20, 24	46:21, 22
78:10 138:19	62:4 138:23	124:3 125:12	50:22 52:5
<b>chain</b> 89:6	<b>circle</b> 149:2	126:20 129:2	52:19 54:10
<b>chair</b> 5:21, 22	<b>citizens</b>	129:5, 8, 25	54:13, 17
114:18, 18	116:23	130:6 133:8	56:3, 21
<b>chairman</b> 14:9	134:20	150:8, 10, 22	57:20 59:21
18:21 21:16	<b>city</b> 3:8, 11, 17	151:7, 13, 24	60:20 61:12
21:20 32:10	3:20 36:11	152:10, 12	61:24, 25
138:22	36:17, 19, 20	155:15	62:10 69:13
<b>Chairwoman</b> 2:3	36:25 37:3	156:17, 21	69:14 79:17
<b>challenge</b>	37:11, 14	157:22 158:4	79:18 85:2, 3
49:19	38:1, 6, 11	158:9	93:17, 18
<b>challenges</b>	53:21 62:15	<b>city's</b> 65:12	96:13, 14
124:5, 6, 9	62:17, 19, 23	67:12, 17	99:3, 4
<b>challenging</b>	63:4, 16 64:4	103:2, 25	132:23, 24
37:12	64:6 65:3, 7	104:13	137:11, 12
<b>change</b> 17:2	65:18 67:10	150:15 152:7	149:2, 5, 7
21:11 30:25	68:13, 14, 22	153:15	158:23, 25
49:22 52:2	70:9, 9, 10, 18	<b>claim</b> 60:15	159:1, 17, 18
52:17 143:11	73:11, 11, 21	124:18	<b>closer</b> 19:19
<b>changed</b> 49:6	74:7 101:21	<b>clarification</b>	<b>Co-op</b> 20:6, 6, 8
50:5 53:25	102:5, 9, 18	84:4	<b>code</b> 152:12
<b>changes</b> 50:9	102:19, 21	<b>clarificat...</b>	<b>COLA</b> 48:14
144:1	103:10, 12, 15	131:8	<b>Cole</b> 150:7
<b>chapter</b> 8:17	103:20	<b>clarify</b> 83:3	<b>colleague</b>
<b>charge</b> 130:1	104:12, 16, 22	131:10	100:5
<b>charged</b> 130:2	104:24 105:1	136:24	<b>colleagues</b>
<b>charges</b> 130:14	105:4, 9, 18	<b>clean</b> 65:3	6:12 100:13
<b>chassis</b> 94:14	105:22, 23	<b>clear</b> 5:7	100:25
<b>chat</b> 52:1	106:1, 7, 17	54:22 83:13	<b>collection</b>
<b>check</b> 45:12	107:7, 19	90:24 116:13	103:4 105:5
<b>Cherry</b> 70:23	108:12, 14, 16	123:19	123:2 124:5
<b>Cheryl</b> 14:10	108:18	131:23 132:3	125:3
<b>chief</b> 11:10, 14	109:18, 19	<b>clearly</b> 121:19	<b>collector's</b>
23:22 42:2	111:7, 11, 13	<b>Clemmons</b> 36:19	143:17
48:15 55:6	112:8, 13, 18	<b>Close</b> 2:5 6:20	<b>collects</b>
100:13	112:22	8:11 9:15, 16	143:18
133:24 134:3	114:25	10:10, 11	<b>combination</b>
135:7 150:13	115:14, 21	11:25 12:1	67:24



<b>combined</b> 91:11	47:13 49:8	97:17	100:9
<b>come</b> 46:3	52:13 121:16	<b>competitively</b>	<b>conclude</b>
48:22 49:6	129:17,20	15:15	157:22
54:14 55:9	<b>commissioners</b>	<b>complaining</b>	<b>Concluded</b>
55:24 66:25	34:13,22,22	88:13	159:21
78:4 89:7	48:6,19	<b>complaint</b> 6:8	<b>concludes</b>
117:22	50:13 52:13	<b>complaints</b>	13:15 108:24
118:24	54:3 55:11	119:23	117:4 159:8
130:23	66:10,21	<b>complete</b> 100:9	<b>conclusion</b>
156:18,19,25	90:10 111:24	<b>completed</b>	11:8
<b>comes</b> 13:23	114:25 115:9	82:17 90:10	<b>conclusions</b>
31:10 89:3	115:24	148:2 153:19	11:7
107:18 120:8	116:18 117:4	<b>completion</b>	<b>concur</b> 132:15
<b>coming</b> 25:11	117:11,17,21	152:14	<b>concurrently</b>
30:7,9 33:18	117:25 118:2	<b>compliant</b> 95:6	65:17
39:11 93:3	120:19 136:4	97:25	<b>condition</b>
94:13 111:1	<b>commitment</b>	<b>component</b>	132:10
111:2 134:10	126:20	157:8	<b>conditions</b>
<b>Commencing</b>	<b>committee</b>	<b>composes</b> 24:18	64:19 67:25
1:14	139:12 142:7	<b>compounded</b>	<b>condolences</b>
<b>commend</b> 68:14	150:1	42:14	100:3,24
<b>comment</b> 5:15	<b>communication</b>	<b>compounding</b>	<b>conduct</b> 5:8
8:5 16:22	61:1,8 124:2	57:6	11:17
22:11,24	<b>communities</b>	<b>comprehensive</b>	<b>confidences</b>
40:9 51:11	158:6	65:4	100:12
106:22	<b>community</b> 1:2	<b>comprises</b>	<b>confirm</b> 109:14
109:17 110:4	1:10 4:16	76:13	<b>conflict</b>
132:25	95:10 98:5	<b>computer</b>	127:17
133:14	104:11	143:22	<b>conflicts</b> 5:9
<b>commented</b>	134:20	<b>computerize</b>	<b>conforming</b>
144:6	<b>companies</b>	39:25	21:5
<b>comments</b> 28:17	97:11 127:16	<b>concentrating</b>	<b>congratulate</b>
31:15 35:10	<b>company</b> 30:11	134:16	126:13
38:14 41:2	33:11	<b>concern</b> 4:17	<b>connection</b>
61:15 69:1	<b>comparative</b>	40:18 115:24	14:21 70:4
79:6 113:10	28:13	116:7 121:23	76:16 80:19
117:5,8	<b>compared</b> 42:13	<b>concerned</b> 35:5	81:11,25
128:7,11	82:11	54:25 62:5	82:24,25
131:8 132:15	<b>comparison</b>	<b>concerning</b> 5:8	85:15,21
133:2 137:1	60:13	40:22	87:19,20
145:3 146:4	<b>compensate</b>	<b>concerns</b> 62:1	88:7 122:13
148:15	30:8	62:11 100:10	138:14 139:9
158:15	<b>competition</b>	114:23 115:2	139:11,23
<b>Commission</b>	89:13	117:3 120:2	140:3,8,13
160:24	<b>competitive</b>	126:15	141:7,15
<b>commissioner</b>	20:25 94:25	<b>concise</b> 5:15	143:19

147:15,23	<b>consummated</b>	<b>Cooperative</b>	82:18,19
<b>consensus</b>	129:12	15:2 94:22	131:16
110:11	<b>contact</b> 52:10	97:15	136:21
<b>consent</b> 115:1	<b>contain</b> 45:3	<b>coordinating</b>	152:18 154:3
146:23	<b>contingencies</b>	145:8 146:19	154:4
<b>conservative</b>	44:23	147:1	<b>council</b> 15:2
91:23,25	<b>contingency</b>	<b>coordination</b>	20:6,8 53:5
110:13	89:5	145:17	54:18 78:16
<b>consider</b>	<b>contingent</b>	<b>copied</b> 114:20	94:22 111:14
109:20	130:21	<b>corner</b> 100:19	123:8,11,24
125:16 130:9	<b>continue</b> 33:2	<b>corporate</b>	160:11,14
<b>consideration</b>	38:9 43:25	110:4	<b>counsel</b> 14:12
120:12	116:20	<b>corporation</b>	18:18 62:23
127:25	129:25 143:1	101:21	70:3,13,15
<b>considered</b>	<b>continued</b> 6:15	109:19 130:5	70:17,19,23
117:1 139:25	92:22 124:25	<b>correct</b> 11:2	80:4,7,12,15
<b>consist</b> 72:16	130:22	16:23 22:19	85:14,23
74:8 75:6	<b>contract</b> 28:7	33:24,25	100:13
<b>consistent</b> 5:7	58:16,19	49:9 50:18	101:21
40:11 130:1	130:18 131:1	58:11 78:19	102:18
130:14	143:9	100:9 111:7	107:23
<b>consisting</b>	<b>contracts</b> 58:9	114:2 119:8	109:19 110:4
73:12	58:15 130:18	119:9 136:22	114:16
<b>consolidation</b>	130:20 143:1	153:20	117:11,19
105:16 108:3	143:6 144:12	<b>correcting</b>	127:16 130:5
108:6	144:21	124:10	137:25
<b>constituen...</b>	<b>contribute</b>	<b>correctly</b>	138:13 141:5
45:3	5:14	98:11	146:20
<b>constituents</b>	<b>contribution</b>	<b>corridor</b>	147:19 150:8
44:1 45:8	152:5,8	157:21	150:18
46:7	<b>contributions</b>	<b>cost</b> 14:24	<b>counties</b> 4:21
<b>constitutes</b>	5:19 151:25	19:7,11,19	<b>country</b> 28:9
111:22	152:12	19:23,24	<b>counts</b> 45:12
<b>constructed</b>	<b>Control</b> 76:17	20:9,11,14	<b>county</b> 3:12,13
151:10	<b>conversation</b>	20:20 26:5	3:14 5:21
<b>construction</b>	83:8	26:10 28:3,5	6:6 32:19
75:16,22	<b>conversations</b>	28:14 29:25	69:23 70:3,5
152:3	68:4,6 109:6	48:25 65:20	70:24 71:15
<b>consultant</b>	140:24 141:4	94:18 95:24	71:17,21,24
36:17 101:23	<b>conversion</b>	97:11 118:15	71:25 72:3,7
<b>Consultants</b>	51:18 53:2	122:10,25	76:18 77:7
15:17	56:6,25	124:15	80:2,8,10,12
<b>consulting</b>	<b>Convincing</b>	<b>costly</b> 45:3	81:2,12,18
145:6	52:16	<b>costs</b> 43:8	83:1 85:10
<b>consummate</b>	<b>cooperation</b>	44:10,14	85:14,17
100:6	134:11 147:7	65:22 82:6	86:5 87:9,15

87:16,16,22	113:25	<b>D</b> 3:1	<b>decades</b> 120:6
88:2,2 91:10	114:14	<b>Dabney</b> 102:6,6	<b>December</b>
92:25 124:6	<b>curiosity</b> 17:4	102:8 118:12	108:23
<b>county's</b> 77:16	<b>curious</b> 77:5	119:6,9	<b>decide</b> 129:3
<b>couple</b> 9:1	127:13	120:4	<b>decided</b> 29:23
26:13 34:10	<b>current</b> 17:16	<b>daily</b> 118:19	120:13 135:1
37:18 63:3	21:11 27:12	<b>Darren</b> 133:24	<b>decision</b> 10:20
65:1 67:8,22	47:25 51:21	<b>data</b> 60:7	11:1 60:10
89:11 136:4	60:7 64:18	<b>date</b> 1:13	<b>decisions</b>
152:11	77:14,21	71:14 90:9	127:14
<b>course</b> 21:8	82:11 89:12	160:8	<b>deck</b> 75:16,23
39:1 43:2	104:9 105:13	<b>Dated</b> 160:25	<b>DeCotiis</b> 150:6
44:16 101:12	113:13	<b>dates</b> 146:12	<b>decrease</b> 17:4
131:7	115:20	<b>Dave</b> 101:20	17:8 39:16
<b>Court</b> 1:21	128:11 135:8	146:17	39:17
160:3	145:10	<b>David</b> 141:4	<b>decreases</b>
<b>courting</b>	<b>currently</b>	<b>day</b> 61:2 99:13	38:21,25
149:18	17:13 39:22	133:20 159:9	<b>decreasing</b>
<b>cover</b> 48:4	58:15 63:24	<b>days</b> 12:21	38:19
131:16	67:25 72:18	<b>DCIA</b> 91:10	<b>deemed</b> 155:4
<b>coverage</b>	73:5,14,24	<b>deal</b> 39:23	<b>deep</b> 68:15
142:17,19	74:10,23	44:6 51:15	<b>deeper</b> 147:6
<b>covered</b> 29:21	75:9 76:1	<b>dealing</b> 59:9	<b>deepest</b> 100:24
60:18,18	81:7 82:17	59:18 132:4	<b>default</b> 72:2
76:25 154:24	87:18 100:20	<b>dearly</b> 7:17	<b>defaulted</b> 72:6
<b>covering</b> 90:23	104:20	101:3	<b>defaulting</b>
<b>COVID</b> 45:5	105:10,25	<b>debt</b> 15:23	72:9
119:15	106:14,19,23	16:25 21:6	<b>defender</b> 5:1
<b>create</b> 82:5	111:10	21:13 27:3	<b>defer</b> 155:6
108:20 152:2	112:11	30:3,5,6,7,9	<b>definitely</b>
157:14,15	122:12,18	30:19 31:3	16:13 38:18
158:1	126:4 133:23	43:16 64:12	44:5 76:25
<b>created</b> 105:16	142:19 143:2	65:3,25	79:3 83:9
115:14,23	151:24	66:23 67:17	101:2 120:2
142:8	157:16	68:16,24	158:9
<b>creating</b> 65:23	<b>custom</b> 94:14	87:14 89:15	<b>degrees</b> 158:5
156:10	<b>Customarily</b>	89:21 90:23	<b>DeJoseph</b> 70:16
<b>creation</b> 152:1	71:22	91:16,23	78:8,9
<b>credit</b> 71:23	<b>customers</b>	104:2,13	<b>delay</b> 51:19
<b>creditor</b> 141:7	105:13	136:20	<b>deliberative</b>
<b>creditors</b>	<b>cut</b> 83:3	139:15	65:12
115:5 121:2	<b>cuts</b> 107:14	140:10,11,14	<b>delivery</b> 16:8
140:4,11	<b>cutting</b> 113:2	140:15,16,20	95:25
141:9	<b>cyber</b> 44:25	146:19	<b>delve</b> 147:5
<b>crisis</b> 51:17		147:18	<b>DeMarco</b> 47:13
<b>crystal</b> 90:24		<b>debts</b> 131:17	49:7 52:14
	<b>D</b>		

55:11	5:8	22:25 23:19	69:11,12
<b>demolished</b>	<b>determine</b>	26:17 27:12	79:10,15,16
157:13	134:17	34:19,24	84:20,25
<b>demonstrated</b>	<b>determined</b>	35:1 36:4,7	85:1 93:10
126:19	24:24 33:8	36:15 37:17	93:15,16
<b>DeNave</b> 138:19	<b>developed</b>	41:5,20 63:2	96:6,11,12
138:22	52:23 62:2	63:5 69:25	97:3 99:2,19
<b>DEP</b> 146:20	<b>developer</b>	70:22,24	99:20 132:17
147:7,22	150:10,16	78:9 79:4,8	132:21,22
148:10,12	151:8 152:4	79:24 80:4	137:9,10
149:14	153:11 154:9	80:24 84:3	149:1 159:4
<b>department</b> 1:2	155:7 156:2	85:17 90:18	<b>disagree</b> 41:1
1:10 4:16	<b>developers</b>	93:24 99:16	<b>disclosure</b>
11:13 34:7	134:10,14	99:20 101:1	12:6,18
35:5 37:10	<b>development</b>	101:24 102:5	20:21
38:7 44:20	60:22 63:23	102:9 105:8	<b>discovered</b>
45:1,1,15	116:9 122:14	109:2 110:16	52:9
63:22 107:13	122:20	113:12	<b>discretion</b>
112:5,9,14	134:12	115:20 117:9	71:6
112:20	151:20 152:2	118:13 120:5	<b>discuss</b> 77:3
139:17	154:3,14	126:6 128:9	102:11
147:22	155:15 156:1	129:16 131:6	116:22
<b>depending</b>	<b>developments</b>	132:14	152:24
21:12 48:23	46:3	135:18 138:8	<b>discussed</b>
<b>deplete</b> 88:22	<b>develops</b> 51:2	138:25 139:6	90:22 92:2
<b>deposit</b> 104:8	<b>devices</b> 158:2	142:5,20	109:5,9
109:24	<b>diesel</b> 43:5	146:16 148:9	125:6 157:9
<b>deposited</b>	<b>Dieter</b> 36:16	149:8,15,23	<b>discussion</b>
87:14	101:22 106:9	150:12	116:3
<b>deputy</b> 150:11	<b>different</b> 39:5	155:14,16	<b>discussions</b>
<b>derived</b> 95:17	67:9 147:8	156:13	141:2
<b>describe</b> 81:24	155:2 156:16	<b>director's</b>	<b>dispense</b> 4:3
82:10 88:5	<b>differently</b>	112:2 132:25	9:1
142:3 151:5	59:8	<b>directors</b> 7:16	<b>disposal</b> 43:7
<b>described</b>	<b>diligence</b> 52:7	<b>DiRocco</b> 2:7	<b>dissolution</b>
51:16 86:17	<b>direct</b> 21:2	9:8,13,14	103:10 104:7
<b>deserve</b> 116:21	130:5	10:8,9 11:23	104:15,17
<b>design</b> 136:17	<b>direction</b>	11:24 13:6,7	107:1 115:1
<b>designed</b> 40:13	123:20	18:3,4 23:7	118:21 121:9
<b>desirous</b> 64:6	<b>directly</b> 20:7	23:8 28:25	121:19
<b>details</b> 155:7	20:18 63:21	29:1 31:24	123:15,16
155:12	105:21 145:7	31:25 35:19	125:10
<b>determination</b>	<b>director</b> 8:7	35:20 41:6	128:19
10:21 106:4	8:11 10:24	41:10,11	129:11,22,25
153:15	12:23 14:5,8	46:19,20	130:9 139:9
<b>determinat...</b>	18:17 22:10	61:22,23	139:11,14

140:1,9	60:17	145:12	150:12
145:13 147:2	<b>document</b> 4:12	<b>downs</b> 76:4	155:14
149:19	65:21 147:14	<b>downtown</b> 156:7	<b>economical</b>
<b>dissolutions</b>	<b>documents</b>	<b>DPW</b> 118:11	24:25
131:13 132:6	20:21	<b>draft</b> 52:7	<b>economically</b>
<b>dissolve</b> 106:2	<b>doing</b> 20:19,19	148:6	140:19,21
116:5 118:10	24:24 39:5	<b>dragged</b> 89:16	<b>economies</b>
120:25	53:6 64:12	<b>dragging</b> 91:24	65:23
<b>dissolved</b>	65:22 66:2	<b>Draikiwicz</b>	<b>Ed</b> 59:14
124:12	68:14 88:18	80:3,4,24	<b>Education</b> 4:23
<b>dissolving</b>	92:8,21,21	81:2 82:9,22	76:12 81:6
102:22	113:23 119:2	85:12,14	<b>Edward</b> 23:17
<b>district</b> 3:3,4	155:3	86:4 90:13	<b>effect</b> 143:10
3:5,6,7,15	<b>dollar</b> 25:14	93:24 137:25	<b>effective</b>
3:16 14:4,10	27:25 28:11	138:2,13,24	20:12 56:12
14:21 15:5,9	28:12 37:22	139:5 144:23	<b>effectively</b>
15:15,21	37:23,24	146:2,15	16:4
16:1 18:15	39:16 56:24	147:11	<b>effects</b> 116:17
18:18,20	72:17,19	149:13	<b>efficiencies</b>
19:3,12,14	73:25 74:9	<b>draining</b> 44:21	65:19 67:24
19:18,20	74:11,13,21	<b>drastically</b>	105:15
20:2,3,11,16	90:1 108:4	27:14	<b>efficient</b> 4:18
21:3,7,10	114:6 124:21	<b>drive</b> 65:22	<b>efficiently</b>
22:18 23:16	144:22 151:4	<b>driving</b> 60:10	115:15
23:18,22	152:14	67:18	<b>effort</b> 45:2
24:17,17,23	153:18	<b>drop</b> 67:12	53:8 146:18
25:3 29:9,11	<b>dollars</b> 19:20	<b>dually</b> 117:15	149:18,24
29:19 32:9	20:9 26:18	<b>due</b> 15:25	<b>efforts</b> 147:1
59:13 82:7	26:24 37:3,8	27:12 52:6	<b>Egg</b> 3:3 14:3
82:14 94:4,7	37:8,20	104:2	14:20
94:8,17	66:19,19,22	<b>duties</b> 105:11	<b>eight</b> 55:7
96:22,25	66:23 71:16	107:6	108:11
97:1	71:18 82:24	<b>dwindled</b> 31:14	<b>Eismeier</b>
<b>district's</b>	86:16 87:7,8		150:14 154:7
21:18 34:16	87:21,24	<b>E</b>	154:11,11,22
<b>districts</b> 4:22	88:3,11 89:4	<b>E</b> 2:10,10 3:1	155:6
25:21,24	91:8,20	160:1,1	<b>either</b> 22:1
27:16	103:16,19,22	<b>E</b> 1 25:1	44:3 52:4
<b>dive</b> 68:15	107:16	<b>earlier</b> 34:4	69:2 72:12
<b>divide</b> 109:11	109:10,24	102:17	72:13 127:7
<b>divided</b> 22:22	122:12,17	142:21	129:5
<b>division</b> 4:14	128:14 151:3	<b>early</b> 52:8	<b>elaborate</b>
52:10 78:6	152:7,9	<b>easiest</b> 52:17	111:17
146:6	153:23	<b>eat</b> 156:19	<b>elected</b> 132:2
<b>DOBI</b> 60:2	<b>Donna</b> 70:12	<b>echo</b> 132:25	<b>election</b> 15:6
<b>doctors</b> 59:7	<b>doubt</b> 100:22	<b>economic</b>	19:12 34:23

50:7	<b>Enforcer</b> 97:9	48:3 68:24	63:11 67:4
<b>element</b> 128:20	<b>engine</b> 95:22	124:16 125:1	101:15
140:9 147:20	98:9	<b>essentially</b>	119:15 156:4
<b>eligible</b> 39:22	<b>engineer</b>	42:9 43:23	156:21
39:23	138:20,21,23	65:3 89:2	<b>everybody's</b>
<b>eliminated</b>	143:4 145:3	91:13 130:16	133:14
106:25 107:2	145:6,8	135:9 136:7	<b>exactly</b> 68:10
107:5,11	<b>engineering</b>	136:13	<b>examination</b>
112:1,2,4,7	147:21	<b>establish</b>	116:24
<b>elimination</b>	<b>English</b> 147:19	92:17	<b>example</b> 8:13
105:17	<b>enhanced</b>	<b>established</b>	<b>examples</b> 127:3
<b>embarking</b>	105:24	88:17 92:20	<b>exceed</b> 14:23
67:19	<b>enjoy</b> 156:18	<b>establishing</b>	19:5 63:16
<b>embedded</b> 49:10	<b>enjoyed</b> 7:4	91:1 139:16	81:4 86:7
<b>emergencies</b>	<b>enrollment</b>	<b>establishment</b>	94:19,20
47:23 54:4	56:10	139:18	97:12,13
<b>emergency</b>	<b>ensure</b> 25:25	<b>estimated</b> 91:6	151:3
47:21 48:10	68:22 131:19	<b>et</b> 20:21 21:19	<b>exception</b> 13:3
50:14 51:12	155:21	65:9,21	133:2
51:13 55:2	158:11	131:17	<b>exceptions</b>
61:4,4 73:25	<b>entered</b> 143:14	<b>ethical</b> 5:8	11:1
74:21 83:18	<b>entire</b> 72:4	<b>ethics</b> 5:11	<b>excess</b> 71:15
89:2	108:5 156:20	6:8 12:5,20	<b>executed</b>
<b>employee</b> 29:14	<b>entirely</b> 110:6	13:16	142:11
60:17 92:22	<b>entities</b> 4:20	<b>ETIER</b> 160:3	147:17 153:9
126:7 135:19	147:8 148:11	<b>evaluate</b> 77:11	<b>executive</b> 2:12
135:22	149:19,22	77:19 129:2	70:22,24
142:20	<b>Environmental</b>	143:12	101:24 112:2
160:11,13	103:6	<b>evaluated</b>	126:4,5,6
<b>employees</b>	<b>envisioned</b>	144:20	135:18
58:25 59:2,5	107:15	<b>evaluating</b>	142:20
118:23 122:9	130:10	53:6	<b>exempt</b> 30:14
126:9 127:11	<b>equal</b> 67:9	<b>evaluation</b>	74:9
135:16 136:3	131:20	129:10	<b>exhibited</b> 4:17
136:11,20	<b>equally</b> 76:11	<b>evaluations</b>	<b>existence</b>
141:19	109:11	77:24	71:13 130:22
142:23 143:8	152:16	<b>evening</b> 78:11	<b>existing</b> 16:1
<b>employment</b>	<b>equates</b> 64:20	<b>Everett</b> 102:17	27:3 30:19
142:18,21	<b>equipment</b> 16:9	106:13 111:8	87:19 105:2
<b>enacted</b> 108:12	72:24 73:1	122:14	<b>expand</b> 156:2
<b>endeavors</b> 6:16	73:20 89:9	<b>Everett's</b>	<b>expanded</b> 46:4
<b>ended</b> 134:15	89:11 94:15	128:11	92:23
<b>ends</b> 39:7	94:19 97:12	<b>everybody</b> 7:3	<b>expect</b> 21:2
<b>enforce</b> 12:9	<b>equivalent</b>	7:10,17 8:19	33:22 57:18
<b>enforcement</b>	58:9 71:23	25:25 34:11	78:7 105:6
12:5	<b>especially</b>	58:2,17	<b>expectation</b>

65:17	<b>extent</b> 72:2, 9 134:23	<b>FDS's</b> 34:14	55:11 67:20
<b>expected</b> 104:24	<b>extra</b> 122:3 149:20	<b>Fearon</b> 80:11	75:2, 13, 20
<b>expecting</b> 16:8 16:20 56:13	<b>extraordinary</b> 90:15	<b>feasible</b> 153:6	76:9 85:17
<b>expects</b> 72:15 73:12 74:7	<hr/> <b>F</b> <hr/>	<b>February</b> 15:6 34:23 35:7	86:8, 12, 16
75:5, 25		<b>federal</b> 27:15 124:6	87:4 94:14
<b>expenditures</b> 116:24	<b>F</b> 160:1	<b>federally</b> 154:17	97:9 101:8
<b>expenses</b> 107:18 113:3	<b>faced</b> 26:3 37:11 54:24	<b>feel</b> 88:20 108:5 116:18	102:5, 24
<b>expensive</b> 44:23	<b>facilities</b> 73:1 134:16 136:18	127:5, 14	108:17
<b>experience</b> 51:2 119:1, 7 120:6	<b>facility</b> 134:19	<b>feels</b> 107:20	109:23 110:7
<b>experienced</b> 42:23	<b>facing</b> 25:21 26:10	<b>fees</b> 107:21, 22 108:1, 3	112:5, 9
<b>experiences</b> 100:14	<b>fact</b> 11:6 27:13 28:1	116:10	117:20
<b>experiencing</b> 51:17	38:18 42:12	122:13 130:1	123:10, 12
<b>experiment</b> 116:15, 15 127:7	67:19 127:18	143:18, 19	124:11
<b>expert</b> 60:16	<b>factor</b> 60:10 95:7 111:16	<b>feet</b> 76:10 156:16	127:19
<b>expertise</b> 4:19 5:25	<b>failed</b> 116:15 116:15 127:7	<b>fenced</b> 157:16	130:24 131:2
<b>expired</b> 58:15 136:5	<b>fair</b> 27:20 45:23	<b>field</b> 100:16	131:13 132:4
<b>Expires</b> 160:24	<b>faith</b> 120:7	<b>fight</b> 53:20, 21	139:8, 20
<b>explain</b> 50:24 134:4 147:6	<b>falling</b> 31:3	<b>fighting</b> 53:21	144:3
<b>explained</b> 82:4	<b>fallow</b> 151:12	<b>file</b> 87:23	<b>financed</b> 88:7
<b>explanation</b> 133:14 147:4	<b>fantastic</b> 43:16	<b>filed</b> 12:17 34:14, 24, 25	<b>finances</b> 68:15 92:1 131:15
<b>exploded</b> 93:1	<b>far</b> 28:14 35:4 52:22 55:10	35:4 146:12	<b>financial</b> 6:8 12:6, 17
<b>explored</b> 77:6	56:7 60:13	<b>filings</b> 12:6 12:10, 12	18:20 20:22
<b>exposure</b> 44:24 66:13	83:11 125:13	<b>fill</b> 43:7 100:22	36:20 42:2
<b>express</b> 100:2	127:2 136:20	<b>final</b> 11:1 17:1 64:13	48:16 51:20
<b>extend</b> 6:13 100:24	<b>farther</b> 52:24	66:5 67:14	54:24 55:6
<b>extended</b> 143:10	<b>fashion</b> 118:6	104:4 148:6	59:24 68:23
	<b>favor</b> 6:21 15:7 19:15	150:3 159:9	70:25 77:25
	115:1 125:19	<b>finally</b> 55:8 104:23	78:21 80:9
	<b>favorable</b> 68:1	<b>finance</b> 1:5 4:14, 25 5:10	80:17 85:18
	<b>favorite</b> 16:12	5:17, 23, 24	85:20 92:3, 7
	<b>FDS</b> 34:12	6:3, 6, 9, 12	101:22
		7:25 19:7, 10	129:24 131:5
		30:1 47:13	150:14, 14, 15
		49:8 53:1, 18	154:8, 12
			<b>financially</b> 90:16 110:13 160:14
			<b>financing</b> 14:22 15:4 15:16, 24 20:12 82:24 94:20, 24 97:13, 16 98:2 130:21

<b>find</b> 12:13 28:2 42:21 44:16 65:6 68:15	30:17 33:14 38:5 49:23 50:2,4 52:7 61:4 92:18 97:18 128:24 139:14 140:2 140:8 157:5 157:10	138:3,5 <b>follow</b> 50:22 114:10 128:9 <b>following</b> 72:17 73:13 111:22 <b>foot</b> 94:15 95:21 <b>force</b> 67:18 152:9 <b>forced</b> 55:25 <b>foregoing</b> 106:1 160:5 <b>form</b> 34:24,25 <b>formally</b> 6:3 <b>formed</b> 134:8 <b>former</b> 48:6,15 49:18 76:10 157:12 <b>forth</b> 63:9 160:9 <b>forward</b> 38:23 44:11 60:24 71:9 89:18 89:20 115:8 117:3,22 121:8 143:13 <b>forwarded</b> 95:2 <b>found</b> 20:13 55:8 95:12 <b>four</b> 19:15 43:23 95:4 97:22,23 112:11,16,17 139:13 149:9 149:10 159:3 <b>fourth</b> 139:18 <b>Fox</b> 11:8 <b>frame</b> 38:3 148:7 <b>Franklin</b> 3:5,6 3:7 23:15 24:16,17,19 29:9,11,18 32:9,16,18 <b>free</b> 1:24	11:15 <b>freeing</b> 66:17 <b>frequently</b> 132:7 155:1 <b>Friday</b> 35:3 <b>friend</b> 101:9 <b>front</b> 85:24 <b>fruition</b> 54:7 <b>fuel</b> 43:2,4 <b>full</b> 20:19,25 120:7 <b>full-time</b> 119:22 135:16 136:2 <b>fully</b> 108:12 <b>functions</b> 39:25 103:11 104:20 105:17 135:8 142:4 <b>fund</b> 30:18 47:21,24 82:6 87:14 91:17 95:18 129:3,6,9 139:19 146:5 152:8 <b>funded</b> 66:15 <b>funding</b> 24:25 131:3 <b>funds</b> 25:11 30:4 33:15 84:5 86:25 102:25 104:8 154:13,21 <b>fungible</b> 155:1 <b>further</b> 6:11 38:14 43:11 51:19 77:3 117:23 152:20 154:10 160:10 <b>future</b> 5:17 7:8 8:8 39:9 65:8 66:17
<b>finding</b> 66:1 126:20	<b>findings</b> 11:6 19:4 28:18 31:17 35:12 76:16 82:23 82:25 84:18 88:1,2 98:20	<b>fiscal</b> 5:2 43:9,15 49:25 65:5 76:17	<b>fits</b> 21:18 66:16
<b>fine</b> 10:22 11:17 12:14	<b>Fitzpatrick</b> 150:7	<b>five</b> 38:5 44:20 64:11 64:15,16 74:4 95:1,3 95:11 97:20 101:7 106:23 106:24 107:10 112:6 112:20 125:17 137:16	<b>fix</b> 55:14 <b>fixed</b> 121:24 124:24 <b>fixes</b> 49:4 <b>flag</b> 34:15 <b>flat</b> 43:23 <b>flavor</b> 141:17 <b>floor</b> 14:16 94:11 97:7 114:12 128:8 134:2 <b>flow</b> 105:20 <b>flows</b> 91:5 <b>flush</b> 88:15 <b>flushed</b> 121:19 122:7 <b>folics</b> 85:13 <b>folks</b> 80:18 85:25 138:2
<b>fire</b> 3:3,4,5,6 3:7,15,16 4:22 14:4,9 14:20,22 15:4,5,9,9 15:10,14,21 16:1 18:14 18:18,20 19:3,14,20 20:3,10,16 21:3,7,18 23:16,18,22 24:16,16,17 25:21,24 27:13 29:9 29:11,19,24 31:13 32:9 34:16 37:10 38:7 39:7,19 40:2 94:4,7 94:8 96:21 96:24 97:1 97:10	<b>firefighters</b> 38:3 94:16	<b>fires</b> 38:6 <b>firm</b> 70:1 100:3 102:19 150:6 <b>first</b> 14:2 15:25 25:10 27:6 30:2,4	



68:17, 23, 24 103:18	<b>giving</b> 58:22 138:10	116:10 118:13, 22 119:2 121:20 122:4, 6, 10 122:14, 21, 24 123:5, 21 124:15, 15, 20 125:13 128:1 128:3 129:6 131:19, 25 132:9 143:13 144:1 145:15 145:20 152:25 155:10 156:6 156:11, 12, 14 156:15, 20	4:15, 18, 20 5:4, 10, 25 12:15 52:16 116:17
<b>G</b>	<b>Gloucester</b> 32:19	<b>Goldman</b> 102:19	<b>governmental</b> 6:7
<b>Galveston</b> 15:2 20:5, 8 25:1 94:22	<b>go</b> 15:21 17:14 21:3 52:2 54:18 55:7 57:18, 22 58:10 71:3 84:10 90:6 92:13 114:9 126:24, 24 140:21 143:12 146:24 153:2 153:5	<b>good</b> 5:13, 15 8:8 14:5, 7 14:18 18:13 18:16 21:22 23:14 36:15 43:14, 15 44:22 45:6 47:8, 9, 16 50:4 52:3 57:25 59:11 62:16 63:9 69:25 78:8 82:3 89:13 90:13 91:5 93:2 94:5 99:24 101:9 110:12 121:15 126:1 133:20 138:4 155:5, 13	<b>grants</b> 27:15 108:15
<b>game</b> 16:14	<b>goal</b> 66:20 67:17 134:9	<b>goods</b> 42:25	<b>grateful</b> 83:9
<b>garbage</b> 124:5 125:3	<b>goals</b> 148:13	<b>gorgeous</b> 156:11	<b>great</b> 9:23 25:16 35:9 39:23 44:6 47:3 88:18 88:18 98:17 100:8 101:3 101:8, 9 109:17 120:2 126:3, 13 141:7 155:18
<b>gas</b> 43:4	<b>goes</b> 52:21 66:7 149:19	<b>gotten</b> 15:13	<b>greatly</b> 5:24 100:4
<b>general</b> 14:12 19:6 63:17 63:19 75:6 75:17 80:7 82:6 103:21 103:25 145:6 152:18 154:13	<b>going</b> 4:6, 7, 10 8:25 10:17 12:9, 12 13:17 16:5 16:15 20:21 21:23 23:23 29:14, 16 40:6 44:10 48:7 49:20 50:17 53:20 54:18, 20 56:4, 8, 9, 10 57:15, 16 58:10, 18, 20 59:2 61:25 62:12 79:1 84:13 88:6 89:1, 18, 20 90:3, 4 91:7 98:14 100:22 101:3, 10 102:2, 11 106:9 109:12 109:13 110:25 111:2	<b>governing</b> 60:4 60:9 132:1 134:25 135:2	<b>gratefully</b> 83:9
<b>generally</b> 100:18	<b>generates</b> 91:14	<b>government</b>	<b>grateful</b> 83:9
<b>generate</b> 105:19	<b>generic</b> 84:12		<b>great</b> 9:23 25:16 35:9 39:23 44:6 47:3 88:18 88:18 98:17 100:8 101:3 101:8, 9 109:17 120:2 126:3, 13 141:7 155:18
<b>generates</b> 91:14	<b>gentlemen</b> 44:3		<b>green</b> 151:19 155:20, 24 157:5, 6 158:7
<b>generic</b> 84:12	<b>getting</b> 50:16 67:16		<b>Gregory</b> 133:21
<b>gentlemen</b> 44:3	<b>Giblin</b> 150:7		<b>Groon</b> 62:18, 18 66:9, 9
<b>getting</b> 50:16 67:16	<b>give</b> 25:22 67:10 92:18 117:6 128:7 136:18 138:5 138:6, 7 141:17 143:11 146:22 149:9		<b>gross</b> 151:8
<b>Giblin</b> 150:7	<b>given</b> 12:8 27:16 51:10 51:15, 19 53:5 54:19 66:10 116:3		<b>ground</b> 122:20
<b>give</b> 25:22 67:10 92:18 117:6 128:7 136:18 138:5 138:6, 7 141:17 143:11 146:22 149:9	<b>gives</b> 89:20 95:14 126:12 127:17		<b>group</b> 7:25 18:22 42:14
<b>generally</b> 100:18			<b>groups</b> 25:19
<b>generate</b> 105:19			<b>grow</b> 51:5
<b>generates</b> 91:14			<b>growing</b> 42:22 43:12, 13, 13 93:4
<b>generic</b> 84:12			<b>grown</b> 44:17 45:13 126:22
<b>gentlemen</b> 44:3			<b>growth</b> 42:10 42:19, 20 44:8, 14, 15
<b>getting</b> 50:16 67:16			<b>Grumman</b> 34:1
<b>Giblin</b> 150:7			<b>guarantee</b> 71:20 72:4, 5 72:8, 9 81:18
<b>give</b> 25:22 67:10 92:18 117:6 128:7 136:18 138:5 138:6, 7 141:17 143:11 146:22 149:9			
<b>given</b> 12:8 27:16 51:10 51:15, 19 53:5 54:19 66:10 116:3			
<b>gives</b> 89:20 95:14 126:12 127:17			

81:19 83:1	132:7	35:10 41:2	<b>highlights</b>
87:15,18,22	<b>happened</b> 49:20	45:18 46:12	37:19
88:2	<b>happening</b> 7:4	61:15 69:3	<b>HIGHWAY</b> 1:22
<b>guaranteed</b>	<b>happens</b> 158:11	79:7 84:17	<b>hire</b> 38:1
70:5 77:17	<b>happiness</b> 6:15	93:8 96:3	125:2
87:17	8:16	98:19 102:3	<b>hired</b> 127:16
<b>guarantees</b>	<b>happy</b> 7:18	125:21 131:9	<b>hiring</b> 40:21
88:3	26:12 49:15	137:1,19	43:22
<b>guess</b> 44:9	71:3 82:7	139:19	<b>history</b> 57:3
66:21 85:24	87:9,10	148:16	<b>hit</b> 45:6 57:15
92:7 120:19	<b>harassment</b>	155:16 156:5	<b>hold</b> 104:22
134:7 138:12	44:24	158:15	126:20
138:24 146:2	<b>Harbor</b> 3:3	159:21	<b>holder</b> 146:19
156:22	14:4,20	<b>hearings</b> 11:10	<b>holders</b> 108:9
<b>guidance</b> 4:19	<b>hard</b> 46:1	90:11	<b>Holisa</b> 143:3
8:12 52:13	119:24	<b>heart</b> 156:6	<b>Holmes</b> 113:25
<b>guys</b> 54:6	<b>harmoniously</b>	<b>Heather</b> 80:9	114:1,11,13
<b>Guzman</b> 150:13	142:1	82:10	114:14
	<b>Hartwyk</b> 36:18	<b>Heights</b> 144:14	<b>home</b> 11:15
<b>H</b>	37:17 39:13	<b>held</b> 2:1 15:6	21:10,10
<b>habitual</b> 44:12	40:25 41:20	19:13 140:17	26:21,23
<b>Hahn</b> 98:13	<b>head</b> 45:12	<b>help</b> 36:8	<b>homeowner</b>
<b>Haines</b> 94:5,6	68:7	50:24 55:9	17:12
94:12 96:23	<b>heads</b> 107:14	60:12 67:16	<b>homeowners</b>
96:24 97:8	<b>health</b> 8:16	145:15	121:23
98:12 99:12	47:23,25	158:10	<b>hone</b> 147:5
<b>half</b> 49:1 77:4	48:1,8,21	<b>helped</b> 83:9	<b>honest</b> 100:12
109:10	49:24 50:17	<b>helpful</b> 146:25	<b>honestly</b> 50:10
140:18	50:17 51:19	147:9	<b>honor</b> 6:4
<b>hall</b> 53:21	53:4,22	<b>helping</b> 7:10	<b>hope</b> 7:7 8:8
68:22 134:19	55:23 56:5	60:19 145:18	48:22 55:24
143:21	57:23 58:10	<b>Hensilberger</b>	125:2,15
<b>Hamilton</b> 1:23	59:3 60:11	23:23	<b>hopefully</b>
81:7	60:15 61:5	<b>hereinbefore</b>	39:16 63:10
<b>hand</b> 55:12,13	75:21 142:25	160:8	138:3 139:21
66:7,7	<b>healthcare</b>	<b>HGAC</b> 27:24	<b>hospital</b> 88:12
113:19	48:7 92:22	29:24 33:9	88:14 89:9
131:24	<b>hear</b> 6:25	<b>Hi</b> 21:22 156:4	89:18 91:1,3
<b>handle</b> 59:17	23:19 92:1	<b>higher</b> 28:6	91:10 92:8
119:23	92:13 98:10	57:7	92:10
<b>handled</b> 26:11	126:2 153:17	<b>highlight</b>	<b>hospital's</b>
<b>handy</b> 32:22	<b>heard</b> 44:5	25:23 38:8	92:3
<b>happen</b> 48:9	117:17	92:6 110:20	<b>hospitality</b>
52:15 53:23	120:16	110:23 157:3	151:19
54:2 58:14	<b>hearing</b> 17:20	<b>highlighting</b>	<b>hospitals</b>
110:6,8,17	28:17 31:15	38:18	92:14

<b>hot</b> 158:3	<b>immediately</b> 97:20	74:18,20 75:15,21	44:10 48:2 49:22
<b>hotter</b> 158:5	<b>impact</b> 15:23 17:5,6 21:8	86:12,17 88:6 89:3,4	<b>increases</b> 42:25 45:20
<b>hours</b> 15:12 95:22,22 98:9	26:15 30:25 126:17 129:22,23	90:2 129:3 144:25 153:24	48:24 <b>increasing</b> 57:5
<b>housekeeping</b> 13:18 34:10	<b>impacted</b> 59:8	154:15 155:9	<b>incurred</b> 82:19
<b>houses</b> 5:3	<b>impacts</b> 105:13	<b>improving</b> 45:15 145:16	<b>independent</b> 113:6
<b>housing</b> 150:12 151:18 152:6 152:7 155:14	<b>implement</b> 144:1	<b>inaccurate</b> 127:11,13	<b>indicated</b> 37:20 76:19
<b>Houston</b> 15:1 20:5,7 25:1 94:22	<b>implementa...</b> 56:10 75:3 144:25	<b>inaudible</b> 32:11 44:17	121:12 <b>indicates</b> 115:17
<b>HR</b> 45:1,14 143:20	<b>implemented</b> 44:19	45:13 98:8 103:23 106:6	<b>individual</b> 59:3 72:11
<b>Hudson</b> 3:12 69:23 70:3 70:24 71:14 71:18,21 77:7	<b>implications</b> 51:20	142:15 <b>Incinerator</b> 120:5	<b>individuals</b> 102:13 112:25
<b>human</b> 44:19 112:14,16,18	<b>important</b> 66:20 68:9 72:1 89:15 157:8	<b>include</b> 5:20 74:24 128:25	<b>inflation</b> 43:10,18
<b>humor</b> 5:13,16	<b>importantly</b> 100:15	<b>included</b> 20:5 142:24 144:19,24	<b>information</b> 28:14 44:22 45:9,11 60:4
<b>hundred</b> 25:14 26:18	<b>improprieties</b> 127:15	<b>including</b> 4:20 65:5 72:23 138:9 143:3 150:11	61:13 62:4 71:5 100:11 115:3,10,25 121:8 125:11 127:13 152:20
<b>hygiene</b> 44:22	<b>impropriety</b> 127:24	<b>income</b> 91:11 91:14 121:24 124:19,24 155:22	<b>informative</b> 22:23
<b>I</b>	<b>improvement</b> 3:12,13,14 63:20 69:24 70:3,25 71:15 76:15 76:18,20 77:7 80:2,5 80:8,10 81:3 81:13 85:11 85:15 86:5 92:4,4 103:18 118:25 119:4 129:10 154:4 154:19	<b>incorporate</b> 144:9	<b>informed</b> 128:3
<b>i.e</b> 64:15 65:20	<b>improvements</b> 39:24 72:25 73:2,21	<b>increase</b> 11:11 25:14 26:5 26:10 30:8 30:17 33:19 38:14 43:17 51:1 53:15 53:17 57:10 57:13 121:25 122:2,5 124:25 130:13	<b>informa...</b> 74:19 140:17 140:25 141:3 145:12
<b>IBank</b> 144:23 146:22 147:7 147:13,25 148:12 149:14		<b>increased</b> 43:8	<b>INI</b> 144:24 <b>initial</b> 134:9 <b>initially</b> 76:7 76:8 115:14 <b>inmates</b> 92:24 92:25 <b>input</b> 116:4 123:19
<b>idea</b> 17:5 26:15 65:2 125:7			
<b>identifiable</b> 153:24			
<b>identified</b> 52:24 106:18			
<b>identify</b> 4:8 27:23			
<b>IDIDA</b> 2:6			

145:18	90:8 117:14	75:2,12	17:11 70:22
<b>inquiries</b>	139:12	76:13 86:9	<b>Jim</b> 80:11
59:17	<b>introducing</b>	86:15,20,23	85:22 138:19
<b>installation</b>	78:14 130:9	87:4 152:13	<b>job</b> 88:19
72:24	<b>introduction</b>	153:18	118:23
<b>installments</b>	117:18	154:16	119:22 152:1
25:12 151:4	<b>Inverso</b> 62:20	<b>issues</b> 25:20	<b>jobs</b> 128:1,3
<b>instituted</b>	62:20 66:4	25:23 63:6	152:3,3
71:14 76:7,8	67:7	89:6 106:11	<b>John</b> 14:9
<b>instituting</b>	<b>invested</b> 44:21	117:1 119:19	70:12 80:4
11:16	45:2,4,15	120:15 123:6	85:13,16
<b>institution's</b>	<b>investing</b>	129:21 132:5	88:5,8,9
98:3	44:18	<b>issuing</b> 73:3	94:8 137:24
<b>insurance</b>	<b>investments</b>	73:21	138:12
49:21 50:17	45:8	<b>item</b> 3:2 12:4	<b>Johnson</b> 99:22
51:17 53:22	<b>inviting</b> 7:22	14:2 23:15	99:24,25
54:6 75:22	<b>involved</b> 51:24	28:6 47:6	101:1,16,20
<b>intact</b> 146:1	53:12,13	87:4 141:11	102:8,16,17
<b>intends</b> 21:3	145:21 147:8	146:15 150:3	109:1 111:5
95:16 143:1	<b>issuance</b> 19:10	<b>items</b> 4:2 8:5	111:9 114:3
<b>intent</b> 16:23	20:20 64:17	9:1 13:4,18	118:7 119:6
34:2	65:19,20	34:10 38:22	120:10
<b>interest</b> 5:9	66:1 70:5	58:24 59:1	122:15
21:12 64:1	77:20 151:1	77:2 92:5	<b>join</b> 7:9 138:3
66:23 67:6	153:16	109:4 131:22	138:10
77:22 95:13	<b>issue</b> 19:5	139:25 153:2	<b>joined</b> 4:4
95:15 98:6,7	21:3 28:18		85:13 90:15
104:2,10	31:16 35:11	<b>J</b>	99:23
127:18	52:10 54:24	<b>Jack</b> 150:17	<b>joining</b> 80:11
<b>interested</b>	55:20 56:23	154:8 155:11	80:19 138:3
160:15	60:23 63:16	156:3	138:9,18
<b>interim</b> 101:23	64:9 65:17	<b>JACQUELYN</b> 2:3	<b>Jonathan</b> 70:16
<b>internal</b> 60:14	67:20 72:15	<b>January</b> 35:6	77:8 78:9
<b>internally</b>	73:12 74:7	<b>Jason</b> 70:15	<b>Josh</b> 85:20
59:23	74:20 75:5	<b>Jeff</b> 18:17	<b>July</b> 49:8 50:8
<b>interruption</b>	75:17,25	62:22 70:18	53:17 55:12
118:15	77:12,22	<b>Jersey</b> 1:1,12	56:11 57:12
<b>intimated</b>	81:3 84:17	1:23 4:15	78:11,14,15
78:20	86:6 98:1	5:5 6:6	78:15 90:9
<b>introduce</b>	108:13 123:7	42:24 120:5	104:25
101:14 130:6	126:17 127:9	122:2 126:6	108:15,23
138:15	130:16,17	140:17,24	143:16
<b>introduced</b>	<b>issued</b> 71:15	160:5,23	146:12
50:6 61:3	72:21,22	<b>Jessup</b> 14:5,6	<b>jump</b> 10:25
78:6,10	73:6,10,18	14:8,16,18	25:17 57:1
81:20 87:23	73:25 74:12	16:17 17:7	100:1

<b>juncture</b> 90:18	<b>know</b> 4:3 7:15	<b>Ladd</b> 150:11	15:4, 15, 25
<b>June</b> 1:13	7:22 16:12	155:13, 14	16:2, 4, 6, 7
12:18 53:17	17:4, 11	156:22 157:4	20:13 25:10
56:11 87:23	22:21 24:5, 6	<b>ladder</b> 19:8, 9	30:12, 12
90:8 103:25	26:20 32:23	19:18 20:3	81:11, 14, 14
139:21 148:5	39:3 49:19	21:23	81:15 82:11
160:24, 25	49:21 52:3	<b>ladders</b> 95:23	91:9 94:24
<b>jurisdiction</b>	53:20 57:2	<b>lag</b> 46:2, 6	97:16 104:14
12:19	57:25 58:21	<b>laid</b> 126:9	105:18
	61:7 63:8	<b>Lakewood</b> 3:9	111:10
<b>K</b>	67:2 71:6	41:24 42:3	142:10
<b>Kahn</b> 80:14	83:7 90:12	42:24 44:8	145:10
81:23 82:3	92:2 98:13	45:22	<b>leased</b> 81:7, 8
<b>Kalasky</b> 143:3	101:16, 23	<b>Lakewood's</b>	<b>leases</b> 104:7
<b>Karen</b> 138:19	102:2 109:5	44:9	104:11
<b>Karrenberg</b>	109:8 110:3	<b>land</b> 43:7	<b>leasing</b> 15:17
150:5, 6, 22	110:10, 25	81:11 144:2	30:10, 11, 14
153:7, 20	113:19	<b>lapse</b> 12:8	95:10 98:5
154:1	120:21 121:6	<b>large</b> 44:23	<b>leaves</b> 95:9
<b>Kastrud</b> 138:23	121:25	67:16 151:23	<b>led</b> 131:25
<b>Kate</b> 94:6	124:10, 13, 17	<b>largely</b> 59:6	<b>Lee</b> 69:25 70:1
96:24	127:12, 21, 22	<b>larger</b> 65:25	71:12 77:2, 8
<b>keep</b> 13:19	128:6 138:10	<b>largest</b> 39:2	79:24
45:12, 19	144:20	<b>lastly</b> 27:9	<b>left</b> 34:23
89:12 98:2	147:16, 21	75:24	88:23, 24
98:14	152:24	<b>late</b> 16:9	100:21 136:8
<b>keeping</b> 122:8	154:23, 23, 25	53:15 61:6	142:20
<b>kept</b> 78:25	157:12, 24	79:1	<b>leg</b> 141:10
<b>key</b> 157:19	158:1	<b>lately</b> 92:11	<b>legal</b> 1:20, 21
<b>kick</b> 68:20	<b>knowledge</b>	<b>LAUREN</b> 160:3	44:24 105:1
<b>kicking</b> 68:21	54:23	<b>law</b> 5:11 11:7	107:23
<b>kind</b> 25:20, 25	<b>known</b> 5:12	70:1 73:9, 18	136:12
26:6 39:10	114:24	74:15 75:1	143:13
45:17 51:6	<b>knows</b> 63:2	76:17, 18	<b>length</b> 64:8
52:21 66:6	<b>Krane</b> 137:23	102:18 150:6	<b>lenses</b> 131:21
66:16 68:5	137:23 138:9	150:25 151:1	<b>Lerch</b> 36:15, 16
68:16, 22	138:16, 18	154:5, 6	36:25 37:20
72:10 110:2	139:6 141:16	<b>lay</b> 52:8	38:9, 10 40:9
130:24	142:5 145:4	<b>layer</b> 68:24	41:19 101:22
131:14, 22	146:3 147:21	<b>LBH</b> 127:15	106:13
152:24	149:25	<b>lead</b> 137:25	109:16
154:15	<b>Kurt</b> 70:23	<b>leader</b> 101:9	110:10, 22
156:25	72:13	<b>leaders</b> 100:17	111:8, 12
<b>Klugmann</b>		<b>learned</b> 100:14	113:15, 21
150:17 154:8		124:8	122:16
156:4		<b>lease</b> 14:21	127:10
	<b>L</b>		
	<b>L</b> 2:10		

128:17,24	<b>Lindenwold</b> 3:4	5:10,17,22	110:14 114:3
129:15,20	18:14	5:24,25 6:3	131:12,14,22
133:17	<b>line</b> 21:16	6:6,9,12	147:24
<b>lessons</b> 100:14	32:11 60:3	12:15,20	157:22
<b>Let's</b> 16:21	94:8 122:24	27:16 28:2	<b>loop</b> 78:25
18:24 102:12	<b>linear</b> 142:14	72:6,11 73:9	<b>lose</b> 128:1
<b>letter</b> 105:7	<b>lines</b> 103:2	73:17 74:14	<b>losing</b> 128:3
114:19	158:8	76:17 100:7	<b>loss</b> 101:5
115:19	<b>lingering</b>	102:24	<b>lost</b> 101:5
120:19	136:21	108:16	137:16
125:16,19	<b>liquidating</b>	109:23 110:7	<b>lot</b> 16:20 43:8
126:25	106:6	117:20	43:21 44:18
<b>level</b> 40:19,23	<b>Lisa</b> 70:14	127:19	44:21 45:2,4
51:6 54:23	100:6	130:23 131:2	49:7 63:9
56:22 105:10	<b>list</b> 80:18	131:13,25	89:12,14
120:2 124:6	<b>listed</b> 12:16	132:4 139:8	93:2 118:21
126:17	22:14	139:20	153:5
131:20,21,25	<b>little</b> 3:3 9:4	<b>locally</b> 28:6	<b>Lou</b> 47:13
<b>levels</b> 43:16	14:3,20	<b>located</b> 143:20	<b>low</b> 15:22
<b>Levenson</b>	17:14 20:9	<b>Location</b> 1:10	30:13 33:11
101:17,19	21:17 48:16	<b>logging</b> 35:2	43:16
119:11,12	48:23 52:23	<b>logistics</b>	<b>lower</b> 43:18
<b>LFB17-032B3</b>	54:25 57:2,2	135:11	<b>lowest</b> 20:8,14
11:9	59:8,16 61:6	<b>long</b> 4:8 6:14	25:6,9
<b>LGEL</b> 11:9	64:19,22,24	7:15 8:1	<b>luck</b> 8:8 18:13
<b>liability</b> 5:4	65:11 71:3	42:12 52:16	23:14 36:6
142:17	77:3 81:24	65:3 66:15	41:23 47:4
<b>License</b> 160:4	83:12 88:6	76:5 82:15	59:11 62:14
<b>life</b> 15:14	89:4,17,21	120:25 126:8	69:22 80:1
16:13	91:12 100:19	<b>longer</b> 89:17	85:9 94:3
<b>light</b> 4:4,9,13	110:21	111:7	133:16
4:17,25 5:6	111:17 136:7	<b>look</b> 21:1 26:1	137:20 150:3
5:13,20 6:4	141:12,17	39:10 40:5	159:7
6:14 7:1,14	147:5 149:20	54:22 66:11	<b>Lucy</b> 23:25
8:10,18	156:23 159:2	90:4 127:1	<b>luxury</b> 59:13
43:10 55:5	<b>Litzebauer</b>	127:22 153:1	<b>lying</b> 127:7,8
130:4 156:9	80:9	<b>looked</b> 29:22	<b>Lyndhurst</b> 3:10
157:24,25	<b>live</b> 56:9	42:12 67:8	47:7,11,17
<b>lighting</b> 43:7	57:16	127:24	
<b>limitation</b>	<b>lives</b> 126:11	<b>looking</b> 20:17	<b>M</b>
47:24	<b>living</b> 11:14	21:25 25:7	<b>ma'am</b> 42:1
<b>limitations</b>	<b>loan</b> 30:11	26:4 30:1	<b>machine</b> 89:10
133:7	<b>lobby</b> 66:10	34:5 44:16	89:11
<b>limited</b> 131:14	<b>local</b> 1:5 4:14	67:9 68:11	<b>Madam</b> 129:15
131:21	4:15,18,20	89:9,17,23	131:5
141:18	4:25 5:4,10	91:5,16	<b>main</b> 123:6

<b>maintain</b> 5:3 45:7 103:1 118:23	79:8,13,14 84:23,24 93:9,13,14	66:6 67:14 74:24 104:4	7:5,9 68:4 92:13 100:18 140:23
<b>maintained</b> 131:20	96:9,10 98:22,25	<b>Mauer</b> 70:12 78:13,19,22 79:3	<b>member</b> 4:14 7:19,24 8:1 113:24 114:9 117:16 125:24 133:3
<b>maintains</b> 103:5	99:1,16 102:2 126:25	<b>max</b> 124:22	<b>members</b> 2:1 4:8 6:22 7:16 17:20 22:8 36:4,16 37:18 41:21 46:11 69:2 78:16 79:6,6 79:25 84:1,1 93:7,7,25 96:2,3 98:18 98:18 113:9 117:22 118:4 121:11 123:13 125:8 125:17,20 128:6 136:25 136:25 139:7 142:6 148:15 153:4 155:16 158:14 159:3
<b>maintenance</b> 84:6 122:23	127:3,4,19 132:20 137:3	<b>maximum</b> 38:13	
<b>major</b> 26:10	137:7,8	<b>Mayer</b> 70:17	
<b>majority</b> 59:5 118:16 122:8 125:20	148:18,24,25 158:17,21,22 159:11,15,16	<b>mayor</b> 5:20 36:13 99:18 102:2 114:19 116:13 127:19 150:12	
<b>making</b> 37:13 37:24 45:25 52:14 60:10 73:7 76:3 152:5,8	<b>March</b> 35:7 139:12	<b>mayor's</b> 119:17 119:22	
<b>mammography</b> 89:10	<b>margin</b> 19:15	<b>McCarter</b> 147:19	
<b>managed</b> 45:22 59:17	<b>Mark</b> 137:23 138:9,14,16 139:6 141:16 141:23 142:2 147:21	<b>McCay</b> 18:17 62:23	
<b>management</b> 120:7 143:7 144:10 145:17	<b>market</b> 21:1 27:13 31:12 33:23 34:4 64:19 67:25 77:14,21 140:19 151:16	<b>McConnell</b> 133:24 134:6 135:12 136:22	
<b>manager</b> 36:19 36:19 37:14 60:21 61:8 62:19 143:5	<b>marketing</b> 112:19,21	<b>McManimon</b> 7:21 70:2	
<b>manufactured</b> 15:3	<b>markets</b> 27:12	<b>mean</b> 17:7 22:21 46:2 52:15 118:20	<b>memorialize</b> 110:3
<b>Mapp</b> 2:4 6:19 8:22 9:11,12 10:3,6,7 11:21,22 12:24 13:2,3 18:1,2 22:10 22:20 23:5,6 28:19,23,24 31:19,22,23 35:13,17,18 36:13 41:9 46:14,17,18 61:16,20,21 69:5,9,10	<b>matching</b> 91:22 <b>math</b> 17:15 <b>Mathis</b> 14:9 <b>Matt</b> 14:6 150:5 154:12 154:20 <b>matter</b> 97:4 135:10 <b>matters</b> 127:23 <b>Matthew</b> 70:22 <b>Matthews</b> 80:16 83:16 84:8 <b>maturing</b> 75:12 <b>maturity</b> 21:5 64:8,10,14	<b>medical</b> 86:14 87:1,9,13 <b>meet</b> 42:21 91:3 119:3 135:14 139:20 146:21 148:13 <b>meeting</b> 7:23 9:4,5,24,25 23:24 61:2 78:14 81:20 83:14 104:22 117:15 120:13 141:2 148:5 <b>meetings</b> 5:17	<b>mention</b> 22:17 122:16 <b>mentioned</b> 65:2 67:8 68:3 122:16 144:23 <b>merger</b> 11:12 <b>mess</b> 48:17 <b>met</b> 25:19 121:5 135:13 135:16 <b>method</b> 27:24 <b>methods</b> 98:1 <b>Michael</b> 114:15 <b>mid</b> 94:15 <b>middle</b> 48:9

56:9	<b>minimize</b> 66:13	21:22 36:15	46:13 57:4,4
<b>Middlesex</b> 5:21	<b>minimum</b> 91:7	47:8,9,16	59:14 61:16
6:6	149:9	62:16 78:8	96:5 135:20
<b>miles</b> 15:11	<b>minutes</b> 9:3,5	<b>MORRIS-GILL</b>	<b>moving</b> 38:23
21:24 24:18	9:21,24	113:18	49:2 58:2
29:21 32:18	10:16 34:17	<b>mos</b> 89:2	73:11 133:18
34:1 95:22	35:4,6 115:8	<b>motion</b> 6:17	141:1
103:2 142:15	<b>missed</b> 90:12	9:5,25 10:2	<b>MRI</b> 89:10
142:15	<b>misses</b> 7:17	10:22 11:5	<b>MUA's</b> 113:13
<b>million</b> 19:20	<b>mission</b> 66:10	12:13,22	<b>multi</b> 151:14
20:9 37:3,7	<b>mixed</b> 155:22	13:14 17:21	<b>multiple</b> 20:4
37:8,19,21	155:22	18:11 22:25	28:8
37:23,24	156:16	23:13 28:17	<b>municipal</b>
39:15 55:19	<b>model</b> 100:16	31:16,18,19	15:17 39:2
56:17,18,19	<b>modest</b> 43:17	32:7 35:11	42:21 50:6
56:24 66:22	<b>moment</b> 4:8	36:2 41:3,4	71:1 72:25
66:23 71:18	25:19 83:4	41:18 46:12	74:18 76:21
82:23 86:15	100:2 101:13	47:2 61:15	77:10 102:22
87:7,8,21,24	131:10	62:13 69:3,5	103:4 114:17
88:3,11,21	<b>moments</b> 100:18	69:19 79:7,8	134:12,16,19
89:1,3,5,20	<b>money</b> 54:1	79:23 84:17	<b>municipali...</b>
89:22 90:1,3	65:18 66:5	84:19 85:8	4:21 11:14
90:4 91:7,14	66:17 68:17	93:8,9,23	44:17 144:12
91:20 103:16	75:19 83:17	96:4,19	<b>municipality</b>
103:19,22	84:5,13	98:19,21,22	45:16
104:3 107:16	87:21 88:20	99:9 125:19	<b>mute</b> 13:22
107:16 109:9	95:8 111:14	132:10,16	<b>muted</b> 13:19
109:12,13,24	111:14	133:12 137:2	
110:1,24	124:18 127:9	137:3,17	<hr/> <b>N</b> <hr/>
113:1,20	136:15 155:1	148:17	<b>N</b> 2:10 3:1
114:6,7	<b>month</b> 9:25	149:10	<b>N. J. S. A</b> 12:13
122:12,17	57:4,10,14	158:16,17	14:19 19:5
128:14,15,22	57:16 63:4	159:4,5,9,10	37:2 47:18
128:23 129:7	78:18 104:23	159:11	63:14,14
132:11,13	120:14	<b>mount</b> 94:15	102:23
144:22 151:3	123:24 124:1	95:21	139:24
151:4 152:6	124:1 135:15	<b>move</b> 4:1 8:5	<b>name</b> 70:1 98:3
152:9,13	144:7	10:18 17:22	114:14
153:18,23	<b>month's</b> 120:12	22:25 29:8	121:16 126:3
<b>Minchello</b>	<b>months</b> 25:24	32:8 48:20	133:20
101:21 110:5	38:5 57:6	54:9 60:10	<b>nation</b> 42:24
110:16 117:9	63:3 90:3	71:9 75:4	<b>national</b> 28:7
<b>mind</b> 65:10	119:18	90:11 112:22	94:21 97:15
100:2 145:12	120:17	121:8 148:18	143:4
<b>minimal</b> 64:24	<b>morning</b> 14:5,7	<b>moved</b> 6:19 9:6	<b>naturally</b> 46:2
67:15 98:16	14:18 18:16	28:19 35:13	<b>nature</b> 5:13



92:5 107:25	<b>neighboring</b>	4:3 11:4	86:22,23
<b>natures</b> 44:25	11:13 158:6	71:1 72:13	87:3,5
<b>navigating</b>	<b>neither</b> 78:5	77:8 85:17	<b>noticed</b> 117:15
59:2	160:10,13	87:23	<b>notification</b>
<b>nearly</b> 44:7	<b>net</b> 64:20	<b>night</b> 109:20	57:12
<b>necessarily</b>	91:11,14	<b>Nile</b> 36:19,21	<b>noting</b> 111:4
123:14,16	<b>never</b> 53:13	<b>nine</b> 25:12,15	<b>notion</b> 117:10
125:9 154:4	134:13	33:16 67:11	<b>NSU</b> 143:9
<b>necessary</b>	<b>new</b> 1:1,12,23	91:13 151:14	145:25 146:9
45:21 100:11	4:15 5:5 6:5	152:15	<b>number</b> 10:18
121:8 153:1	15:24 16:7	156:10	14:4,21
<b>necessitated</b>	16:15 17:2	<b>NJDEP</b> 146:10	18:15 22:16
48:10	19:8,9,18	146:11,13	23:16,18,22
<b>need</b> 9:7 14:11	21:17,23	<b>NJIB</b> 146:17	24:17,18
25:4 38:19	24:15 30:8	<b>Nolan</b> 141:6	29:9,11,19
40:20 44:6	30:22 31:10	146:21	32:9,17
48:15 66:14	34:24 38:2,3	147:19	34:21 39:21
67:2 118:24	42:24 46:2	<b>non</b> 39:19,19	49:11 51:9
122:4 127:24	49:6 54:3	95:6 151:6	51:10 52:11
129:2 138:6	65:18 66:5	<b>nonexistent</b>	62:1 66:24
139:25	66:10 70:10	55:21	94:4,7 96:22
147:17	70:16 75:5	<b>norm</b> 122:1	96:25 129:21
148:12	75:10,16,19	<b>normal</b> 13:18	152:16
<b>needed</b> 55:9	77:3,6,18	132:1 135:24	<b>numbers</b> 33:3
60:13 88:20	78:6,9,16	136:1	56:7 127:10
115:16	86:13 87:1	<b>Notary</b> 160:4	<b>numerous</b> 4:20
<b>Needless</b> 15:13	87:21,22	160:23	<b>NW</b> 70:25 85:19
<b>needs</b> 34:16	89:1 90:3	<b>notches</b> 77:16	150:14
42:22 43:5	92:20,25	<b>note</b> 70:7 72:1	154:12
43:13 44:1	95:20,25	72:3,18,19	<b>Nyikita</b> 85:20
44:18 45:20	122:2 126:6	73:25 74:9	
45:21 103:21	140:17,24	74:11,21,24	<b>O</b>
103:24,25	160:5,23	76:6 87:2	<b>O</b> 2:10
116:22 119:3	<b>Newark</b> 3:20	92:1 97:3	<b>O'Reilly</b> 41:24
134:17 135:6	42:17 119:10	132:15 133:2	42:1,8 44:13
140:2 145:19	150:4,17	<b>notes</b> 25:7	45:24 47:5
<b>negotiate</b> 52:1	151:10	67:21 70:6	<b>OAL</b> 10:19
53:8 58:18	155:15 156:7	71:16 72:16	<b>obligation</b>
<b>negotiating</b>	156:13,25	72:22 73:4,6	19:6 63:17
54:5	<b>Newberry</b> 97:2	73:10,12,14	66:24
<b>negotiations</b>	<b>news</b> 43:14	73:16,18,22	<b>obligations</b>
58:16	<b>newspaper</b>	74:8,16 75:1	65:5 104:14
<b>neighbor</b> 8:23	127:2	75:6,7,8,11	105:2,3
<b>neighborhood</b>	<b>nice</b> 99:13	75:12,18,19	121:1,2,5
136:10	<b>nicely</b> 16:7	76:1,2,13	131:4
157:21	<b>Nick</b> 2:7,12	77:4,12 86:9	<b>obligees</b> 115:5

121:3	31:15 34:8	145:11	<b>ordinance</b>
<b>obsolete</b> 95:23	36:10 38:16	<b>operational</b>	38:12 48:14
<b>obtained</b> 94:25	40:14 44:2	5:1 107:10	63:15 75:21
97:17	46:10 50:20	107:14	102:22
<b>obtaining</b> 33:8	54:17 57:20	112:25 113:3	104:16,18
<b>obviously</b> 17:4	58:4,5 59:10	<b>Operationally</b>	106:2 110:18
20:24 21:11	61:12 78:12	107:8	117:14,19
38:3 40:21	78:17 84:15	<b>operations</b>	123:8,9,11
48:12 49:15	85:25 98:10	5:25 91:17	123:23 129:9
50:10 52:1	126:3 128:5	93:4 108:6	130:7,10,12
119:15	<b>old</b> 30:21	135:8 145:25	139:14,15
<b>occupy</b> 100:20	151:11	<b>opinion</b> 43:15	140:10
<b>occur</b> 51:7,8	<b>Olgiati</b> 11:7	<b>opportunities</b>	<b>ordinances</b>
51:11 104:5	<b>once</b> 17:1 37:6	68:16 123:23	104:24
140:1 142:2	45:5 52:9	<b>opportunity</b>	139:13
153:16	82:20 107:1	7:2 8:20	<b>Oren</b> 102:6,8
<b>occurred</b> 42:11	108:5,11	25:22 116:3	118:7
134:14	112:8 118:9	117:7,16,21	<b>organizati...</b>
<b>occurring</b>	120:8 121:3	120:15 124:3	39:18
64:15	129:11 130:4	142:6 143:12	<b>organizations</b>
<b>occurs</b> 107:1	<b>ones</b> 145:23	146:14	39:6
108:6	<b>ongoing</b> 60:23	<b>oppose</b> 120:15	<b>original</b> 88:10
<b>October</b> 9:3	120:3 145:24	<b>opposed</b> 118:2	90:1 136:14
61:1	<b>onset</b> 27:15	123:16,18	<b>originally</b>
<b>offer</b> 65:21	<b>open</b> 17:19	125:9	120:11
126:18	22:7 56:10	<b>opposing</b>	<b>outlook</b> 68:23
<b>offering</b> 20:19	83:25 96:2	125:21	<b>outside</b> 40:2
<b>office</b> 112:3	118:6 156:14	<b>opposite</b> 68:19	60:12
116:14	156:18,21	<b>opposition</b>	<b>outstanding</b>
119:17,22	158:13	117:25	6:5 21:7
143:17 144:4	<b>openly</b> 118:2	120:21,23	30:3 63:19
156:16	<b>operate</b> 105:4	<b>opt</b> 48:7	63:25 67:21
<b>officer</b> 36:20	105:9 133:8	<b>option</b> 13:21	86:9,24 87:5
42:2 48:16	143:7	94:24 95:14	87:18 88:21
55:6 150:14	<b>operated</b>	97:16 125:2	104:1,6,10
<b>officers</b> 12:15	104:20	129:5	104:13 105:2
38:2	105:21	<b>Orange</b> 3:8	126:14 131:4
<b>offices</b> 115:22	<b>operates</b> 103:1	36:10,17	<b>overall</b> 21:19
143:20	103:6	<b>order</b> 5:3 49:9	64:7,18 71:4
<b>officials</b>	<b>operating</b> 82:6	49:13 50:18	76:22 135:10
132:2 142:18	82:18 107:18	73:4 74:10	<b>oversee</b> 102:10
<b>offset</b> 33:17	142:4	75:13,20	<b>overseeing</b>
<b>okay</b> 6:25	<b>operation</b>	76:1,9 81:6	120:1
10:17 17:17	105:20 120:7	86:18 138:5	<b>oversees</b> 105:8
27:1,8 28:10	122:22	140:1 141:6	<b>owed</b> 122:18
29:10 31:5	134:18	<b>orders</b> 144:6	<b>owned</b> 142:12

<b>P</b>			
<b>P</b> 2:10	<b>participate</b>	30:18 50:14	124:23 128:1
<b>p.m.</b> 12:18	7:19	72:20 73:8	128:2 132:8
159:21	<b>participated</b>	73:16 74:3,3	157:25
<b>pace</b> 45:19	71:25	74:5,13 76:3	<b>peoples</b> 124:21
<b>PAGE</b> 3:2	<b>participating</b>	76:4,5 87:2	126:11
<b>paid</b> 27:6,7	138:16	87:6,10	<b>percent</b> 15:18
33:13,14	<b>participation</b>	104:9 105:2	15:19 17:17
112:1 135:23	54:21	122:5	22:12 24:22
<b>painful</b> 63:11	<b>particular</b>	<b>payer</b> 108:10	30:15 32:24
<b>pandemic</b> 12:8	13:5 26:2,14	121:18	33:1,12
45:5,6 88:13	30:2 40:4	<b>payers</b> 71:17	40:19 42:15
91:6 92:16	43:3 140:14	105:11,24	44:7 47:24
116:16 124:5	147:1 154:23	116:2,21	48:2,12
<b>Panella</b> 101:6	157:2	120:23	50:25 55:18
<b>parade</b> 98:15	<b>parties</b> 160:12	121:20	57:10,13,19
<b>park</b> 73:2	<b>partner</b> 101:6	129:22,23	64:2,2,20
75:15 157:7	<b>Partners</b> 95:10	<b>paying</b> 82:17	91:11,13
158:7	98:5	<b>payment</b> 15:25	95:13 98:6
<b>Parker</b> 14:10	<b>parts</b> 16:16	16:3,4,6	108:11 122:7
18:17 62:23	158:5	17:1,2 25:11	122:25
<b>parking</b> 70:9	<b>party</b> 149:16	33:17 74:25	144:15
70:21 75:8	<b>Passaic</b> 3:13	82:11 95:15	<b>percentage</b>
75:15,16,18	80:2,5,7,10	95:16 98:7	22:16
75:23,25	81:2,12,19	111:5,10	<b>perfect</b> 4:6
76:7,12	92:25	115:5 121:1	27:8 52:20
151:21	<b>passed</b> 48:20	140:4 151:7	83:20
<b>parks</b> 73:1	50:13,15	<b>payments</b> 30:13	<b>perfectly</b> 5:14
74:18	54:8 123:8	30:14 81:14	<b>period</b> 33:14
<b>part</b> 7:4 10:20	123:11	81:15 105:18	42:19 51:1
10:20 30:6	<b>passing</b> 100:4	<b>pedestrian</b>	57:11,14
45:10,14	<b>Paterson</b> 81:5	155:9 157:1	86:22 101:8
52:22 53:24	<b>path</b> 140:22	<b>pedestrian...</b>	108:23
55:2 58:13	<b>paths</b> 155:9	157:23	<b>permanent</b>
58:16,22	<b>Paul</b> 18:21	<b>pending</b> 6:9	152:3
65:25 100:19	21:20,22	114:21	<b>permanently</b>
104:7 125:4	23:17,17,21	<b>Penn</b> 157:20	67:20 86:8
144:22	24:5,11,14	<b>pension</b> 142:24	<b>permit</b> 146:11
145:14 146:4	26:2,8,17,22	<b>people</b> 22:13	<b>permits</b> 147:24
146:6 147:12	27:5,11,25	22:15,16,17	148:7
157:11	28:12 29:10	24:21 28:2	<b>person</b> 7:9,18
<b>part-time</b>	31:1,4,9	28:15 39:21	55:12 112:17
135:19,21	32:10,15,25	53:1 88:12	<b>personal</b> 6:16
136:11	33:6 34:19	101:14 107:8	<b>personnel</b>
<b>participants</b>	34:21 36:7	112:6,6,11	39:19 44:21
71:22 85:23	<b>pay</b> 16:2 19:22	112:16,17,20	53:7 106:19
	19:22 30:4	112:21 122:9	107:17

<b>perspective</b> 42:16	117:13 119:12 122:1 126:6	127:4,17 128:12 130:19,22	106:15,21,23 106:25 107:2 107:5,10
<b>Peter</b> 80:6		<b>PMUA's</b> 114:4 117:10	111:25 112:1 112:4 115:12
<b>phase</b> 151:4,14 151:15 152:14 153:19	<b>plan</b> 16:14,17 27:10 31:6 38:23 39:18 44:10 48:21 50:18 53:3,3 53:4 59:15 66:1 83:16 122:8 128:4 129:24 131:5 144:19 148:3	<b>point</b> 16:20 34:5 37:18 38:5 51:18 53:19 62:6 68:8,18 107:10 109:1 109:18 112:23 113:6 130:11 131:9 135:9 136:8	<b>positive</b> 19:4 28:18 31:16 35:11 76:16 82:23,25 84:18 87:25 88:1 94:1 98:20 105:19 141:24
<b>phases</b> 152:15 156:11	<b>planning</b> 20:2 65:9 78:18 98:11	<b>police</b> 11:13 11:15 37:9 38:2 39:6,19 40:2 133:23	<b>possibilities</b> 29:22 33:7
<b>Phoenix</b> 18:19 62:21	<b>plans</b> 58:23 60:14 78:13 103:15 134:22 136:17	<b>policing</b> 43:6	<b>possibility</b> 33:9
<b>phone</b> 24:9 125:25 143:23 148:8 148:10	<b>plant</b> 143:5,7 145:1	<b>policy</b> 6:1 135:10	<b>possible</b> 5:9 24:23 110:6 134:11
<b>pick</b> 143:1	<b>plants</b> 142:14 143:7	<b>pool</b> 70:7 77:13,23	<b>posted</b> 35:6
<b>picked</b> 118:18	<b>playground</b> 73:2	<b>pooled</b> 70:6 77:4	<b>potential</b> 45:3 106:18 108:8 131:16 134:10
<b>picture</b> 24:3	<b>Plaza</b> 62:16,17	<b>population</b> 42:10,15,19 42:20,22 43:12,13 44:7,15 93:2	<b>potentially</b> 106:25
<b>piece</b> 33:17 141:7	<b>please</b> 13:19 13:24 86:1 97:3 101:14 102:13 139:2	<b>portion</b> 13:16 13:17 19:7 19:11,22 39:2 48:12 72:6 86:19 87:7,21 115:21 141:15 151:24	<b>power</b> 129:8
<b>pieces</b> 89:11	<b>plus</b> 28:4 44:8 77:18 91:18	<b>port</b> 13:16 13:17 19:7 19:11,22 39:2 48:12 72:6 86:19 87:7,21 115:21 141:15 151:24	<b>practice</b> 43:22
<b>Pierce</b> 19:8 20:7 33:8 94:14 95:20 97:9	<b>PMUA</b> 101:24 103:20 104:15,20,25 106:3 116:14 117:24 118:9 119:14,19 120:1 121:16 121:18 124:7 125:18 126:7 126:13,14,19	<b>position</b> 12:21 45:7 53:19 60:16 135:21 136:2 142:21	<b>practices</b> 4:18 5:1
<b>piggy</b> 59:15		<b>positions</b> 39:22 106:15	<b>precinct</b> 140:14
<b>PILOT</b> 157:9			<b>predictions</b> 46:1
<b>PILOT's</b> 151:8			<b>preference</b> 110:10
<b>pipe</b> 24:3			<b>premeeting</b> 90:21
<b>Piscataway</b> 5:21			<b>premeetings</b> 109:6 149:17 152:24
<b>place</b> 50:13 107:8 114:22 144:13,17,21 145:20 146:12 160:8			<b>premise</b> 48:5
<b>placed</b> 132:11			<b>premium</b> 57:5 57:11
<b>plagued</b> 12:7			<b>premiums</b> 47:25
<b>plaguing</b> 25:24			
<b>Plainfield</b> 3:17 13:4 99:15 101:22 102:5,10,18 102:20,22 103:6 108:18 114:16			

48:1,5 50:15	73:5 86:23	5:16	37:25
56:18 57:6,8	87:17 154:24	<b>proceeds</b> 63:18	<b>prohibited</b>
60:8	<b>price</b> 94:23	73:23 74:22	95:24
<b>preparation</b>	<b>prices</b> 42:25	75:9 81:4	<b>project</b> 32:20
75:2	<b>pricing</b> 89:6	86:7,11	82:24 85:10
<b>prepare</b> 146:10	<b>primary</b> 92:24	109:24	87:17 95:9
<b>prepared</b> 76:22	147:23	152:17 154:2	108:4 130:21
103:9 106:17	<b>principal</b>	158:10	130:25 144:9
121:3	63:25 64:1,4	<b>process</b> 50:16	150:10 151:5
<b>preparing</b> 28:3	72:20 73:7	53:14 54:9	151:9,9,14
<b>prepayments</b>	73:16 74:2	62:2 65:12	151:15,22
98:3	74:13,25	133:16	152:18 153:6
<b>presence</b> 7:17	76:3 95:14	143:13,24	153:8,12,13
<b>present</b> 63:7	98:7 104:2	147:9 149:16	153:15,19,25
64:20 123:9	104:10	<b>processes</b>	154:14 155:3
123:12	150:17 151:2	132:1	155:8,10,22
131:11	<b>prior</b> 45:5	<b>procured</b> 15:1	156:20 157:3
<b>presentation</b>	53:14 54:20	15:15 20:3	157:8
44:5 68:5	61:8 73:10	27:24	<b>projected</b>
142:7	76:2 81:20	<b>procurement</b>	27:23 56:4
<b>presentations</b>	119:7 153:12	97:25	82:13
99:11	<b>prison</b> 29:14	<b>produce</b> 56:6	<b>projecting</b>
<b>presented</b>	<b>prisons</b> 29:15	<b>produced</b>	56:24 107:19
117:18	<b>private</b> 48:7	104:16	108:10
126:10	48:21 50:16	<b>productivity</b>	<b>projection</b>
127:11	53:3 57:3	45:16	107:15
<b>presenting</b>	58:23 59:15	<b>professional</b>	<b>projections</b>
65:14	100:18 125:3	6:16 100:6	89:18
<b>presently</b> 21:9	134:11	107:20,21	<b>projects</b> 62:18
130:2	142:21	108:1 111:1	65:8 66:14
<b>press</b> 13:22	<b>privy</b> 117:12	136:16	122:19
<b>presumably</b>	<b>proactive</b>	<b>professionals</b>	144:24
17:13	52:14 53:8	143:2	145:22
<b>presume</b> 60:20	<b>Proactively</b>	<b>profitable</b>	156:25
<b>pretty</b> 7:25	48:18	88:16 89:19	<b>prong</b> 141:10
29:18 30:8	<b>probably</b> 45:18	<b>program</b> 48:8	<b>proper</b> 103:3
53:14 56:19	51:10 144:6	49:24 57:23	116:19
79:1 90:2	<b>problem</b> 35:2	58:10 59:4	<b>properties</b>
91:3 110:11	49:10 50:18	63:23 71:4	46:4,8
110:21	52:23 53:24	71:13,20,23	<b>property</b> 73:20
131:24	55:14,14,21	72:1,21	74:17 75:3
<b>previous</b> 55:6	<b>procedurally</b>	74:12 75:13	82:1 121:22
68:6 83:8	11:2	76:1,2,6	122:2 124:22
109:5	<b>proceed</b> 13:17	144:22	142:17
<b>previously</b>	80:25 86:5	<b>programs</b> 92:22	156:10
51:11 54:11	<b>proceedings</b>	<b>progress</b> 37:13	<b>proposal</b> 95:13

98:4	145:5,19	<b>pumping</b> 103:3	126:17
<b>proposals</b>	146:9	<b>punitive</b> 121:2	<b>quarter</b> 33:11
20:17,22	<b>public</b> 5:23	<b>purchase</b> 14:22	<b>question</b> 40:3
21:1 95:4,5	7:20,22,22	15:4,16	40:17,18
95:12	7:24 11:10	20:18 21:2	44:9 49:18
<b>propose</b> 25:6	17:20 20:19	25:1 26:16	49:23 50:2,4
<b>proposed</b> 70:4	22:8 38:4	72:23 81:6	50:4,23
81:3 86:6	39:1 40:16	94:23,25	52:22 57:21
108:17,19	40:21 43:5	95:17 97:16	83:21 90:23
117:13	46:11 53:3	144:6	113:13
<b>proposing</b>	69:3 75:14	<b>purchased</b>	128:10,25
15:21	79:7 83:14	63:21 94:21	147:23 153:5
<b>prorated</b> 146:7	84:2 93:7	97:14 153:12	153:23 154:2
<b>prospective</b>	96:3 98:19	<b>purchasing</b>	155:12,19
95:3 97:23	100:17 101:8	29:24 112:11	<b>questions</b>
<b>provide</b> 48:4	102:9 105:8	112:12,13	16:10,12
51:21 74:2	102:9 105:8	144:1,4,5	17:19 22:3,6
100:11	113:10,24	<b>purpose</b> 82:4	22:7,9,11
104:19	114:9 115:6	118:20 134:4	25:17 27:21
105:10	115:20 116:1	<b>purposes</b> 43:4	28:16 31:15
108:14,22	116:2 117:12	72:23 74:16	34:9 35:10
115:15	117:15,16,22	103:18	37:16 38:9
116:20 118:8	120:22	128:21	38:15 40:15
121:1 128:19	121:12	<b>pursuant</b> 14:19	41:2 46:11
131:3 143:19	123:13	19:4 37:2	49:15 61:14
145:18	124:13 125:6	47:18 63:14	63:8,10 69:1
<b>provided</b> 4:19	125:8,24	72:21 73:8	72:12 76:23
60:4,9,15	133:3 134:11	74:4 76:4	77:1 79:5
62:5 104:18	134:18	81:14 102:23	82:8 84:2,16
105:7,25	136:25	106:4 139:24	90:8,17 93:6
115:3,18,25	142:18	150:24	96:3 98:18
116:1 118:9	148:16 153:4	152:12	100:10
118:22 121:7	153:24 154:4	<b>push</b> 60:23	108:25 109:3
134:22 140:7	154:15,18	61:10	113:10
142:16	155:4,5	<b>pushing</b> 60:21	121:13
<b>provider</b> 60:8	156:14,18	<b>put</b> 16:21	126:15 128:6
<b>provides</b> 103:9	158:14 160:4	20:22 42:16	129:17 131:8
105:9 142:18	160:23	67:5 83:17	137:1 148:15
<b>providing</b> 20:8	<b>publically</b>	83:18 111:19	152:20
45:7 46:7	155:20 157:6	115:8 117:3	158:13,15
119:7 126:21	<b>published</b>	130:11	<b>quick</b> 26:14
<b>provision</b>	126:25	<b>putting</b> 95:8	83:21 100:10
140:6	<b>pulled</b> 63:3	<b>puzzle</b> 141:16	126:16
<b>Prudential</b>	<b>pump</b> 95:22		<b>quicker</b> 67:3
42:17	142:13,14	<b>Q</b>	<b>quickly</b> 9:1
<b>PS&amp;S</b> 138:21	<b>pumper</b> 25:1	<b>quality</b> 92:4	<b>quite</b> 40:5
	97:10 98:13		

82:15 102:1	<b>rating</b> 43:17	119:23	152:18
112:9 116:8	71:23 77:15	120:21,22	153:12
132:8 151:12	77:17,19	<b>received</b> 11:2	<b>redevelopment</b>
<b>quorum</b> 149:10	<b>RDA</b> 134:15,15	15:16 30:10	134:8 135:4
<b>quotations</b>	135:12,17,23	33:10 83:24	150:24,25
33:10	136:4,8,16	92:11 95:4,5	151:1,23
<b>quote</b> 25:6,9	<b>read</b> 4:10 44:4	97:19,22,24	153:9,14
126:12 127:6	125:19	120:18	154:5,6
<b>quoter</b> 30:12	<b>readily</b> 113:22	141:22,24	157:9 158:10
<b>quotes</b> 20:4	<b>reading</b> 110:18	<b>receiving</b> 25:5	<b>reduce</b> 20:20
25:5 30:9	<b>ready</b> 5:13	111:14	64:7 65:6
52:25	22:25 90:11	<b>recognize</b> 6:4	<b>reduced</b> 27:14
	90:18	39:1	64:16 112:12
<b>R</b>	<b>real</b> 73:20	<b>recognizing</b>	<b>reducing</b> 10:21
<b>R</b> 2:10 160:1	74:17	4:11	<b>reduction</b>
<b>RAB</b> 153:6	<b>reality</b> 134:13	<b>recommenda...</b>	17:15 40:1
<b>RABs</b> 153:5	<b>realize</b> 56:16	109:18,23	105:19
<b>rail</b> 156:9	<b>really</b> 8:19	110:3	106:21 108:4
157:24,25	43:20 45:6	<b>recommenda...</b>	111:1,2
<b>raise</b> 113:11	60:13 67:13	53:1	<b>reductions</b>
<b>raised</b> 88:19	67:18 93:4	<b>reconsider</b>	39:18 106:18
<b>ram</b> 52:2	100:4 101:2	117:2	<b>reengaging</b>
<b>Rand</b> 123:3	101:9,9	<b>record</b> 4:10	145:13
<b>ranging</b> 64:2	107:9,14,17	31:6 36:12	<b>refer</b> 151:11
<b>rapidly</b> 26:11	111:15,22	81:21 83:13	<b>referenced</b>
<b>Raritan</b> 144:16	112:24 113:1	97:4 99:16	39:4
<b>rate</b> 15:18,18	113:4 119:15	108:13	<b>referendum</b>
21:12 22:12	122:7 134:9	111:19	15:6
30:15 44:15	134:23	114:23	<b>reflect</b> 36:12
71:17 95:13	136:21	118:13	<b>refund</b> 63:19
98:6 105:11	146:18	146:16,24	72:18 73:5
105:24 108:8	<b>reaping</b> 116:10	<b>recording</b>	73:24 74:10
108:10 116:2	<b>reappointed</b>	12:16 23:25	74:23 75:10
116:21	136:6	<b>recourse</b> 151:6	76:1 140:20
120:22	<b>rear</b> 95:21	<b>recreational</b>	<b>refunding</b>
121:17,20	<b>reason</b> 42:3,8	72:25	63:15,17
123:20 130:6	45:14 54:2	<b>recuse</b> 102:3	64:5,7,9
130:10,12,14	58:14 64:4	<b>recused</b> 41:9	66:8 68:11
140:19	115:13 129:1	97:4 99:2	73:4,6,14
151:16	130:19	127:21	75:21
<b>ratepayers</b>	<b>reasons</b> 38:4	132:20	<b>regard</b> 20:16
108:9	<b>recap</b> 90:25	<b>recusing</b> 36:13	39:24 87:11
<b>rates</b> 21:11,14	<b>receive</b> 27:18	99:17	114:10
53:22 64:2	33:23 82:23	<b>Red</b> 3:18	140:13,23
77:22 126:20	98:5 103:13	133:19,22	<b>regarding</b> 39:5
140:18	105:24	<b>redeveloper</b>	68:4 69:1

119:19	<b>remarks</b> 108:24	29:19 32:17	104:8 109:8
<b>regenerate</b>	121:13	32:18	109:12
40:13	<b>remembered</b>	<b>request</b> 37:7	<b>residents</b> 6:7
<b>register</b> 149:6	92:12	42:4 43:24	19:14 26:16
<b>registered</b>	<b>Remotely</b> 1:15	44:11 87:25	29:20 30:25
15:9 19:17	<b>removed</b> 115:12	106:17	33:19 105:23
22:18	<b>rendered</b> 10:19	117:19	119:4,19,24
<b>registration</b>	<b>renewal</b> 58:17	<b>requested</b> 25:4	123:22
24:20 32:20	150:18	33:10 37:8	126:15,22
<b>regs</b> 78:21	151:10	37:10,21	152:10
<b>regular</b> 135:22	<b>rent</b> 11:15	95:1	155:23
<b>regularly</b> 59:7	156:18	<b>requesting</b>	<b>residual</b> 16:18
<b>rehiring</b> 11:10	<b>rental</b> 151:16	37:1,4 43:3	<b>resigned</b> 34:22
<b>Reinhardt</b>	<b>renting</b> 82:15	47:19 49:12	135:19 136:5
85:16 88:5,9	<b>RENZI</b> 1:20	102:21	<b>resolution</b>
91:2 92:10	<b>reopen</b> 157:18	<b>requests</b> 106:1	4:10 6:18,23
<b>reinstating</b>	<b>reorg</b> 78:15	<b>required</b> 12:17	13:5 48:20
11:15	<b>repair</b> 95:24	48:20 107:22	50:15 54:8
<b>reiterate</b>	<b>repairs</b> 75:14	130:6,23	109:20,21,22
90:22 153:2	84:7	139:24	110:2 114:4
154:20	<b>replace</b> 30:19	<b>requirement</b>	117:24 141:8
<b>rejoin</b> 99:19	<b>replaced</b> 27:9	147:13	<b>resolved</b> 6:2
<b>related</b> 145:19	33:21 34:2	149:21	6:11
<b>relationship</b>	<b>replacement</b>	<b>requirements</b>	<b>resource</b> 103:6
92:20	21:19	73:9 74:14	112:14
<b>relationships</b>	<b>replacing</b>	107:22	<b>resources</b> 1:20
88:17 92:17	15:10 16:4	148:13	44:20 92:5
<b>relative</b> 53:2	21:23 34:25	<b>requires</b>	112:17,18
60:2 133:1,3	<b>replenishing</b>	116:23	<b>respect</b> 22:3
160:11,13	40:7	<b>resale</b> 31:12	37:12 40:22
<b>relatively</b>	<b>report</b> 103:8	33:23	72:5 155:8
27:19 63:11	<b>Reporter</b> 160:4	<b>research</b> 29:23	<b>respectfully</b>
64:24	<b>Reporting</b> 1:21	<b>researched</b>	49:12 87:25
<b>relied</b> 5:14	<b>represent</b>	24:23 28:1	<b>respectively</b>
<b>relief</b> 5:16	29:10 110:17	33:7	50:19
<b>relying</b> 128:22	<b>representa...</b>	<b>reserve</b> 20:24	<b>respond</b> 77:9
128:22	136:12	25:11 30:4	113:16 117:8
<b>remain</b> 116:21	<b>representa...</b>	31:3 33:15	117:10
126:22	76:19 81:24	83:17,18	<b>response</b> 94:1
144:17	150:9 152:21	84:4,5,8,10	<b>responses</b> 25:5
145:20 146:1	<b>represented</b>	84:11,12,14	30:10
<b>remained</b> 43:23	100:7	91:19 109:25	<b>responsibi...</b>
<b>remaining</b> 87:4	<b>representing</b>	110:1 128:23	105:12
<b>remains</b> 40:23	23:18,21	129:6 132:12	112:10
143:9	58:7	132:13	116:12 144:5
<b>remark</b> 5:15	<b>represents</b>	<b>reserves</b> 83:18	<b>responsibi...</b>



135:1	<b>Rich</b> 14:11	84:19 85:6,7	123:3
<b>responsible</b>	146:20	93:21,22	<b>Santa</b> 98:15
54:4 55:15	<b>Richard</b> 18:21	96:17,18	<b>satisfaction</b>
88:25 115:22	80:15 141:5	98:21 99:7,8	141:1
<b>responsibly</b>	147:19	132:14	<b>satisfactory</b>
50:13	<b>rid</b> 21:25	133:10,11	141:13
<b>rest</b> 131:24	<b>right</b> 20:24	137:15,16	<b>satisfied</b>
139:6 153:3	29:8 37:7	149:5 159:5	141:11
<b>restaurant</b>	39:5 53:19	<b>role</b> 100:15	149:22
156:19	56:9 64:8	132:3,8	<b>Sauder</b> 138:20
<b>restrict</b> 84:6	67:4 83:4	133:1,1	143:3
<b>restricted</b>	91:19 100:1	146:18	<b>save</b> 68:17
84:9 95:18	111:6,23	<b>Ron</b> 102:4	103:11
<b>restrictions</b>	112:5,14	<b>room</b> 89:2,21	107:20
154:18	120:25 121:7	89:25	<b>saved</b> 71:16
<b>restructure</b>	124:13	<b>roster</b> 12:16	<b>saves</b> 66:18
66:7	128:14	<b>rough</b> 101:7	<b>saving</b> 115:11
<b>result</b> 15:24	130:15 133:8	<b>roughly</b> 16:6	<b>savings</b> 20:15
17:15 25:13	135:12	21:13,24	27:23 28:3
30:16 57:7	138:25 156:8	89:24	48:25 55:23
115:11	<b>risk</b> 60:21	<b>round</b> 97:18	56:6,14,20
116:11	61:8	<b>rounded</b> 89:8	56:25 64:13
<b>results</b> 15:22	<b>road</b> 68:20	<b>rules</b> 146:13	64:15,18,21
<b>retail</b> 151:19	<b>roads</b> 73:1	<b>run</b> 34:12 56:7	64:23 65:6
156:16	<b>roadways</b> 74:19	98:15	66:2 67:10
<b>retain</b> 118:16	<b>Robbi</b> 80:16	<b>running</b> 120:6	67:11,15,16
<b>retained</b>	82:9	122:22	67:23 71:18
122:21 136:1	<b>Robin</b> 121:13	<b>rural</b> 25:3	77:22 82:1,6
<b>retired</b> 4:9	121:16		82:11,14,21
95:19 98:8	<b>Rod</b> 57:21	<b>S</b>	83:5,11,15
<b>retirees</b> 58:2	<b>Rodriguez</b> 2:6	<b>S</b> 2:10,10	83:17 106:11
<b>retirement</b>	9:19,20 10:2	<b>saddened</b> 100:4	107:15,25
8:24 39:23	10:14,15	<b>safe</b> 39:14	108:7,8,11
142:24	11:5 13:12	<b>safety</b> 38:4	110:23
<b>retiring</b> 31:8	13:13 18:9	39:1 40:21	111:13,17,18
<b>return</b> 45:10	18:10 23:11	43:5	111:22 113:1
<b>reval</b> 75:3	23:12 29:6,7	<b>salaries</b>	122:7,10,25
<b>revenues</b> 86:25	31:18 32:5,6	124:21	123:5
87:13 90:23	35:25 36:1	<b>salary</b> 11:11	<b>saw</b> 23:24 27:2
151:9	41:16,17	37:9,11	40:5
<b>reversing</b>	46:25 47:1	135:24	<b>saying</b> 49:20
10:20	49:17 50:20	<b>sale</b> 20:25	53:9,20
<b>review</b> 65:4	57:21,25	<b>sales</b> 67:24	54:13 84:12
134:17 146:6	58:4 62:9,10	112:19,20	147:12
<b>reviewed</b> 95:11	69:17,18	<b>sanitary</b> 103:2	<b>says</b> 114:5
<b>RFP</b> 123:4	79:21,22	<b>Sanitation</b>	<b>scale</b> 65:23

<b>schedule</b> 21:5 74:5 76:5 82:12	23:25 29:12 135:23	22:1 34:3	91:23 105:10
<b>scheduled</b> 57:22 78:11 139:19,21 141:3	<b>section</b> 4:2 76:16	<b>selling</b> 30:21 31:10 34:6 98:11	113:2 119:20 120:3 126:18 126:22 127:1 130:1
<b>schedules</b> 146:22	<b>secured</b> 81:13 81:18 87:12 87:15 151:7	<b>Sendzik</b> 94:5,6 94:12 96:23 96:24 97:8 98:12 99:12	<b>services</b> 1:21 4:15 42:21 43:1 45:7 46:7 102:11 102:25
<b>school</b> 59:13 59:17 76:10 80:14,15,17 81:7,9,23 82:7	<b>security</b> 44:25	<b>senior</b> 134:19	103:11 104:16,25 105:24
<b>scope</b> 51:20 131:14 132:3 133:1 134:23	<b>see</b> 7:2 8:8 13:25 14:9 16:10 22:12 22:14,21 24:3 32:10 33:6 36:18 39:15,16 40:1 41:24 49:1 52:8 68:19 77:3 78:7 84:1 96:2 99:22 101:18,25 116:5,6 118:25 119:4 121:13 122:9 123:5 132:6 138:8 152:19 158:14	<b>sense</b> 5:12 20:14 50:20 52:20 67:22 77:21 127:15	106:11 111:1 112:24 115:4 115:15,17,22 116:6,20 118:4,9,14 118:21 119:5 119:8,14,16 122:3,6 124:7 125:1 126:14 131:16,19 136:16 140:7 141:13 143:15,20 144:9 145:8 145:25
<b>Scotland</b> 70:2	<b>seeing</b> 18:23 38:19,24	<b>separate</b> 92:1 107:23,24 110:2 113:5 119:25 139:13 148:10	<b>separately</b> 19:21
<b>scrap</b> 16:16	<b>seek</b> 94:14 130:24	<b>September</b> 142:9	<b>series</b> 63:19 65:18 70:6
<b>seamless</b> 143:8 143:23	<b>seeking</b> 19:4 43:6 63:13 64:4 97:8 150:23	<b>serve</b> 7:14 12:19 43:12 70:2 154:13	<b>seriously</b> 117:1 125:16
<b>Sean</b> 138:20	<b>seeks</b> 76:15	<b>served</b> 4:13 145:5,7	<b>series</b> 63:19 65:18 70:6
<b>seating</b> 42:18	<b>seen</b> 51:4 64:23,23 138:4	<b>serves</b> 67:5 127:19	<b>series</b> 63:19 65:18 70:6
<b>second</b> 6:20 9:7,8 10:3 11:18 12:24 17:23 23:2 28:20 31:19 33:3 35:14 41:6 46:14 50:2 61:17 69:6 79:10 84:20 93:10 96:6 98:22 110:18 132:17 137:4 139:15 140:5 141:11 148:20,21 157:11 158:18 159:12	<b>sees</b> 133:8	<b>service</b> 4:11 5:23 6:5,14 15:11,23 17:1 21:13 30:5,6,7 31:3 64:13 65:7 67:18 68:16 87:14 89:16,21 90:23 91:16	<b>set</b> 8:14 16:6 21:19 65:20 100:20 103:15,23 129:7 160:8
<b>Secondly</b> 49:24	<b>selected</b> 140:22		<b>seven</b> 95:1,11 97:20 111:23 111:25 112:6 126:7 128:14
<b>seconds</b> 138:8	<b>self</b> 106:6		<b>sewage</b> 103:3
<b>secret</b> 121:24	<b>self-liqui...</b> 105:6		<b>sewer</b> 63:20 103:2,17,23 104:18 105:4 105:20 106:4 108:21 109:14 110:1
<b>secretary</b> 2:12	<b>sell</b> 16:15,18		

114:4,6	83:15 87:6	<b>solely</b> 72:5	151:20
118:17	87:10 151:19	151:7	155:20,24
122:13,23	153:8	<b>solicit</b> 20:17	156:14 157:6
128:16 130:3	<b>significantly</b>	<b>solicitation</b>	157:6,7,18
132:13	20:20 28:6	20:4	158:7
138:20,21	43:9	<b>solicited</b> 30:9	<b>spaces</b> 156:1
139:17,18	<b>Silvestri-</b> ...	97:24	<b>Spanarkel</b>
142:8,14,15	70:21	<b>solid</b> 103:24	85:22
142:23	<b>similar</b> 29:17	104:19 105:5	<b>Spartan</b> 15:3
143:18	29:18 37:4	105:21 106:5	29:24
144:16 145:1	<b>similarly</b>	106:5 108:20	<b>speak</b> 7:24
145:11 146:8	59:20	108:20	13:25 21:20
<b>Sewerage</b>	<b>simply</b> 22:22	109:13,25	43:19 46:8
139:10	57:7 65:6	114:6 118:17	65:11 118:3
<b>sexual</b> 44:24	135:23	128:12,15	118:8 119:13
<b>shared</b> 100:14	<b>simultaneo...</b>	130:2 132:12	119:16 126:8
143:15	131:18	<b>solution</b> 67:1	156:23
<b>SHBP</b> 58:23	<b>sincerest</b> 6:13	67:1	<b>SPEAKER</b> 32:12
59:15 60:8	100:3	<b>solved</b> 35:3	32:23 33:2
<b>Sherry</b> 18:19	<b>sit</b> 119:17	<b>solvency</b> 5:3	33:25 36:3
<b>shifted</b> 135:2	<b>site</b> 151:11	<b>somebody</b> 60:19	<b>speaking</b> 7:21
<b>shine</b> 120:9	152:5 155:20	<b>Somerset</b>	13:20 121:17
<b>shoes</b> 100:20	156:3,6	144:16	<b>speaks</b> 56:22
100:23	157:12,15,17	<b>somewhat</b>	<b>spearheading</b>
<b>short</b> 51:8,23	<b>sitting</b> 91:19	152:15,16	146:18
86:17 88:24	<b>situation</b>	<b>soon</b> 7:18 8:9	149:23
<b>shortening</b>	43:11 51:16	55:5	<b>special</b> 19:12
67:14,17	51:21 52:4	<b>sooner</b> 55:1	74:21 104:22
<b>shortly</b> 20:23	52:11	64:11	114:16
26:4 102:11	<b>six</b> 38:6 55:7	<b>sorry</b> 7:5 8:20	<b>specialists</b>
148:4	55:20 57:4,6	33:6 111:8	59:7
<b>shots</b> 92:18	57:10,14	<b>sort</b> 65:13	<b>specific</b>
<b>show</b> 127:3	63:19 89:22	<b>Souder</b> 150:18	155:11
147:9	97:24 142:15	<b>sound</b> 4:18 5:1	<b>specifically</b>
<b>showed</b> 126:16	144:18	43:19	64:6 84:13
<b>shows</b> 22:11	<b>sizing</b> 39:5	<b>sounds</b> 30:24	154:14
<b>shy</b> 20:9	<b>skyline</b> 156:13	120:17	155:19
<b>side</b> 14:3	<b>slower</b> 44:15	136:19	<b>specificat...</b>
128:16	<b>slowly</b> 91:24	<b>source</b> 154:13	28:4 95:3
<b>signed</b> 23:25	<b>small</b> 16:19	<b>sources</b> 20:5	<b>Spencer</b> 126:1
35:4 125:18	27:19 31:13	<b>Sourcewell</b>	126:3,4
<b>significant</b>	<b>smaller</b> 27:16	20:6 97:15	<b>Spitzer</b> 102:19
42:25 48:25	56:1 152:12	<b>south</b> 1:11	<b>spoke</b> 123:14
53:15,16	<b>smooth</b> 141:22	27:17 34:3	125:8 133:3
55:16 66:18	<b>sold</b> 27:12	<b>space</b> 46:5	136:11
82:6,21	33:22 95:24	65:8 151:19	<b>square</b> 1:23

24:18 29:21	<b>statement</b>	<b>struggling</b>	96:7, 8, 20
32:18 76:10	12:18	159:1	97:7 98:10
156:15	<b>states</b> 63:21	<b>study</b> 106:17	98:17, 23, 24
<b>stable</b> 68:23	124:9 126:15	<b>Suarez</b> 2:3 4:1	99:10, 14, 18
<b>stadium</b> 151:11	<b>station</b> 122:23	4:6 6:24	99:22, 25
157:12, 13	156:8, 9	7:13 8:3, 25	101:12
<b>staff</b> 6:13	157:20, 20	9:9, 10, 23	102:12 109:4
25:20 40:2	<b>stations</b> 103:3	10:4, 5, 17	110:9, 19
63:5 64:23	142:13, 14	11:4, 19, 20	113:8, 23
91:3 100:9	<b>statute</b> 120:24	12:4, 25 13:1	114:11 117:6
105:19	121:6	13:15 14:7	121:10
106:11 111:3	<b>statutorily</b>	14:16 16:11	125:23 126:2
112:3	79:1	16:24 17:9	128:5 129:19
<b>stage</b> 144:25	<b>steadfast</b> 5:1	17:17, 24, 25	131:7 132:18
153:11	<b>steady</b> 126:21	18:13, 24	132:19
<b>standards</b> 5:7	<b>stems</b> 44:7	22:5 23:3, 4	133:13, 18
126:21	<b>stenograph...</b>	23:14, 20	134:2 135:5
<b>standing</b> 43:16	160:7	24:2, 8 25:16	136:19, 23
<b>standpoint</b>	<b>steps</b> 39:17	26:6, 12, 20	137:5, 6, 21
39:18 77:25	<b>Steve</b> 47:10	27:1, 8, 20	139:2 147:3
<b>star</b> 13:22	49:17 50:22	28:16, 21, 22	148:14, 22, 23
<b>start</b> 4:7	52:19 54:21	29:8 30:24	149:12 150:2
88:10 134:4	56:4 59:21	31:2, 5, 14, 20	152:23
136:14	62:4, 11	31:21 32:8	153:17, 22
147:11	90:15	33:4 34:8, 20	154:22
<b>started</b> 24:11	<b>Steve's</b> 61:13	35:9, 15, 16	156:22
54:5, 9 61:9	<b>Stewart</b> 94:8	36:5, 9 38:16	158:12, 19, 20
61:10 66:21	<b>stipend</b> 135:24	40:3, 14 41:1	159:7, 13, 14
<b>starting</b> 17:10	<b>stole</b> 22:5	41:7, 8, 22	<b>subject</b> 71:6
<b>state</b> 1:1, 22	<b>stop</b> 16:10	44:2 45:17	81:10, 15
5:5 6:5	<b>story</b> 49:3	46:10, 15, 16	131:1
29:13 31:6	<b>strange</b> 127:5	47:3, 6, 9	<b>submit</b> 146:5
48:8, 20	<b>Stratton</b> 23:25	61:14, 18, 19	<b>submitted</b>
49:23 50:17	<b>streamlining</b>	62:14 68:2	47:17 63:2
51:19 53:4	145:16	69:7, 8, 22	102:20 103:8
55:22 56:5	<b>street</b> 1:11	76:24 77:24	108:16
57:22 58:10	43:6 156:8, 8	78:3, 12, 17	114:18
60:1, 11	157:20, 23	78:20, 24	115:20
87:10 90:14	158:8	79:5, 11, 12	120:12 123:4
100:7 124:6	<b>strides</b> 38:19	80:1 81:1	125:17 139:8
146:25 147:2	38:25 39:3	83:2, 7, 20, 25	146:6 150:22
148:11 160:5	<b>strong</b> 110:10	84:16, 21, 22	<b>subsequent</b>
160:23	<b>structure</b> 38:6	85:9 86:1	95:25
<b>stated</b> 31:11	71:4	90:20 91:25	<b>substantial</b>
34:3 102:17	<b>structured</b>	93:5, 11, 12	7:25 38:21
120:4	40:12	94:2, 11 96:1	56:20 64:21

112:9 129:9	40:5,10,11	<b>takes</b> 51:25	39:24
<b>substantially</b>	40:13,19,20	130:15	<b>technology</b>
57:7 110:22	40:23 43:19	<b>talk</b> 25:20	44:22 45:4,9
<b>success</b> 6:15	47:20 55:17	37:5 52:11	45:11 86:13
<b>successful</b>	103:16,20	63:5 78:4	<b>Ted</b> 4:9,13,17
46:4 71:19	104:9 111:15	121:21 122:6	4:25 5:6,13
<b>sudden</b> 127:6	<b>surprise</b> 58:21	122:11 135:7	5:20 6:4,14
<b>suffer</b> 5:18	<b>Susan</b> 62:16	141:11	6:25 7:23
<b>sufficient</b>	65:11	154:25	8:8,12
91:18	<b>swear</b> 150:19	<b>talked</b> 54:19	<b>TEL</b> 1:24
<b>sufficiently</b>	<b>switch</b> 53:2	83:12	<b>telephone</b> 24:7
115:18	<b>sworn</b> 14:1,11	<b>talking</b> 157:1	<b>tell</b> 21:17
<b>SUITE</b> 1:22	14:15 18:25	<b>Tammy</b> 70:18	50:11 60:17
<b>supervision</b>	19:2 24:9,13	<b>tanker</b> 25:2,4	<b>telling</b> 28:5
140:3	32:14 36:21	<b>task</b> 43:17	<b>temporary</b>
<b>supplied</b>	36:24 42:7	<b>tax</b> 15:23 17:5	129:1 130:11
105:11	47:15 62:25	17:6,7,11,11	<b>tenure</b> 4:24
<b>supply</b> 89:6	71:8,11	21:8 26:15	6:10 126:23
<b>support</b> 107:12	80:23 85:25	30:13,16,25	<b>term</b> 15:20
112:24 113:5	86:3 94:10	33:19 46:5,9	65:3 66:15
144:2	97:6 101:15	73:4,6 74:9	76:5 136:5
<b>supported</b>	102:13,15	121:25 122:2	<b>terms</b> 44:14
127:4	134:1 139:1	124:17,19,20	49:18 54:17
<b>supporting</b>	139:4 150:21	129:22,23	77:13 106:10
112:3	<b>synopsis</b> 37:6	143:17	115:4 118:8
<b>supposed</b> 29:12	<b>system</b> 49:10	154:17	154:18,20
<b>sure</b> 13:24	105:5 145:3	<b>taxable</b> 73:23	155:7
23:24 29:13	<b>systems</b> 142:24	154:17	<b>terribly</b>
29:15 43:18	143:4,22,23	<b>taxes</b> 121:22	101:10
44:16 58:6		122:5 124:22	<b>test</b> 141:10
60:20 80:18	<b>T</b>	124:25 125:4	<b>testify</b> 14:15
88:23 90:6	<b>T</b> 2:10 160:1,1	<b>taxpayer</b> 66:13	19:2 24:10
90:24 91:4	<b>table</b> 39:6	121:18	24:13 32:14
91:22 92:23	88:23	<b>taxpayers</b>	36:24 42:7
101:16 102:1	<b>tabled</b> 125:11	66:18 71:17	47:15 62:25
102:3,16	<b>take</b> 4:7 16:8	116:2 123:20	71:11 80:23
118:14,15,18	25:6,18 52:2	<b>teach</b> 8:15	86:3 94:10
118:22,23	90:3 100:2	<b>team</b> 90:18	97:6 102:15
119:2 120:14	129:11	<b>Teams</b> 1:15	134:1 139:4
121:4 134:6	131:10 133:2	<b>Teamsters</b>	150:21
140:25	157:25	59:19	<b>testimony</b>
146:21	<b>taken</b> 1:15	<b>tech</b> 73:1	138:5,6,11
148:11	12:9 38:12	<b>technical</b>	160:6
149:19 157:4	39:17 117:13	129:16	<b>testing</b> 92:21
<b>surely</b> 58:18	124:14 131:4	145:18	<b>thank</b> 6:24 7:1
<b>surplus</b> 37:1	160:7	<b>technological</b>	7:12,13 8:2

8:3,10,12,15	50:21	148:8 154:24	115:17 116:8
8:18,19,21	<b>thereof</b> 19:11	155:8 158:9	116:19,25
9:21 16:11	<b>thin</b> 92:15	159:8	120:20
16:24 18:12	<b>thing</b> 30:21	<b>thinking</b> 65:13	123:13
22:6 23:14	38:10 52:17	<b>third</b> 139:16	129:18 130:7
25:16 34:8	54:4 60:2	<b>thorough</b> 99:11	130:8 133:25
35:9 36:3,7	78:4 88:14	147:4	134:25 135:9
38:16 41:19	89:1 110:20	<b>thought</b> 26:22	138:25 139:3
41:20,21	120:10,18	66:24 88:25	142:10
44:2 47:3,5	131:11 147:5	<b>thousand</b> 26:24	143:11 148:7
56:21 59:10	157:10	74:13 108:4	150:20
61:12 63:1	<b>things</b> 8:2	<b>three</b> 12:7	151:12 160:8
69:20 76:24	26:14 39:5,7	25:5 26:8,9	<b>timeframes</b>
77:1 79:24	44:25 49:7	30:9 33:10	68:17
79:25 80:3	50:24 67:3	47:24 48:12	<b>timeline</b> 56:4
83:2 84:15	90:21 92:2	77:16 112:3	62:2
88:9 90:14	93:3 98:15	118:1 125:18	<b>times</b> 52:11
93:5,24	107:24	125:20 134:7	<b>timing</b> 67:21
94:12 96:1	136:24	142:13,14	119:13 127:5
96:20 99:10	140:25 155:9	149:16,19,21	<b>Tina</b> 78:25
99:12,18	<b>think</b> 16:17	<b>throats</b> 52:3	<b>titled</b> 98:2
101:1,10	22:16,20,23	<b>tied</b> 154:15,19	<b>titling</b> 98:1
106:13	23:22 24:7	<b>till</b> 55:13	<b>today</b> 14:3
110:19 113:8	26:23 36:21	<b>Tim</b> 150:14	18:22 19:4
114:8,13	37:5,13	154:7,11	21:16 26:9
117:6,9	39:13,15,25	<b>time</b> 4:8 7:7	26:13 29:15
118:6,13	42:23 43:20	8:1,13 11:3	37:1 42:4
121:10	45:18 49:5	12:8 14:14	63:12 65:13
125:21 128:4	51:5,22	19:1,13	67:5 68:6
129:13 131:5	55:14,18	24:12 25:8	78:23 79:4
132:25 133:4	57:9 58:20	32:13 34:5	80:6 115:3
133:13,17	67:5 68:5,8	36:23 38:3	116:1 121:17
134:3 137:18	68:12,18	42:6,12 45:2	137:19 150:4
137:21 139:5	72:2 80:21	47:14 48:8	150:11
142:5 145:4	82:3 83:3,11	51:1,15,25	152:22
146:14,17	85:12,23	52:16 53:2,7	155:17 156:5
147:3 148:14	108:2 109:17	53:15 58:4	<b>today's</b> 21:14
149:12,15,23	110:9,21	62:24 63:5	66:19
149:25	114:24	71:8,10,13	<b>TOLL</b> 1:24
152:23	118:25 119:4	71:19 80:22	<b>tomorrow</b> 141:3
155:15 156:5	120:21	81:22 82:16	<b>Tony</b> 101:6
158:12	122:21 123:6	86:2 88:4	<b>top</b> 42:20
<b>thanking</b>	125:23 127:8	91:22 94:9	135:24
149:14	127:10,18,23	97:5 101:3	146:25
<b>thanks</b> 6:13	127:25	102:14	<b>Toscano</b> 70:14
7:10 11:4	137:16 147:8	103:13	<b>total</b> 22:16

26:21 37:19	143:14,17,21	125:12	146:2 152:19
55:19 56:14	144:7,11,14	<b>transparent</b>	<b>twice</b> 42:17
56:18 77:5	144:21	118:6	97:18
106:20	145:14 147:7	<b>transpired</b>	<b>two</b> 15:17
107:15	148:1,5	145:22	19:19 25:5
113:19 114:5	150:1,1	<b>trash</b> 118:18	25:15 30:2,5
114:7 152:2	<b>township's</b>	<b>treated</b> 144:15	30:10,17,23
<b>totaling</b> 94:23	48:1 144:3	<b>treatment</b>	32:16 33:16
<b>tower</b> 94:15	146:4 147:12	103:4 128:13	34:13 51:3
95:21	<b>Tracey</b> 18:19	<b>tree</b> 158:7	51:10 56:24
<b>town</b> 22:17	126:4	<b>tremendous</b>	56:24 59:18
51:25 59:13	<b>trade</b> 22:1	37:13 42:15	67:22,24
70:10 75:4	<b>traffic</b> 158:1	43:9	77:16 86:22
77:11,19,22	<b>trail</b> 100:21	<b>Trenton</b> 1:12	91:20 95:5
134:10,17,18	<b>train</b> 156:8	<b>tried</b> 66:25	97:23 109:11
134:23 135:3	<b>training</b> 44:21	<b>trigger</b> 72:8	119:25
143:21	152:9	<b>triggered</b> 72:4	120:17
144:15	<b>tranches</b>	<b>trivially</b>	136:11,23
<b>town's</b> 77:15	152:14	38:20	139:25
<b>township</b> 3:5,6	<b>transaction</b>	<b>truck</b> 14:23,24	141:10 146:3
3:7,8,9,10	71:2 76:22	15:4,10,10	<b>type</b> 112:24
3:15,16,19	80:6,13,20	15:14 19:8	119:7 141:18
14:20 24:16	82:5 85:16	19:10,18	<b>types</b> 59:25
24:19 29:9	85:19,22	20:3 21:18	131:12 132:4
29:11,19,20	86:20 87:20	21:23 30:5	156:16
32:9,16,17	88:1,8	<b>true</b> 27:4	<b>typically</b> 39:2
32:18 33:19	146:23	160:6	
36:11,17	147:15	<b>truncate</b> 68:16	<b>U</b>
41:24 42:2	<b>transcript</b>	<b>trust</b> 152:7	<b>U.S</b> 15:18
42:10 43:15	138:14 160:6	<b>trustee</b> 104:9	<b>ultimate</b> 21:12
43:20,25	<b>transfer</b> 16:7	<b>try</b> 16:18	95:17
44:19 45:4,6	103:13	23:23 29:12	<b>ultimately</b>
45:13 47:7	111:16	45:2 49:16	102:10
47:11,17	122:23	52:2 53:21	<b>unable</b> 115:15
48:13 49:1,4	146:11	66:12 67:22	153:13
70:8 94:4	147:24 148:3	<b>trying</b> 42:21	<b>unaffected</b>
96:21,25	<b>transferred</b>	43:12 55:13	59:6
137:22,24	103:16,20	68:24 90:5	<b>uncollected</b>
138:13,17,20	108:7 112:18	<b>Tucci</b> 80:7	122:13
138:23 139:7	<b>transition</b>	<b>turn</b> 13:24	<b>unconventi...</b>
139:10,12,17	53:10 141:21	21:13,20	64:22
139:19 140:3	142:2 143:9	37:14 65:10	<b>undergone</b>
140:8,15,22	143:24,25	66:3 67:3	149:16
141:21 142:1	<b>translates</b>	81:23 88:4	<b>underlying</b>
142:7,8,11	108:8	106:8 141:16	72:3 77:15
142:16,25	<b>transparency</b>	141:23 142:3	81:11

<b>understand</b> 16:25 50:24 52:5,21 58:7 83:10 115:7 115:19 118:5 119:25 128:11 129:13 132:8 156:24 157:4	<b>unmute</b> 13:22 <b>unprecedented</b> 116:16 <b>updated</b> 34:16 35:6,8 <b>upfront</b> 103:13 <b>Urban</b> 150:18 151:10 <b>USDA</b> 63:24 64:11	<b>vacant</b> 106:23 151:12,25 <b>vaccinations</b> 92:19 <b>vacuum</b> 53:23 55:7 <b>valid</b> 115:2 <b>valuation</b> 25:14 <b>valuations</b> 26:19 <b>value</b> 17:12 28:1 64:21 98:16 <b>vantage</b> 68:8 68:18 <b>variety</b> 72:23 <b>various</b> 42:25 59:23 72:24 73:20 74:19 75:14,20 <b>vast</b> 118:25 119:4 <b>vehicles</b> 72:24 74:17	77:14,21 <b>voluntarily</b> 135:20 <b>volunteer</b> 94:16 97:10 <b>vote</b> 15:7 24:21,22 32:21,21 33:5 61:25 62:12 125:21 149:6 <b>voted</b> 19:15 22:14,15 123:24 <b>voter</b> 24:20 32:19,24 <b>voters</b> 15:5,9 19:12,18 24:21 <b>votes</b> 137:17 149:9,11 <b>voting</b> 125:17 125:20 <b>VTC</b> 2:1
<b>understanding</b> 51:14 53:12 54:23 68:10 118:1 133:6	<b>use</b> 16:16 40:10 59:3 84:9 143:18 144:2 154:21 155:22	<b>vendors</b> 28:5 95:3 97:23 <b>version</b> 148:6 <b>versus</b> 27:24 28:6 58:23 <b>vice</b> 5:21,22 114:18 <b>video</b> 24:6 <b>Videography</b> 1:21 <b>view</b> 107:10 117:3 <b>views</b> 154:5 <b>Vince</b> 138:22 <b>violate</b> 11:9 <b>violation</b> 11:16 12:13 <b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>voted</b> 19:15 22:14,15 123:24 <b>voter</b> 24:20 32:19,24 <b>voters</b> 15:5,9 19:12,18 24:21 <b>votes</b> 137:17 149:9,11 <b>voting</b> 125:17 125:20 <b>VTC</b> 2:1
<b>understands</b> 25:25	<b>useful</b> 15:14 16:13	<b>vehicles</b> 72:24 74:17	<b>VTC</b> 2:1
<b>understood</b> 40:25 65:25 115:10	<b>uses</b> 156:17	<b>vendors</b> 28:5 95:3 97:23	<b>W</b>
<b>undertake</b> 64:5 121:4	<b>utilities</b> 5:22 102:23 105:5 105:7,9,10 109:7,11 112:15 114:17 132:13	<b>version</b> 148:6 <b>versus</b> 27:24 28:6 58:23 <b>vice</b> 5:21,22 114:18 <b>video</b> 24:6 <b>Videography</b> 1:21 <b>view</b> 107:10 117:3 <b>views</b> 154:5 <b>Vince</b> 138:22 <b>violate</b> 11:9 <b>violation</b> 11:16 12:13 <b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>undoubtedly</b> 5:18	<b>utility</b> 63:20 75:8,19 103:17,17,23 104:19,19 105:20,21 106:5,5,6,7 108:21 109:14 110:1 130:3 139:18 143:5 145:11 146:5	<b>version</b> 148:6 <b>versus</b> 27:24 28:6 58:23 <b>vice</b> 5:21,22 114:18 <b>video</b> 24:6 <b>Videography</b> 1:21 <b>view</b> 107:10 117:3 <b>views</b> 154:5 <b>Vince</b> 138:22 <b>violate</b> 11:9 <b>violation</b> 11:16 12:13 <b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>unfortunately</b> 48:3	<b>utilize</b> 29:23 <b>utilized</b> 40:11 86:8,11 87:2 87:19 152:17 <b>utilizing</b> 30:4 47:20 77:6	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>uniform</b> 5:7 67:9	<b>utilize</b> 29:23 <b>utilized</b> 40:11 86:8,11 87:2 87:19 152:17 <b>utilizing</b> 30:4 47:20 77:6	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>Union</b> 70:10,18 73:11,11,21	<b>utility</b> 63:20 75:8,19 103:17,17,23 104:19,19 105:20,21 106:5,5,6,7 108:21 109:14 110:1 130:3 139:18 143:5 145:11 146:5	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>unions</b> 51:23 51:25 52:16 53:9 54:5,10 58:8 59:18 59:19	<b>utilize</b> 29:23 <b>utilized</b> 40:11 86:8,11 87:2 87:19 152:17 <b>utilizing</b> 30:4 47:20 77:6	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>unit</b> 6:7 72:6 78:21	<b>utilize</b> 29:23 <b>utilized</b> 40:11 86:8,11 87:2 87:19 152:17 <b>utilizing</b> 30:4 47:20 77:6	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>United</b> 63:21	<b>utilize</b> 29:23 <b>utilized</b> 40:11 86:8,11 87:2 87:19 152:17 <b>utilizing</b> 30:4 47:20 77:6	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>units</b> 5:4 71:24 72:11 100:7 151:16 151:17 152:16	<b>utilize</b> 29:23 <b>utilized</b> 40:11 86:8,11 87:2 87:19 152:17 <b>utilizing</b> 30:4 47:20 77:6	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
<b>UNKNOWN</b> 32:12 32:23 33:2 33:25 36:3	<b>utilize</b> 29:23 <b>utilized</b> 40:11 86:8,11 87:2 87:19 152:17 <b>utilizing</b> 30:4 47:20 77:6	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
	<b>V</b>	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4
	<b>vacancies</b> 106:16,24	<b>vision</b> 156:3,6 <b>visit</b> 59:6 <b>visual</b> 138:6 <b>volatility</b>	<b>wages</b> 37:9,11 <b>waist</b> 106:5 <b>wait</b> 120:13 <b>waiver</b> 37:1,22 37:23,24 38:20 39:10 42:5,9 43:3 43:4,25 44:6 44:11 47:20 49:13 <b>waivers</b> 37:5 <b>walk</b> 72:10 100:21 <b>walkability</b> 156:24 157:2 157:15 <b>walkable</b> 156:1 <b>Wall</b> 3:16 96:21,25 <b>Wancho</b> 145:2,4



<b>want</b> 8:12,18 10:24 25:18 38:10 58:6 58:18 60:16 66:4 78:7 88:22 89:7 110:22 111:20,20 117:8 118:7 128:7 131:22 132:24 134:4 135:7 146:24 147:2 149:22 150:19	<b>wastewater</b> 128:13 <b>water</b> 103:5,17 118:17 <b>way</b> 8:15 13:25 16:21,23 20:12 21:2 55:15 67:4 93:3 120:9 124:10 140:21 141:13 145:5 149:13 157:17 158:3 <b>ways</b> 44:17 67:9 158:2 <b>we'll</b> 29:8 30:18 31:9 37:15 38:8 39:14,15 40:1 56:16 59:8,18,19 63:7 72:12 101:14 141:11,12 <b>we're</b> 7:18 10:17 13:16 16:20 20:21 22:4 26:4 30:1 34:5 37:13,23 44:16 48:16 53:20 55:18 55:19,25 56:8,9,13 57:15,16 58:16,21 59:15 63:13 66:1 67:19 82:7 89:23 90:4,5 91:16 91:19,21,21 91:22,23,24 94:13 102:11 107:19 108:10	110:14 118:13,22 119:2 131:14 131:22 133:18 146:21 147:18 156:13,15 158:4 <b>we've</b> 37:20 38:6 39:23 55:14 106:18 140:23 141:4 145:21 146:10 148:8 149:17 152:24 153:8 154:24 156:24 <b>weaning</b> 91:21 <b>website</b> 34:16 35:5 <b>Wednesday</b> 1:13 <b>Weehawken</b> 70:8 70:8,14,20 72:15 73:3,7 75:24 76:11 76:11 <b>week</b> 90:11 100:5 <b>weekly</b> 91:4 <b>weeks</b> 55:7 <b>weigh</b> 124:3 <b>welcome</b> 36:5,9 41:22 94:2 150:2 <b>wellness</b> 92:22 <b>went</b> 50:3 97:19 123:1 123:4 134:21 <b>weren't</b> 50:10 54:10 88:24 125:9 <b>west</b> 8:23 10:19 70:10 70:16 75:4	75:10,16 77:3,6,18 78:5,9 102:4 <b>whatsoever</b> 113:3 123:22 124:3 129:23 130:13 <b>Wielkocz</b> 47:8 47:10,10,16 50:1,21 51:22 52:6 53:11 54:12 54:15 55:4 57:24 58:11 90:15 <b>wildly</b> 71:19 <b>Wildwood</b> 3:11 10:19 62:15 62:17,19 66:12,12,14 68:11 <b>Wildwood's</b> 63:17 67:6 <b>Wilechansky</b> 71:1 77:10 78:2 85:18 <b>Wilentz</b> 100:25 102:19 <b>William</b> 2:5 97:1 <b>willing</b> 116:22 <b>willingness</b> 8:14 <b>wind</b> 51:8 <b>Winitzsky</b> 18:16 18:17 19:3 22:2,19 62:22,22 63:1 68:3 69:20 70:19 <b>wish</b> 8:16,22 92:12 133:15 137:19 <b>wishes</b> 6:3,14 <b>wishing</b> 14:14 19:1 24:12
--	---	---	--

32:13 36:23	111:4 153:23	127:6 136:10	<b>Zucca</b> 70:18
42:6 47:14	<b>wouldn't</b> 60:16	139:13	
62:24 71:10	60:18	142:21 144:8	<hr/> <b>0</b> <hr/>
80:22 86:2	<b>wrapped</b> 90:2	144:18	<b>02211</b> 160:4
94:9 97:5	<b>write</b> 124:20	153:10,10	<b>0236</b> 125:25
102:14	<b>written</b> 126:25	<b>year's</b> 55:18	<b>08625</b> 1:12
133:25 139:3	<b>wrong</b> 95:6	56:13	<b>08690</b> 1:23
150:20	<b>www.RLReso...</b>	<b>yearly</b> 121:25	<hr/> <b>1</b> <hr/>
<b>wit</b> 5:13	1:25	125:4	<b>1</b> 3:3, 4, 15
<b>withstanding</b>	<hr/> <b>X</b> <hr/>	<b>years</b> 4:11 6:4	14:4, 21
135:10	<b>x</b> 1:3, 6 3:1	12:7 15:21	18:15 94:4, 7
<b>woman</b> 101:9	<b>XI</b> 160:4	16:5 21:4	146:12
<b>women</b> 100:16	<hr/> <b>Y</b> <hr/>	25:15 27:15	<b>1, 038, 447</b>
<b>Woncho</b> 138:19	<b>yeah</b> 31:9	30:2, 3, 5, 17	47:25
<b>wonderful</b>	32:25 43:10	30:23 33:16	<b>1, 119, 330</b>
88:14	54:15 109:16	37:4, 15	20:10
<b>work</b> 7:11 8:14	<b>year</b> 16:2 17:3	39:11 40:1	<b>1, 139, 673</b>
55:12 118:24	21:15 25:10	43:23 44:8	47:22
123:21	25:10 26:25	44:20 49:11	<b>1, 161, 316</b> 19:6
124:15	27:3, 6 30:12	51:5, 7 56:15	<b>1, 210, 000</b> 74:3
125:13	33:14, 14	56:23 64:11	<b>1, 620, 658.74</b>
127:12 134:9	37:12, 23	64:15, 16, 24	94:19
134:24 152:9	38:6, 12	65:1, 8 66:6	<b>1, 628, 658.74</b>
<b>worked</b> 49:9	39:11, 15	67:15 81:8	94:23
77:11, 19	40:8, 10, 12	91:20, 21	<b>1, 929, 607</b> 42:5
101:4 134:15	42:19 48:23	95:2, 12	<b>1.2</b> 37:8
147:20	49:2, 23, 25	97:21 101:4	<b>1.3</b> 37:19
<b>working</b> 59:20	51:3 52:8	119:1 126:8	<b>1.5</b> 103:15
60:3 86:21	53:14, 25	126:14, 23	109:24, 25
86:22 87:7	54:2 55:12	134:7, 22	129:7
88:11, 22	55:21, 24	141:20 145:7	<b>10</b> 15:20 21:4
91:2 141:20	56:17 57:9	145:23	25:10 26:25
142:1 143:2	57:12, 23	<b>yesterday</b>	27:14 30:1
143:25	58:14 59:14	114:22	30:12 33:14
146:10	61:2, 11	120:20	44:8 87:8
147:10, 18, 22	64:13, 25	<b>yield</b> 138:1	88:23 95:2
<b>workings</b>	67:15 74:1, 4	145:2 156:2	95:12, 12
141:24	82:14 83:6	<b>York</b> 70:11, 16	97:20 98:4
<b>works</b> 75:14	86:22 89:22	75:5, 10, 16	106:16
102:9 105:8	89:24 90:25	77:4, 6, 18	108:11 122:6
115:21	91:8, 15	78:6, 9	122:24 145:7
134:19	95:12 98:4	<hr/> <b>Z</b> <hr/>	145:23 158:5
<b>world</b> 52:18	101:7, 7	<b>Zimmer</b> 141:5	<b>10, 000</b> 152:3
63:22 100:19	105:1 127:1	146:17	<b>10, 200, 000</b>
<b>worry</b> 136:20		<b>Zoom</b> 138:4	86:21 87:3
<b>worth</b> 67:11			

<b>10:34</b> 1:14	<b>150,000</b> 27:3	113:1 151:4	48:13 49:21
<b>100</b> 12:15	74:25	152:13	53:16 57:4
26:24 57:18	<b>159</b> 3:21	153:18	60:22 66:11
94:15 95:21	<b>15th</b> 90:9	<b>2,013</b> 98:8	<b>2021</b> 9:3 12:10
<b>100,000</b> 151:18	104:1	<b>2,070,000</b>	34:18 35:7
156:15	<b>16</b> 55:19	48:11	37:22 47:22
<b>101</b> 1:11	<b>16,428,000</b>	<b>2,171</b> 12:15	48:9 49:5,8
<b>10th</b> 48:19	72:18	<b>2,178,119</b>	49:21 51:13
<b>11</b> 156:10	<b>16,468,000</b>	47:21	53:17 55:3
157:14	72:16	<b>2,335,000</b>	72:21 73:10
<b>11,000</b> 10:22	<b>16th</b> 139:21	103:12	73:18 74:1
19:17 22:23	148:5	<b>2,420,000</b>	74:12 75:13
<b>11.17</b> 64:20	<b>17</b> 143:16	73:22	135:14 136:5
<b>11.2</b> 24:18	<b>17,832,000</b>	<b>2,423</b> 24:21	<b>2022</b> 1:13 12:5
<b>110</b> 103:2	75:10	<b>2,589</b> 95:22	12:12,18
<b>112</b> 24:21	<b>170</b> 15:7	<b>2,635</b> 29:20	15:6,16 16:3
<b>113,578.96</b>	<b>170,000</b> 74:13	<b>2,777</b> 15:11	17:1 34:17
95:15	<b>17th</b> 56:11	<b>2.3</b> 110:23	34:18 35:6
<b>114,171</b> 30:14	<b>18</b> 3:4 38:3	<b>2.4</b> 56:14	47:25 49:13
<b>115</b> 106:16	89:3 90:3	<b>2.5</b> 122:12,17	104:1 108:24
<b>11th</b> 9:25	119:18 151:3	<b>2.6</b> 71:16	113:17 114:4
<b>12,055,000</b>	153:23	103:19	144:19
75:25	<b>18,395,000</b>	<b>2.7</b> 152:9	160:25
<b>12,435,000</b>	87:2	<b>2.927</b> 15:18	<b>2022B</b> 70:6
76:2	<b>1854</b> 32:20	<b>2:19</b> 159:21	<b>2023</b> 16:1,9
<b>120,000</b> 107:21	<b>19</b> 15:6	<b>20</b> 29:21 38:2	17:3,10
<b>123</b> 142:14	<b>1972</b> 142:9	48:2,3 66:6	48:25 49:2
<b>125</b> 106:15,15	<b>1989</b> 98:13	67:15 81:8	57:19 104:5
106:19	<b>1992</b> 34:1	89:8 101:4	<b>2024</b> 143:10
<b>125,000</b> 16:4	<b>1994</b> 15:10	126:14,23	160:24
17:2	16:13 115:23	127:1 142:13	<b>2048</b> 64:3
<b>125,266</b> 16:2	<b>1997</b> 27:10	<b>200</b> 17:16	<b>20th</b> 78:15
<b>13,744,000</b>	<b>1999</b> 21:23	108:4	90:10
75:17	95:20	<b>2004</b> 4:16	<b>21</b> 4:21 48:2,3
<b>133</b> 3:18 19:16	<b>1st</b> 49:8 55:12	<b>2009</b> 71:14	48:11
<b>137</b> 3:19	56:9,12	76:6	<b>22</b> 33:5 52:7
<b>139</b> 21:14	57:12,17,24	<b>201</b> 17:13	57:9 86:15
<b>13th</b> 78:11	78:15 104:25	<b>2010</b> 42:13	87:21,24
<b>14</b> 3:3 57:13	108:15,23	<b>2012</b> 16:2	88:3 89:1
<b>140,000</b> 21:15		<b>2017</b> 143:14	90:3,4
<b>15</b> 27:15 66:22	<b>2</b>	<b>2019</b> 12:10	<b>2277</b> 1:22
<b>15,000</b> 67:11	<b>2</b> 3:16 20:9	38:1 57:4	<b>23</b> 3:5 160:25
<b>15,852,000</b>	37:3,7,24	74:6	<b>24</b> 119:18
72:17	39:15 89:5	<b>2020</b> 34:17	<b>24,500</b> 15:11
<b>15.7</b> 152:6	96:22,25	35:7,8 37:21	<b>24,900</b> 10:22
<b>150</b> 3:20	107:16,16	38:2 42:13	<b>245</b> 95:22

<b>245,000</b> 33:15	<b>312,000</b> 73:8	139:24	<b>650,000</b> 14:24
<b>24th</b> 139:12	<b>31st</b> 108:23	<b>40A:5A-6</b> 14:20	<b>658</b> 22:13,15
<b>25</b> 21:10 90:4	<b>32</b> 3:7 106:24	19:5	22:22
127:6	107:2	<b>40A:9-22.6</b>	<b>66.9</b> 24:22
<b>250,000</b> 25:11	<b>33</b> 1:22	12:14	<b>69</b> 3:12
27:6	<b>33,000</b> 34:1	<b>41</b> 3:9	<b>69,770</b> 33:17
<b>26</b> 113:19	<b>335</b> 107:16	<b>410</b> 1:22	<b>697,000</b> 95:16
<b>27</b> 107:4 126:9	113:2	<b>4200</b> 151:16	
126:11	<b>34.9</b> 71:18	<b>448,000</b> 74:24	<b>7</b>
127:25 128:2	<b>35</b> 55:18	<b>47</b> 3:10	<b>789:22</b> 114:7
<b>27,000</b> 21:24	<b>35,026,000</b>	<b>49</b> 90:1	<b>7,329,000</b>
<b>28</b> 87:7	75:5	<b>49,955,000</b>	73:13
<b>28,395,000</b>	<b>36</b> 3:8	86:10	<b>7,620,000</b>
86:24	<b>368-7652</b> 1:24		73:15
<b>28,700</b> 95:21	<b>37</b> 24:22	<b>5</b>	<b>7.2</b> 89:19 91:7
<b>29</b> 3:6	106:21,23	<b>53:7</b> 32:9,17	<b>70,000</b> 26:4
<b>291,000</b> 73:17	<b>38</b> 91:19	66:23 144:22	<b>700</b> 93:1
<b>298,000</b> 74:21	<b>380,000</b> 76:4	144:25	<b>700,000</b> 64:19
<b>2nd</b> 56:11	<b>395</b> 114:7	<b>5,600,000</b>	<b>71,955,000</b>
		103:14	86:7
<b>3</b>	<b>4</b>	<b>5.6</b> 103:22	<b>718,075.58</b>
<b>33:5</b> 23:16,18	<b>43:6</b> 12:18	<b>50</b> 44:7 90:1	97:12,13
23:22 24:17	29:9,11,19	<b>50,000</b> 17:16	<b>749,995</b> 30:1
24:18 128:22	<b>4.125</b> 64:2	76:9 136:10	<b>75</b> 24:22
128:23	<b>4.145</b> 104:3	<b>500</b> 4:21 11:17	<b>75,916</b> 15:23
<b>3,000</b> 64:25	<b>4.5</b> 64:2	152:3	<b>76,000</b> 16:5
<b>3,450,000</b>	<b>4.6</b> 89:24	<b>520,731</b> 14:25	17:3
75:18	91:17	<b>525</b> 19:15	<b>78</b> 22:12
<b>3,630,000</b>	<b>4.7</b> 37:21	<b>564</b> 4:21	<b>784,000</b> 104:6
73:25	<b>40</b> 48:2 50:25	<b>576,000</b> 72:20	<b>79</b> 22:12
<b>3,750,000</b>	144:15		<b>79,826,000</b>
63:16 64:1	<b>400</b> 151:17	<b>6</b>	70:5
<b>3.437</b> 15:19	<b>400,000</b> 82:14	<b>612:18</b> 13:22	<b>8</b>
<b>3.49</b> 33:11	83:6	76:16 109:9	<b>81:13</b> 15:16
<b>3.7</b> 37:22	<b>408108</b> 1:25	<b>6,230,000</b> 74:8	128:13
56:19	<b>40A:12A-29...</b>	<b>6,528,000</b> 74:8	<b>8,164</b> 15:8
<b>3.77</b> 95:13	150:24	<b>6,540,000</b>	<b>8,890,000</b> 75:7
98:6	<b>40A:12A-67g</b>	74:11	<b>8,942,000</b> 75:6
<b>3.8</b> 42:14	150:25	<b>6.1</b> 56:18	<b>8.39</b> 32:18
<b>3.94</b> 30:15	<b>40A:2-46</b> 106:4	<b>6.5</b> 91:14	<b>80</b> 3:13
<b>30</b> 12:21 88:10	<b>40A:2-51</b> 63:14	<b>60</b> 15:7	<b>800</b> 1:24
88:21 124:20	<b>40A:2-55</b> 63:15	<b>600</b> 19:14	<b>800,000</b> 37:10
138:7 160:24	<b>40A:4-45.3...</b>	<b>600,616</b> 73:4	<b>82</b> 32:23,25
<b>300,000</b> 17:13	37:2 47:18	<b>609</b> 1:24	<b>830,000</b> 56:14
107:17	<b>40A:5A-20</b>	<b>62</b> 3:11	<b>838,000</b> 19:21
<b>30ish</b> 17:17	102:24 106:3	<b>621</b> 95:22	

**85** 3:14  
**86,710.28** 98:7  
**88** 106:20  
122:9,9

---

**9**

---

**9,500,000** 81:4  
**9,749,000**  
73:12  
**9.5** 82:23  
**90** 91:11  
**928,000** 73:6  
**931,658.74**  
94:20  
**94** 3:15  
**96** 3:16  
**96,325.38**  
25:12  
**98** 33:5 40:19  
**989-9199** 1:24  
**99** 3:17  
**9th** 19:13