1	STATE OF NEW JERSEY		
2	NEW JERSEY CLEAN AIR COUNCIL		
3	DEPARTMENT OF ENVIRONMENTAL PROTECTION		
4	x		
5	IN RE :		
6	Zero Emission Vehicles :		
7	Clearing the Air :		
8	x		
9			
10	Location: New Jersey Department of		
11	Environmental Protection		
12	401 East State Street		
13	Trenton, New Jersey 08625		
14	Date: Wednesday, April 12, 2018		
15	Commencing At: 9:37 a.m.		
16			
17			
18			
19	GUY J. RENZI & ASSOCIATES, INC.		
20	CERTIFIED COURT REPORTERS & VIDEOGRAPHERS		
21	GOLDEN CREST CORPORATE CENTER		
22	2277 ROUTE #33, SUITE 410		
23	TRENTON, NEW JERSEY 08690		
24	TEL: (609)989-9199 TOLL FREE: (800)368-7652		
25	www.renziassociates.com		

```
1 HELD BEFORE:
 2
 3 TOBY HANNA, P.E.
 4 LEONARD BIELORY, M.D.
 5 RICHARD OPIEKUN, PH.D.
 6 MARIA CONNOLLY
 7 JOHN VALERI, JR., ESQ.
8 MICHAEL EGENTON
9 SARA BLUHM
10 SCOTT ROSS
11 ROBERT CAMPBELL
12 BOB WEBER
13 JOSEPH CONSTANCE
14 MARC DEBLASIO
15 ALLEN WESTON
16 ANDREW MCNALLY
17
18
19
20
21
22
23
24
25
```

Guy J. Renzi & Associates (609) 989-9199 www.renziassociates.com

		3	
1	AGENDA		
2			
3	ITEM	PAGE	
4	SARA BLUHM	4	
5	MICHAEL EGENTON	7	
6	CATHERINE R. MCCABE	13	
7	BRIAN PLATT	26	
8	MATT SOLOMON	36	
9	MELISSA MILES	58	
10	MIKE HORNSBY	68	
11	JEFFREY PERLMAN	85	
12	DALE HALL (Appearing Via Telephone)	101	
13	PETER SLOWIK(Appearing Via Telephone)112		
14	AXEL CARRION	125	
15	HILARY LEIFSEN	140	
16	ROBERT MAY	155	
17	STEVE DOUGLAS	163	
18	STATE AGENCY MODERATED PANE	183	
19	GENERAL PUBIC COMMENT PERIOD	216	
20	ADJOURNMENT	244	
21			
22			
23			
24			
25			

Guy J. Renzi & Associates (609) 989-9199 www.renziassociates.com

```
MS. BLUHM: Good morning, everyone.
1
2 If I could ask you guys to find your seats.
  Thank you for joining us. I'm Sara Bluhm, Chair
  of the Clean Air Council, and we're excited to
4
  have you all here with us today as we explore the
  future of electric vehicles in the state.
6
7
  is not a new topic for the Clean Air Council.
8
                In 2014, we first started exploring
  this, and looked at the change in market place
10
  and we were able to recommend strategies then, to
11 several of them acted upon, but as things keep
12 evolving, and as there is more of an emphasis in
13
  this area, we thought it was timely to go back
14
  and revisit that topic, especially with the
15 Volkswagon settlement and other policy decisions
  being made related to this and see what we would
16
17
  could be doing as the state continues to look
18
  into these programs, and it was a lot more
  interesting than air toxics, no offense to
19
20
  anyone.
               But as technology and shopping
21
  patterns continue to change, we thought that we
  would explore this, and looking at how New Jersey
23
  has about 15,000 electric vehicles right now and
25 we need to get about 250,000 in the next few
```

```
years, really looking at what are some of those
  areas but also looking at some of the emerging
  trends, looking at other technological advances
  that are going to be coming down the pike.
 4
 5
                I was watching Daniel Tiger with my
  daughter this morning and I can't help but think
6
  that she's going to come to expect that she steps
  out side and the trolley pulls up and she says
  take me here, so that may be coming before she
10
  can drive, but right now we really are at a
11 critical juncture where we can help plan for some
12
  of the future looking at our infrastructure as we
  start to advance both redevelopment of our urban
13
14
  core as well as taking advantage of where we are
  located on the I95 corridor too.
15
16
               But for the Clean Air Council,
17
  really, I think the most important part of it is
18
  transportation makes up the most important part
  of our emissions, and while we've made
19
20
  significant strides in stationary forces,
21
  handling that transportation portion is really
  what we're focusing on in order to improve our
23
  air quality. And so with that, looking at how
  electric vehicles can help with those shifts in
  emissions and being able to reduce them and where
25
```

```
we're going moving forward.
1
 2
                I'll be bringing up our hearing
 3
  chair, Mike Egenton. I'd also like to recognize
  his cochair, Dr. Bielory, have put together a
  fabulous program for you today, but being able to
6 focus today's topic on future recommendations for
7 both the commissioner and DEP, but being able to
8 look at the affordability, the infrastructure
 9 needed, the awareness, the equity, and then also
10 looking at all of the different segments of the
11 market place, too.
12
                That's what we're focusing on, and
13 I'm excited today because I think we have a broad
14 range of speakers to tackle those different
15 areas, and I definitely encourage you to stick
16 around this afternoon too. I think that there
17
  are many different facets of state government
18
  that are also working on this area, and we're
  excited to be able to have a panel this afternoon
19
  that also addresses what different departments
20
21
  and agencies have roles to play within this
22 market place too.
23
               And then, I'm not going to steal the
24
  thunder for Michael, but we will also have public
  input too. I would like to welcome up Michael
25
```

```
1 Egenton for an overview of the hearing, and thank
 2 you all for coming out.
 3
               MR. EGENTON: Thank you.
                                          Good
  morning, everyone. Thank you for attending the
4
  Clean Air Council's public hearing. I'm Michael
6 Egenton. I'm with the New Jersey State Chamber
  of Commerce and one of the members on the Clean
8 Air Council. Before I go over the protocol and
  procedure for today, I wanted to take the
10 opportunity for the other fellow Clean Air
11 Council members to identify themselves.
12
               Sara was just up at the podium.
                                                 She
13 is the current chair of the Clean Air Council,
14 and Dr. Len Bielory, also one of our cochairs for
15 today's hearing. Allen, why don't you introduce
  yourself and we'll go around for the other
17
  council members.
               MR. WESTON: Sure.
18
                                    Allen Weston,
19
  the county representative.
20
               MS. CONNOLLY: Maria Connolly, I
  represent the Department of Community Affairs.
22
               MR. VALERI: John Valeri, I'm a
23 public member.
                  I'm vice chair of the council.
24
               MR. DEBLASIO: Marc DeBlasio, public
25
  member.
```

```
Toby Hanna, representing
1
                MR. HANNA:
 2
  the New Jersey Society of Professional Engineers.
 3
                DR. OPIEKUN:
                              Richard Opiekun,
  representing the New Jersey Department of Health.
 4
 5
                MR. ROSS: Scott Ross, public
6
  member.
 7
                MR. CAMPBELL: Bob Campbell, public
8
  member.
9
                MR. WEBER:
                            Bob Weber.
                                        I represent
  Labor for the State of New Jersey AFLCIO.
11
                MR. EGENTON:
                              Thank you, fellow
12 council members. And as Sara said, we have an
13 exciting line up today, very timely topic.
14 new administration, Governor Murphy's
15 administration, as well as our legislature, are
16 very interested in the topic.
                                  Sara and I
17
  typically work over at the State House in the
18 various legislative committees.
19
                We spend a lot of time in front of
20
  the Senate and Assembly Environment and Energy
21
  Committees. And interestingly, if you just look
  at the nearly over two dozen bills are making
23
  their way through the state legislature that
  would accelerate the adoption of electric
25 vehicles and charging infrastructure throughout
```

```
the state. Some of them include setting goals
1
 2 for the adoption of electric vehicles and
  charging infrastructure, establishing some kind
  of an incentive program, clarifying the roles of
4
  our electric utility, direct installation of fast
  charges at service areas on New Jersey toll
6
7
  roads, authorizing the use of electric school
8 buses, requiring homeowners associations to allow
  the installation of EV.
10
                I mean, just countless number of
          It's on the topic and minds of our
11 bills.
12 legislative leaders as well as the
13 administration, so a really good timely topic as
14 I said.
           So to real briefly go over the course of
15 the day and some of the protocols, please, out of
16 respect of the speakers and the other attendees,
17 if you have to take a phone call, please take it
18
  outside.
19
                If you can, mute your phone in
20
  silent mode so we can give the due respect to our
21
  invited speakers. I also want to take the
22
  opportunity, we couldn't have put this hearing
23
  together without the diligent work of the DEP
  staff and I certainly want to recognize them,
  both Peg Hanna, Andrew Friedman and Heidi Jones,
```

```
as well as our Clean Air Council Chair, Sara
  Bluhm, and my cochair, Dr. Bielory.
                                        As I said, I
  think we have a really exciting line up today.
  Rest room facilities are located around the
  corner from this room out the back door and to
  the left.
 6
               We will be breaking for lunch at
8 11:30. The invited speakers, as well as the
  council members, will have lunch at that time.
10 We're going to be a little flexible, although we
11 have an hour allocated, it depends on how we make
12 out here today at the hearing. For those who are
13 attending the hearing, there are places as well
14 as the DEP cafeteria, along West and East State
15 Street also along Warren Street if you choose to
16 have lunch.
17
                The format of this hearing is that
18
  of a formal presentation given that we reached
  out to invited speakers. The primary goal of the
19
20 meeting today is to take input from those
  speakers, and the Clean Air Council will be
21
  developing recommendations that will be issued in
23
  a report that will be presented to the
24
  Commissioner here at DEP.
25
               Each speaker has a set limit time to
```

```
1 present an overview of the issue from their stand
 2 point of the field of their expertise and the
  organization they represent. Questions may only
  be presented by council members during the
  hearing due to the number of speakers we have
  today on the agenda and to be respectful of our
6
7
  time constraints.
8
               Public attendees are encouraged to
  provide testimony, following the invited speaker
  segment today. If you plan to address the
10
11 council, I would ask that you please sign in at
12
  the list near the door where you entered and we
13 will take that into consideration.
                                       For those
14 individuals, we may have to limit your comments
  to five minutes.
15
16
               You may also provide written
17
  comments to the council after the hearing via
18
  email and we would ask you respectfully to have
  those in by the end of the month because we have
19
  a lot of work ahead of ourselves to put the
20
  report together, as I said, to deliver to the
21
  commissioner.
22
23
               And lastly, we do have a
24
  stenographer, and I want to thank you for being
  here taking notes and there will be an official
```

```
transcript of the hearing that will be made
1
  available on the Clean Air Council web site after
  the hearing, and that is
 3
  www.state.nj.us/dep/cleanair.
 4
 5
                And with that, we will wait
  momentarily for the arrival for the commissioner
6
  who will kick things off for the hearing.
  you very much for attending and appreciate
  everyone's engagement.
10
            (Discussion held off the record.)
11
                MR. EGENTON: If everyone, for those
12 who haven't taken your seats yet, please take
13 your seats. We have our first invited speaker
14 and we're honored to have DEP Commissioner
15 Catherine McCabe here this morning to present and
16 kick off remarks and just a real brief
17 introduction of the commissioner.
18
                She has a very illustrious
19 background with EPA and she can probably let you
20 know more in detail about that, but again, we're
21
  very happy to have the commissioner here and of
  course the Clean Air Council. With that,
22
23
  Commissioner, we'd like for you to kick things
24
  off.
        Thank you.
25
                      (APPLAUSE)
```

```
MS. MCCABE: So for technical
1
 2
  correction purposes, I should mention that I'm
 3
  the Acting Commissioner.
 4
               MR. EGENTON: I didn't want to do
5
  that out of respect.
6
               MS. MCCABE: Still waiting and
7 hoping to be confirmed but happy to be of service
  to all of you and to the public and to the
  department in the meantime. But I'd like to
  thank primarily the members of the Clean Air
10
11 Council for inviting me, thank you, to provide
12 the opening remarks at your first, at my first
13
  council meeting, certainly not yours.
14
               And I'd like to acknowledge Sara
  Bluhm, the council chair, John Valeri, the
  council vice chair, I understand.
16
                                      Michael
17 Egenton, today's hearing chair, that would be
18 you, thank you, and Dr. Bielory, welcome, thank
19 you for coming to cochair this.
                                    So I also want
  to thank the speakers.
20
21
                I understand there's going to be
  quite a number of really good speakers today,
23 including representatives from New Jersey
  municipalities and state agencies, universities,
  planning organizations, research institutions and
```

```
1 New Jersey businesses. Are you all here?
 2 a full room. I love to see that level of
 3 interest. So you, the Clean Air Council, have
  advised my predecessors over the years on a wide
  range of important issues and I look forward to
6 receiving your advice as well.
7
                I understand that some of the issues
8
  that you've advised on so far include power plant
  pollution, something which I am extremely
10 familiar with from my career at EPA. Interstate
11 transport, which I'm also well acquainted with
12 and air toxics and mobile sources and impacts on
13
  climate change. Climate change, I said it loud,
14 I said it proud.
15
                I have never stopped saying it.
16 Even in the beginning of last year, my duties
17
  called me to be the acting administrator of EPA
18 for the first month of the transition to the new
19 administration. We said climate change loud, and
20 we said it proud. It's real and we need to
21 address it, so I look forward to your advice, to
22 all of your advice on helping us figure out how
23
  to do that.
24
               And particularly, here in New
25 Jersey, we've got the issue of transportation to
```

```
address, so we look forward to having the benefit
  of your critical thinking on that. I'm not quite
  sure whether we have all of the -- speakers where
  are you? Raise your hands. Great.
4
                                        Thank you
  all for coming. And members of the public, who
  have come to give us comment?
6
                                  Thank you for
7
  coming. Really much appreciate it.
8
                So I welcome you too, audience
  members, and everyone is looking forward to
10 hearing what you have to say during the open
11 public comment period. So as I understand, the
12 background here, at the 2014 public hearing, the
13 Clean Air Council explored the relationship
14 between alternative transportation strategies and
15 air quality.
16
               And given the increase in electric
17 | vehicle availability that we've had since then
18
  and the success of the It Pays to Plug In
19
  Workplace Charging Grants Program, it's
20
  appropriate this time to revisit the
21
  recommendations from the 2014 hearing with a
22 particular focus on zero emission vehicles.
23
                So I think you all know, I don't
24 need to tell you that transportation is the
25
  largest source of ozone precursors in New Jersey
```

```
and nearly half of our greenhouse gas emissions,
  at this point, come from the transportation
  sector. And that also means that more than a
  quarter of the state's particular pollution comes
 4
  from the transportation sector which is really
  critical for public health, particularly in those
6
7
  communities, often typically disadvantaged
8
  communities, that have more exposure than others.
9
               So it's clear that our current
  reliance on fossil fuel transportation is a
11 threat, not only to air quality and to public
12 health, but also to our climate to keeping a
13 healthy climate that we all need to keep for the
14 generations that will follow us. And in the
15 past, the stationary sources like power plants
  and industrial smoke stacks, which I spent much
16
17
  of my life and career dealing with, were the main
18
  sources of air pollution in New Jersey.
19
               Just as a side note, one of the jobs
20
  that I've had over the years was working for the
21
  Department of Justice. I did that for over 20
22
  years, and my last job there before I left to go
23
  over to EPA, was to run the litigation initiative
24
  that the Justice Department did for EPA to invoke
  the new source review provisions of the Clean Air
25
```

```
Act to crack on those mostly Midwest power plants
  that load quite a lot of dirty air on us.
 3
               And I will always be very proud to
  have had a part in getting successful reductions
  of millions of times of NOx and particularly
5
  they're well controlled now, so ozone is what
  we're still tending with.
                            Now, while we continue
  to reduce the emissions from stationary sources,
  we really need to turn our sites now to the
  transportation sector, and zero emission vehicles
10
11 are a vital part of our clean transportation
12 future as we all recognize.
13
                So now we have battery vehicles and
14 plug in electrical hybrid vehicles that are ready
15 for purchase with more choices on the way.
  understand today's EVs, and I'm looking forward,
16
17 hoping we can get one for the Department, offer
  more than 200 miles of range on a single charge.
18
  Does that get us up and down from New Jersey top
19
20
  to bottom? Maybe not quite, but close, if you
  start in the middle.
21
22
               And they come in a wide range of
23
  vehicle types from minivans.
                                 I drove one of
24
  those when I was carting my three kids and the
  soccer team around, not to mention the dog, so I
25
```

```
understand why people still feel the need to have
             It's really an important part of the
  market and families to have SUVs to accommodate
  the consumer needs. We now have more than 40
4
  models from nearly every major manufacturer and
  over 800,000 Americans have made the switch to
7
  electric transportation which I think is most
8
  impressive.
9
               But beyond available options for the
  public, we have now viable and growing markets
11 for the electric transit buses and school buses,
12 electric pick up trucks and delivery trucks and
13
  even electric long haul trucks.
                                    And all of
14
  these, as we all know, contribute quite a bit to
15
  the air pollution that our contribute to our
16
  climate change, so it's really an exciting time
17
  now to be planning for clean electricity as a
  transportation fuel. So how do we do it?
18
19
                First let's look at where we've
20
  been, accomplishments. I'm pleased to report
21
  that New Jersey has a site of measures that are
22
  currently in place to encourage the use of
23
  electric vehicles, and having only recently moved
24
  to New Jersey myself, I was really glad to hear
  these because I got my husband to give me as a
25
```

```
Christmas gift the promise that, yes, our next
 2 family car can be an electric vehicle and we do
  need to know, however, where we are going to be
  able to plug in and drive to.
                So several of the initiatives that
 5
6 have already been undertaken implemented previous
  recommendations from the council.
                                      I understand
  that in June 2016, in collaboration with the
  Board of Public Utilities, DEP launched the It
  Pays to Plug In Workplace Charging Grant Program,
11 and the program has been very successful,
12 approving nearly $850,000 so far to fund 186
13
  charging stations throughout the state.
14
               Now, It Pays to Plug In, and most of
15 you probably know, has exhausted its initial
  funding, but there's still a lot of demand out
16
17
  there. It has a waiting list of more than half a
  million dollars worth of projects that want to
18
19 get off the ground. So in 2017, DEP received
20 preliminary approval, federal grant totaling
21 3.6 million dollars in EV chargers for
22
  communities and work places and along the
23 highways.
24
                So looking forward to ramping up the
  state when I get my husband to buy me that
25
```

```
electric vehicle. So those grants will fund
1
  about 570 additional chargers, and you also all
  probably know, New Jersey is one of nine states
  that adopted California's zero emissions vehicle
4
  standard which requires auto makers to deliver
  for sale an increasing number of battery electric
6
7
  vehicles and plug in hybrids over time.
8
               And you probably heard, it was in
  the news, that Governor Murphy last week
  announced that New Jersey will sign the ZEV
10
11 Memorandum of Understanding joining the other
12 California car states in developing and
13 implementing a wide range of strategies to
14 increase our EV sales here in New Jersey.
               And we all know that this is
15
  particularly critical at a time when the federal
17
  government, of course, seems to be in reverse
18
  gear working to roll back the National Vehicle
  Emission Standards which we will fight as hard as
20
  we can from our pulpit here in New Jersey. Our
21
  state sale's tax exemption for zero emission
22
  vehicles eliminates the seven percent sales tax
  by purchasing an EV. My husband will be very
23
24
  glad to hear this.
25
               And the Department of Community
```

```
1 Affairs streamlined a permitting process for home
  chargers making it faster and easier for EV
  chargers to have a charger installed at home.
  We're living in an apartment, but one of my first
  questions when apartment hunting was, do you have
  a place to plug in. And if you don't, would you
7
  be amenable to installing one. And the answer
8 was yes.
9
               So I live in downtown Princeton now.
10 I came from -- my last days were in New York City
11 and I like to walk to things a lot and I love
12 walkability, so if we can move this forward and I
13
  can get chargers installed down there in downtown
14 Princeton, that would be a great step forward for
15 me to be able to drive the electric vehicle and
  New Jersey's EV owners, I understand, are also
16
17 exempted from emission testing requirements.
18
               You won't have to go to the DMV for
19
  that test anymore. And this was news to me, for
20
  off peak toll discounts on the New Jersey
21
  Turnpike and Garden State Parkway.
                                       I'd love to
22
  move that up to unpeaked discounts.
                                        These
23
  measures are all consistent with the
24
  recommendations that the council gave us in 2014
  reports. Thank you all for your work on that.
25
```

```
And in 2016, DEP created a
1
 2 recognition program to honor the employees that
  have made their work places EV ready by
  installing charging stations for employees.
4
  Proud to say we did have one in our office in New
6 York for EPA, used it all the time.
                                        I know how
  to plug that thing in and unplug it. You have to
7
8 remember to do that. So New Jersey signed on as
9 a beneficiary.
10
                I know you all know this too, to the
11 Volkswagon settlement and that will bring us
12 72.2 million dollars into the state for clean
13 vehicle projects that will reduce the NOx
14 emissions, and under the settlement, up to
15 | 15 percent of those are used for light duty EV
16
  charging infrastructure and we intend to use that
17 full 15 percent for that purpose.
18
               EV registrations in the state
19 increased from about 520 in 2011 to nearly 16,000
20
  in 2017, so the public is with us. There's
21 demand.
           There's interest here, and I think
22
  that's really impressive market expansion in only
23 six years. Our network of charging stations is
24 also growing. New Jersey has 517 public charge
  points at 220 locations. Note that, husband.
```

```
That includes a network of DC fast
1
  charging stations with 102 of those at 42
 2
  locations, so that means that about 95 percent of
  the state, maybe not quite all the way to the
4
  border, falls within a 25 mile radius of a fast
  charger which is really great news, so we're off
6
7
  to a good start here. The Federal Highway
  Administration has designated five New Jersey
  highways as electric vehicle chargers where fast
  chargers allow worry free electric travel.
10
11
                And those highways hook up with EV
12
  corridors in neighboring states and throughout
  the northeast and mid Atlantic region.
13
14 glad to hear this, so I can visit my kids in
15
  Boston and Washington and go home to my family in
16
  upstate New York driving my electric car.
17
  there are still challenges ahead that need to be
  addressed to transform New Jersey's
18
  transportation center and EV only accounts of one
19
20
  percent of all the light duty vehicles in New
21
  Jersey now, so we have a long way to go.
22
                And of course they do now have
  generally have a higher sticker price than
23
24
  comparable conventional vehicles.
                                      Therefore, the
  husband took some convincing so we need to do
25
```

```
more to build that network of the charging
 2 infrastructure in order to reduce range anxiety,
  which my husband has, and to educate consumers on
  the benefit of EVs. We require more education.
 4
  I have been working on that for years.
  to consider the opportunities provided by the new
6
7
  generation of electric trucks and buses and other
  medium duty and heavy duty vehicles.
9
               And really importantly, we need to
  lensure that poor and minority communities, which
10
11 are overburdened already by environmental
12 pollution, particularly from all of those heavy
13 duty vehicles, if you've ever visited
14 neighborhoods around the ports, share
15 meaningfully in the benefits of transportation.
16
  So that's the report on where we've been and
17 where we'd like to go.
18
               And I'd like to thank the Clean Air
  Council again for conducting this hearing and
19
20
  thank all the speakers and the audience members
21
  who came here today to provide us with your
22
  perspectives. It's a vital issue.
                                       It's a timely
23 issue. It's our future, so I look forward to
  today's proceedings and to seeing what comes out
  of them and I look forward to driving that
25
```

```
electrical vehicle down New Jersey's highways.
1
 2
  Thank you all.
 3
                      (APPLAUSE)
 4
               MR. EGENTON:
                              Thank you,
5
  Commissioner. We greatly appreciate your
  valuable input, and we will be working hard on
6
  our report that we'll be issuing to you in July.
8 And I wanted to say, before I gave some
 9 acknowledgments to the DEP staff here, you've
10 been very helpful to us in organizing today's
11 hearing so we certainly appreciate your time and
12 effort.
               MS. MCCABE: Well, thank you very
13
14 much. I wish I could stay to hear it. Paul
15 promised he's going to give a really good and
16 very detailed report. I hope you brought your
17 hote taking. Thank you all. Good luck.
18
               MR. EGENTON:
                             With that, we will
19
             We will start with our second speaker
  continue.
  which will be Brian Platt. He's acting business
20
21
  administrator, Office of Innovation at the Jersey
22
  City Mayor's Office with the focus of Urban
23
  Opportunities for Electric Vehicles. And please,
24 I want to remind everyone, my colleague, Allen
  Weston, has time cards that he will show each
25
```

```
speaker because, again, we want to keep to the
1
  time, so we appreciate that. So with that,
  Brian, please kick off things.
 4
                            Thank you very much.
               MR. PLATT:
  Thank you to members of the Clean Air Council,
5
6 Acting Commissioner McCabe, all of the guests
7 here, all of the speakers. This is very exciting
8 for us in Jersey City. We have just begun our
  journey towards transitioning from your typical
10 fossil fuels to electric power vehicles in the
11 city and there were a couple of key
12 considerations that I want to talk about today
13 that I think are important for us all of us to
14 know, both in the room and in the council.
15
               So in a city, as Acting Commissioner
16 McCabe mentioned a little bit before, not
17 everybody has a dedicated driveway or parking
  space, so it's very difficult, if you want to own
18
19 a private electric vehicle, to find charging
20 apparatus infrastructure for that. So in Jersey
  City, it's even more exacerbated by the fact that
21
22
  we have multi family brown stones that have no
23 driveways at all and all street parking.
24
                But also we have a lot of very tall
25 apartment buildings, 50, 60, 70 story apartment
```

```
1 buildings, some of them with parking, some of
  them without, not enough parking. But either
  way, it's hard for those people, who want to get
  an electric vehicle, to find a place to charge
 5
       So what we're doing is we actually are in
  the middle of an RFP process now.
6
                                     We've received
  proposals, and we're evaluating them at this
8 moment.
9
               We are seeking to install publically
10 accessible electric vehicle charging
11 infrastructure throughout the city key locations,
12 and we're going to take it slow. We're not going
13
  to install this everywhere all at once, but it's
14 sort of, we're going to try and meet the supply
15 and demand and match it appropriately, so what we
16 hear a lot from our residents is they're
17
  considering buying an electric vehicle and they
18 won't until they know they can charge it.
19
                So we're that hoping there are some
20
  vehicles that are already there in the streets
21
  that we can help service, but also that it will
22
  linduce and entice more people to buy them once
23
  they walk down the street every day and see a
  charging station a few blocks from their home.
  And from the feedback that we've gathered, it
25
```

```
also seems like those electric vehicles for
  potential electric vehicle owners in the cities
  don't necessarily need a charging station in
  front of their house.
 4
 5
                It can be a few blocks away.
6 be sort of a neighborhood based approach, so we
  don't need to totally cover every block of
8 electric vehicle charging infrastructure.
  also we don't expect everyone to get one right
10
  away, so it's sort of a slow process.
11 other side of this for us, while the second piece
12
  of that is that in an effort to demonstrate our
13 value towards this sort of thing, we have created
14 our first ever electric vehicle parking area
15 ourself.
               So what we did is, it's a new
16
17
  parking zone and we have one test location in the
18
                    It has nine charging stations,
  city right now.
19
  and eight of them are dual port. One of them is
20
  a single port DC fast charge. And so in those
  stations, if you have an electrical vehicle and
21
22 | it's plugged in, it can park there at all times.
23
                There's no hourly limit, there's no
24
  extra permit you need, there's no fee you have to
  pay on our end. This was the test version of
25
```

```
this for us. It's our first time doing this, so
1
  we wanted to make it as easy as possible for
  those who have electric vehicles to find that
  charging space and just know that there's
4
  something there that they don't have to worry
  about it. They can just plug in and charge.
6
  stations themselves were installed by a private
  developer who did it on their own. They cover
  the entire cost of it.
10
                It was a partnership between us and
11
  them, and so they managed the charging, the
  maintenance of the structures and also the cost
  of the energy, so they take care of all of that.
14 Moving forward, it's likely that that will change
15 once we spread that throughout the city, but we
16 wanted to kind of show good faith towards this
17 process.
                So the other side of things, there's
18
19
  the private ownership side and then there's, for
20
  us, there's the public use of electric vehicles,
21
  so thinking about how we can transition our city
  fleet to electric vehicles, and these same
22
23
  electric EV charging stations that we place
  around the city will also, under the same
  contract, be placing them at key city municipal
25
```

```
offices and facilities.
1
 2
                So we can put one in our Public
 3
  Works facility, at our City Hall facility, so we
  can both encourage our employees as a city, but
4
  also to purchase electric vehicles, but also we
6 can start to allow some of our own municipal
  vehicle transition to electric, and one of the
8 priorities for us, one of the most interesting
  municipal vehicle types that we're targeting
10 right now are garbage trucks, so when you think
11 about garbage trucks, these are heavy duty
12 vehicles.
13
                They arguably produce the most
14 amount of harmful pollution in the air than any
15 other vehicle on our streets. We have a lot of
16
  these that are very old, and sometimes the
17
  maintenance is at a level of a regular passenger
18
  car and they're driving throughout every
19 neighborhood of the city all day long.
20
               So if there is one way, the way we
  see it, if there's one single way to make the
  biggest impact of reducing harmful emissions into
23
  the atmosphere and lowering the exposure of the
  pollutants to our residents, it's the garbage
  trucks and the other heavy duty vehicles.
25
```

```
So we've submitted an application
1
 2
  for the VW settlement monies to the DEP and to
  the state hoping this right here will help our
  chances a little bit, but we're thinking that it
 4
  may be a more complicated process.
  thinking we can start with six.
6
                                    If we were to
7
  cover our whole city full-time, it would probably
  be around 20 to 25 garbage trucks, but it's the
  new technology.
                There are not a lot of cities that
10
11 are doing this. We would love to be the pioneer.
12 We're ready for it.
                       We're excited about it.
13
  We've thought a lot about this and we see a big
14 benefit to our residents, a big reduction in the
15 pollution into our neighborhoods and also we see
16 a very long term benefit, lower maintenance
17
  costs, quieter operations.
18
                There's so many benefits. The only
19 down size is the cost of these things.
                                           It can be
20
  a lot more expensive for the initial purchase,
  but the benefits kind of come down the road.
21
  don't know if the council has any questions about
23
  some of the things we're doing here.
24
               MR. EGENTON:
                              Any questions from our
25
  fellow council members?
```

```
MR. HANNA: Thanks, Brian.
                                            On the
1
 2
  citing of the parking zone, what were your
  decisions on that? Is that residential area?
                                                  Ts
  that the business district?
 4
 5
               MR. PLATT: It's a residential area
6 and it's in close proximity to the PATH, our
  local subway system to New York City, so it's
8 walking distance to mass transit. It's very
9 close to mass transit. It's also very close to
  the downtown business district, so a lot of stuff
10
11 Ithere.
               A lot of residents who live in the
12
13 building where these stations are installed
14 don't -- they come to the building and don't have
15 a car, so there is also some electric car
16
  sharing, which is another interesting aspect to
17
  the city, but generally, yeah, it's sort of in a
  residential area that's near commercial
18
19 opportunities.
20
               MR. VALERI: I'm just curious, you
  mentioned in the beginning, doing an RFP process
22 going on where you have some locations, where
  these charging stations are going, parking areas.
23
24 Are you leading into the entities that you're
25 requesting proposals from to do your planning
```

```
where these charging stations and parking
  stations are going, or are you directing them?
  I'm curious.
 4
                            It's going to be a
                MR. PLATT:
5
  collaborative process on that part. We're not
  asking them to tell us where to put the stations.
6
  We're seeking some input from the community and
8 from the residents to tell us where the most
  people who own these vehicles now or who want to
10
  lown them live so we'll target those areas first.
11
                We sort of have a good feel where
12 structurally they're going to fit in the city.
13 There's not a lot of large sidewalks and large
14 street areas that we can put these things in
15 general. They're obviously going to give us the
16
  expertise on the technical aspects of where we
17
  can set these things, so it's going to be back
18 and forth.
19
                At this point, we're probably not
20 going to do a study just because we know that
21
  it's less about who owns them now and more about
22
  trying to inspire more people to get them, so
23
  there may not be good data that comes out of that
24
  thing.
25
                MS. BLUHM: I have a house in a
```

```
1 residential neighborhood and I'm not plugging
 2 | into my Victorian home either, but looking at how
  are you structuring this in terms of where you
  will put the station so that if I did want to
  pull up a block away or something to plug in an
  electric car, is it more private market place or
6
7
  is something that the city is owning the
  infrastructure on?
9
                            We're going to own the
                MR. PLATT:
10
  linfrastructure, but there are great apps out
11 there that show you where available stations are.
12
  Charge One is an example that gets talked about a
13 lot. It's one of those things you pull an app up
14 on your phone.
15
                You can see every open space in the
  city, but, yeah, the idea is we're going to put
  them in close proximity to the places you want to
17
18
  come if you're visiting, but also for our
  residents as well.
19
20
                MS. BLUHM: Did you look at your
  demographics at all in terms of ip people
22
  actually want to buy cars. I've tried to park in
23 Jersey City, so I know people have cars there.
24
                MR. PLATT:
                            That's a good point.
                                                   Ιn
  Jersey City we have the latest census data says
```

```
40 percent of homes that do not own a car, and
1
  lit's another 20 or 30 or so that only have one
  car, and we also have anecdotal information that
  says a lot of those people that own cars don't
4
 5
  use them.
             They don't use them for work.
                They're getting on the PATH train,
6
7
  they're getting on a regular train, getting on a
8 bus and going to work that way, so they're more
 9 recreational use. Hence, why we're not going to
10 | install too many of these too quickly.
11 know that there are people who really want these
12 and there will be more once they see the stations
13 out, will want to get an electric car.
14
                Some people just can't live without
15 a car for either they love cars or they need them
16 for things, so it's just a question of where
17
  we're going to put them, not necessarily, if
18
  there's a demand for them. There definitely is.
19
                MR. EGENTON:
                              Thank you, Brian.
20
  Appreciate your input.
21
                MR. PLATT: Thank you very much.
22
  Appreciate it.
23
                      (APPLAUSE)
24
                MR. EGENTON: Our next speaker is
25
  Matt Solomon. And Matt is the transportation
```

```
program manager for the Northeast States for
  Coordinated Air Use Management. Otherwise known
  as NESCAUM, with a focus on Moving Toward Zero
  Emissions in the Northeast. Matt, thank you for
4
5
  attending.
6
               MR. SOLOMON:
                              Thank you for very
7 much for the opportunity. I'm really excited to
8 be here.
            This is a really exciting time to be
 9 working on zero emissions vehicles in the
10 hortheast and perhaps no place more so than right
11 here in New Jersey for a number of reasons that
12 we just heard about.
13
                It's really a great opportunity for
14 this state to really catch up and make some
15 really great progress for producing greenhouse
  gas emissions and a number of other environmental
16
17
  goals that we're all here to advance. I'm just
18
  going to quickly go through the outline of my
19 presentation. I'm going to tell you a little bit
20
  about NESCAUM, where we came from and why we're
21
  here, talk a bit about the ZEV program
22 requirements.
23
               We heard a bit about the ZEV rule.
24 That's an important context in which a lot of
  these activities are taking place and talk about
25
```

```
what the states collectively have been doing over
  the past couple of years with New Jersey now very
  much in the folds to advance these goals, and I'm
  going to go through a couple of those specific
  lexamples from some of our member states.
               NESCAUM formed in 1967.
6
7
  51 years old now, a collaborative effort of the
  governors of the eight states, New Jersey, New
  York and the six New England states.
                                         We worked
  together collaboratively on a number of issues
10
11 where there is a common interest in improving air
12
  quality. Among the yearly efforts, were first
13
  regional power plant pollution cap reducing
14 mercury population.
15
               We're now focusing very strongly in
16
  addition to those other areas on zero emission
17 vehicles. We serve as both the technical and
18
  policy advisor to the states and we coordinate
19 multi state action in a number of ways and with a
20 humber of different clubs, if you will, so the
21 NESCAUM states are, as I said, the eight states,
22 New Jersey up to Maine.
23
               We also work with a number of
24 different coalitions or a number of different
  coalitions on different projects. One of which
```

```
1 is the multi state ZEV Task Force which was
 2 formed several years ago by the governors MOU,
  Memorandum of Understanding signed by eight
  governors in 2013. We've got a ninth governor on
4
  board now thankfully. We're very excited to have
  New Jersey now participating.
6
                                  These governors
7
  got together and said, okay, we've got the ZEV
  rule on the books.
9
               We know there's a lot of pieces that
  need to fall into place in order for this market
11 to really take off, so we know we've got
12 requirements that are going to start to kick in,
13 in the year 2018 binding on the manufacturers.
14 There's a whole bunch of other stuff that could
15 be done to support and accelerate the market
  growth. So that is what the MOU was designed to
16
17
  get these states on the same page on and start to
  work in a collaborative way toward advancing
18
19
  these goals.
20
               So what are they doing exactly to
  move this meeting. Acceleration of adoption.
22
  mentioned the ZEV program, the regulation that is
23 written by California and adopted by nine states
  pursuant to their authority under Section 177 of
  the Clean Air Act. The long story short,
25
```

```
28 percent of the U.S. market now faces the sales
 2 requirement for zero emission vehicles.
  goes through 2025 and there is an increasing
  requirement in every year. The requirements are
4
  defined in terms of credits.
                They're linked to total sales so
6
7
  they're proportional to each manufacturer's total
8 sales within any state, but the requirements are
 9 not specifically set in terms of cars.
                                           This is
10
  an important point even though it's technical and
11 kind of in the weeds. We're often asked how many
12 cars is this going to mean on the roads in New
13 Jersey or the other states in any one of these
14 program years, and not to get too far into
15 details.
16
               But because the reg is defined in
17
  terms of credits, not cars, the number of cars
  that a manufacturer need to meet its compliance
18
  target will vary depending on which models
19
20
  they're selling. Basically, the bigger the
21
  battery, whether for a plug in hybrid or for a
  battery electric vehicle, the more credit you get
22
23 for a car.
24
                So a manufacturer that sells higher
25
  credit vehicles, those cars that are getting
```

```
maybe at the top end of the range where we see
  [200 plus miles, those cars are going to get a lot
  more credit than some of the first generation
  leased type vehicles with 80 miles or 100 miles
4
 5
        So the total number deployed for compliance
  is going to vary and you can't really put a real
  fine number together because it is going to
  depend on the manufacturer's decisions as they go
  forward over the next five to seven years.
10
                So moving on. So the first major
11 step of the governor's MOU was to form a task
12 force. The eight states involved got together
13 and said let's get organized, let's see what we
14 can do to make this thing happen. NESCAUM has
15 been facilitating that task force.
                                       It is the
16 work of the states, the nine states involved in
17
  the MOU.
18
               We have been working closely with a
19 humber of stakeholder groups including perhaps,
20
  most importantly, the manufacturers recently
21
  really stepping up our efforts to engage
22
  constructively with dealerships as well
23
  throughout the region to see what we could do to
24
  really make this happen.
25
               As we started to dig in, and in
```

```
particular, in a series of very intensive
  conversations and meetings with the OEMs at the
  outset of this process, we really identified kind
  of three measures or policy categories that
4
  really rose quickly to the top in terms of what
  supportive or complimentary measures could be put
6
7
  in place to help the manufacturers reach their
8
  targets.
9
               We realize infrastructure incentives
  and consumer awareness, I will show you here
10
11 consumer education and outreach. There's a real
12 need to increase the awareness among the driving
  public and car buying public, not just of the
14 availability of these vehicles, but the benefits
15 and the positive attributes that many drivers are
16
  enjoying.
17
                In the past year or so, we've sort
18
  of added or bumped up the profile of the fleets
  and dealerships recognizing that as we get now in
19
20
  this next phase and we are looking now to the
21
  2018, 1920 phase of what the actions are really
22
  going to be, they're going to move the needle
23 most effectively recognizing that fleets are
  really a critical component here, not leased
  because states have a lot of them, and here are
```

```
the states telling the manufacturers what kind of
1
 2
  cars they need to sell.
 3
                It is incumbent upon the states to
  do their best to lead by example, so we're
4
5
  focusing on that and finally dealerships in
  obvious critical length in the car buying
6
7
  process. So starting with infrastructure, there
  are, we've talked about It Plays to Plug In.
  It's a fantastic program. Certainly we hope the
  state will be able to find the resources to keep
10
11 that going.
12
                This is an ongoing challenge in
13
  levery one of the ZEV states. Clearly this is one
14 of the important distinctions when we're talking
15
  about moving to a vehicle that fuels differently,
16
  there does need to be charging infrastructure.
17
  Exactly how many and exactly where they need to
  go, they are still moving targets.
18
                                       I think we're
19
  still all learning as the market evolves and as
20
  we learn more about driving behavior.
21
                Where are we right now?
                                         We do have
  some work to do. There's been a huge increase,
  as we heard just a little bit ago, compared to
23
  just a few years ago, where there is basically
  none. We now are in the hundreds in New Jersey.
25
```

```
Unfortunately, we're not looking so great
  compared to some of states that are really in the
  lead, and I put this up here recognizing that it
  may be a little bit uncomfortable but it does
  demonstrate there is a lot of work to do.
                I think that's a real opportunity to
6
7 really make some headway in preparing this
8 market, making it more amenable to the real
  increase in models in types of ZEVS that we
10
  expect to see in coming years. A couple of
11 example programs. Obviously, New Jersey has a
12 good one.
             Again, It Pays to Plug In is a
13
  terrific approach. Some of the other states in
14 the region doing similar things.
15
               The details vary of course, and this
16 is only a partial list, but Maryland,
17 Massachusetts, New York and Rhode Island, each
  have implemented in the past two, three years
18
19 purchase incentive programs. I'm sorry, programs
20 to incent the installation of ZEV infrastructure,
21
  and the details are here at the websites listed
22
  for each one. And similarly, purchase
23 incentives.
24
               Again, the second one on that list,
  we know the infrastructure needs to be there for
```

```
obvious reasons. We're also aware, and it's been
  talked about today, the initial purchase price is
  still not yet with the comparable IC vehicle.
  We're hearing really encouraging signs, the
5
  prices of batteries continue to go down.
  prices of these cars continue to go down.
6
 7
                Just a couple of months ago, Mary
8 Barra, CEO of GM, made some very encouraging
  remarks about her expectation that not just that
  electric drivetrains will be installed across a
10
11 much broader number of their vehicle models, but
12
  they expect they're going to be breaking even in
  the 2020 to 2021 time frame. That's really great
13
14 news that's reflective of the incredible advances
15 that's been made in battery technology in
16
  particular.
17
               But the market is moving, the prices
18
  are coming down, definitely pointing in the right
  direction here. Again, a partial list of some of
20
  the -- some of the incentive programs that we're
  really excited about. A couple of them are too
21
  new to say exactly to what degree they moved the
  needle, but we know that clearly purchase price
23
24
  is one of the chief concerns in these programs.
25
               But for the Maryland tax credit,
```

which is not too different from New Jersey's, in Connecticut and Massachusetts, New York, those programs are all designed based on the California model. It's a pretty generous incentive, two to \$3,000 per vehicle, so we're really excited about this and it's obviously an important part of this process.

The next item, consumer awareness.

9 This chart may be a little hard to read and this
10 is just a sample, one graph that I took from a
11 recent study done by Ken Kurani at UC Davis, one
12 of the sort of preeminent researchers in this
13 field, consumer awareness and customer acceptance
14 of alternative vehicles. I'm pretty sure the
15 data is California specific.

16 What it shows is that despite real 17 growth in the market, despite a heck of a lot of progress on infrastructure, increasing what those 18 of us in the field certainly feel like there's an 19 20 lawful lot more chatter, a lot more buzz, a lot 21 more awareness, but the survey that was 22 conducted, recently reported out just a couple of 23 months ago, from UC Davis is not showing the real 24 | increase in consumer awareness that we think we need to see, so that continues to be a problem.

```
1
               Again, customers are going to have a
 2 hard time choosing the greener car if they don't
  know it's available, if they don't know what it
       So what are we doing on that front?
4
  is.
  we're pretty excited there is a brand new
6 initiative that we just unveiled or officially
  released a couple weeks ago through the New York
8 National Auto Show, a joint collaborative effort
  of the auto makers and the states and there's a
  whole bunch of logos there.
10
                I'm sure they're familiar to most of
11
12 you. The auto associations and our friends from
  the Alliance are here, global auto makers and our
14
  states got together to put a brand neutral EV
15
  consumer education campaign in place and this was
16
  just unveiled. I'm regretting I didn't put the
17
  URL up there on the slide. I will certainly make
  sure to do that if I have a chance to revise
18
19
  these, but we're very excited.
20
                In fact, it is up there in tiny
21
          Driveelectricus.com. So it's a multi
  print.
  platform, brand neutral campaign. We're working
  with Edelman Communications who have been doing a
23
24 lot of the deep research in terms of consumer
25
  awareness in how consumers are going to respond
```

```
to some of these messages. They've come up with
1
  what seem to me very clever and hopefully very
  effective messages. Just a snapshot of some of
4
  the campaign.
 5
               You see they went with the graphic
  design there, it's not using photographs.
6
  using art work so we can get away from the brand
8 specific question. It helps us to sort of focus
  on the attributes and benefits of the technology,
10 let the auto makers focus on why their cars are
11 better than their competitors. Another example,
12 and I'm sorry, I don't know how I'm doing on
13 time.
14
               Another example of what we think is
  an exciting, and so far very effective program to
16
  raise awareness, test drives, ride and drives,
17
  there are a whole number of ways that you can
  approach the basic goal of getting new drivers
18
  behind the wheel of an electric vehicle. We hear
19
20
  time and again, and a lot of survey data backs up
21
  the fact, once consumers get behind the wheel,
22
  often times, many of their elusions fall away.
23
               Many of their concerns fall away.
24
  They realize these are real cars, they're
25
  substantial. They're fun to drive and they're
```

```
1 not the tin cans that maybe are built up in the
 2 mythology or that folks might remember from 20 or
  30 years ago, so getting customers behind the
  wheel is really an important element.
 5
               Massachusetts has been working on a
  program, I think it's in its third year now
6
  called Mass Drive Clean.
                            They've been putting
8 together these test drive events at targeted
  locations and there's a few different ways
10
  they've done it. Farmers markets and public
11 facing events, and some of them are more closely
  controlled at work places at employers or at
12
13
  corporate campuses.
14
               What we're finding is a really,
15 really impressive turn around rate.
                                        The group
16
  that has been working with Massachusetts reached
17
  strategies, has been collecting data, very
18
  scrupulously and have been putting together a
  very solid case, to me, a very impressive case
19
20
  that these programs are very effective at
21 influencing customer opinion and getting folks
22 into dealer show rooms.
23
                There's a number here, 12 percent.
24 I want to go back and check.
                                 I think that the
  12.5 percent is only for the subset of those
```

```
events that I mentioned that are corporate
1
 2 campuses where there is sort of a captive
  audience. Nevertheless, that number is proving
  to be robust as they repeat these events and
4
5
  they're really seeing what, to me, is a really
  incredible turn around rate.
6
 7
                12 percent of the people that get in
8 line, sign up, participate in their event at some
  point within the next six months end up in a
10 dealership purchasing a vehicle. To me, it's a
11 very effective or at least an impressive
12
  opportunity and so we certainly are hoping that
13
  the states will see opportunities to follow up
14 and build on this type of example as well.
15
               Fleets, as I mentioned, a real
  opportunity to lead by example. We certainly
17
  have heard from the manufacturers and not
18
  unfairly that as the states are setting these
19
  purchase targets to the ZEV regulation, that they
20 really should be doing what they can to make sure
21
  that their own fleets are keeping pace.
22
               As the number of vehicle models
23
  expands, as the type of vehicle segments expands,
24
  there will be more opportunities for states to
  look at these vehicles and get into procuring
25
```

```
them in a serious way and not just states of
  course, but there are ways that states can incent
  or encourage municipalities and other entities
  within the state to do the same. So just a
  couple of examples here. I think this is a
  picture of the police fleet. They bought a
6
7
  number of I3s.
               New York City fleet, a thousand of
8
  these ahead of schedule, real opportunities
10
  there. Obviously, it's shared total fleets in
11
  the state. It's not really going to get us to
12 our targets, but it's a helpful and important
13
  step to visibility and demonstrating that the
14 states are really committed.
15
                The last note, dealerships.
16 mentioned, and this is really apparent, this is a
  critical link in the car buying process.
17
  Therefore, dealerships have to be partners here.
18
  We absolutely need their support.
19
                                      There has
20
  been, I think some mixed messaging and some
21
  recent press and perhaps a little bit of
  unfortunate demonization where the situation is
22
23
  really much more complicated, but clearly there's
  an opportunity for dealerships to get engaged.
25
               What I like to say is that at this
```

```
1 moment in time because of the flexibilities that
 2 are in the ZEV regulation itself, the number of
  uncertainties about how many cars are going to
  sell and exactly where, there's an opportunity
4
5
  for states to compete and for dealerships within
  each state to compete to be leaders in this
6
7
  field.
8
                The ZEV requirements are not going
  to mean every single dealership across the region
10 has to be selling these number of ZEVs, so
11 there's an opportunity for those that want to
12 step out as leaders to do so and we are seeing
13 increasingly, those manufacturers that recognize
14
  the growing market and see the opportunities
15 here, to test drive events with Lincoln, with
16
  other state sponsored or utility sponsored
17 events.
18
               One example. Quirk Chevy in
19 Massachusetts, I think they're the sales leader
20 in the U.S. now for Chevy Bolts. They're putting
  up incredible numbers and we have been talking
21
  with them and they're telling us, they recognize
23
  this is a growing market. They want to be a part
24
  of it, so they've crossed that line.
                                         This is now
  a revenue generator for them.
25
                                  They're selling
```

```
cars, as they always have done, so we think this
1
 2
  is a really compelling message and an important
 3
  message to be communicating to dealerships.
 4
                Once they hear it and start seeing
  those cars go out the door, I think their
5
  attitude shifts pretty quickly. So continuing to
6
  build on that dialogue, to continue to improve
8 our understanding of the concerns from a
  dealership perspective, these are the current
10 activities of the ZEV task force through the
11 dealerships work group.
12
                One example, and it's hard to see
13
  the picture in the corner. We were pretty
14 excited to cosponsor a ZEV awareness booth with
15 the greater New York Auto Dealers Association and
16
  Con Ed and our partners in New York State, we
17
  felt that was a real great example, not just an
18
  opportunity to educate a really engaged public
19 already.
20
                Folks coming to the auto show are
  linto cars, but also to demonstrate what we can do
22
  when we work together with these partners and
23 really try to move the ball forward.
                                         And the
24 last one more on dealerships, just another
  example of a successful state program in
25
```

```
Connecticut. We actually have two novel
1
 2 initiatives specific to dealers.
 3
               One, they have a cash incentive
  built into their overall incentive that goes
4
  directly to dealerships, and a second is they
6 have a dealer recognition program.
                                      You can see
  Governor Malloy there handing an award for the
  top EV seller in the state in whichever year that
  was.
10
               Again, trying to find ways that we
11 can reduce barriers, work with the dealers, help
12
  them to understand that there are real
13
  opportunities here. We've heard really great
14
  things from the dealerships and the association
15 in Connecticut with these programs have been
16
  successful, so I will stop there and happy to
17
  take questions.
                              Thank you, Matt.
18
               MR. EGENTON:
                                                Do
19 we have any questions from council members?
20
               MR. HANNA:
                            Thank you.
                                        Interested
  in your take, given all that you've done and know
22
  around this topic on electric vehicles versus
  other technologies, particularly ones that might
23
  be further out like hydrogen. Are we picking a
  winner now too soon? What are we doing to be
```

```
flexible with infrastructure and investment in
  the future so as to not give up options down the
 3
  road?
 4
               MR. SOLOMON:
                              Those are great
5
  questions. I think we're definitely not picking
             The ZEV regulation, I didn't talk much
6
  a winner.
  about it, perhaps not at all here today, but the
8 ZEV regulation that is in place in New Jersey and
  the nine other states, does recognize hydrogen
10 fuel cell vehicles as an equally valid zero
11 emission option certainly going forward for the
12
  potential that it has both in terms of range and
13 fill time.
14
                Those are really kind of the major
  two, perhaps advantages that fuel cell vehicles
16
  still have.
               The rule, or the way that fuel cell
17 vehicles -- is complex. The present regulation
  actually does not require fuel cell vehicles to
18
19 be sold outside of California. There is a pretty
20
  strong incentive for manufacturers that are going
  the fuel cell route to deploy those vehicles
21
  within California and there's a really robust
23 demonstration program under way right now.
24
                The state of California is putting a
25
  lot of money into EV infrastructure. Toyota and
```

```
1 Honda and Hyundai are really leading and doing
 2 some pretty impressive work in terms of growing
  the ZEV fleet there. There still definitely is
  an opportunity for fuel cell vehicles in the
 5
  northeast. Another, I should have mentioned,
  another advantage potentially is cold weather
6
7
  performance.
               Cold weather does impede the life
8
  and the performance of the battery electric
            Fuel cell vehicles do real well in the
10
  vehicle.
11 cold. There are real good arguments to keep
12 pushing forward on the technology.
13 regulation definitely does not pick winners.
14 allow manufacturers credit for either technology,
15 but it does retain this sort of bias through 2025
16
  that really encourages manufacturers to deploy in
17 California.
18
                They get credit in other states even
19 |if they do that, so we're watching as that
20
  happens in California, as lessons are learned and
21
  more vehicles are ruled out. Some of our states
22
  are really stepping up and taking aggressive
23 measures to get in the lead on hydrogen.
24
  Connecticut in particular I think is the most
  aggressive of our states right now.
25
```

```
I think there's still an open RFP
1
 2 for a substantial funding of support for hydrogen
  stations.
             There are a couple of stations that
  opened up in Connecticut and Rhode Island.
  is a lot of potential here, but I think it's
  still obviously very early days in terms of the
6
7
  employment and technology.
                So I think the reg kind of has a
8
  right to regulation, right now in that it lets
10
  the market kind of do its thing, let the
11 manufacturers select the strategy that works best
12 for them and accommodates that in terms of how it
13 gives them credit, so I think we're in a good
14 place to keep watching and monitoring that, but
15 we still can't lose focus on continuing to push
  on the ZEV side and EV side because there's
16
17
  obvious demand there as well.
18
                MR. EGENTON: Any other questions?
19 Joe, time for one more.
20
                MR. CONSTANCE:
                                Is there an ability
  for an education or outreach awareness, the
                                        I think an
22
  municipal governments about fleets?
  opportunity is lacking in the fleet dispatch, so
23
24 if there could be some sort of educational
  awareness to the different fleet purchasers about
25
```

```
the bidding processes and RFP processes on how to
1
  get those vehicles, I think there is an
 3
  opportunity for the industry as whole.
 4
               MR. SOLOMON:
                              I think that's a great
5
  point.
          We've certainly recognized the complexity
  of that problem through a number of projects
  we've worked on.
                     I don't believe that there has
8 been a discussion about a fleet specific
  component within that current outreach campaign,
10 but I certainly can take that back as a team as a
11 suggestion. I think there is a lot to that for
12
  sure.
13
                DR. OPIEKUN: Are you targeting any
14
  of the underserved neighborhoods, any specific
15
  campaigns that you're doing there?
16
               MR. SOLOMON:
                              That is a real good
17
  question.
             The focus of the campaign that I
  described is on new vehicle sales. One of the
18
  things that we recognize is when new cars come
19
20
  in, the more used vehicles are going to come into
  the market as well, so there is a time lag
21
22
  obviously, but a propagation throughout fleet
23
  that will occur as we introduce increasing
  numbers at the top end. It's an important issue.
  I can't tell you that with our outreach campaign,
25
```

```
that there's a specific focus on that.
1
 2
               MR. EGENTON: Any other questions?
 3
  Matt, certainly appreciate NESCAUM being here
  today and the engagement. Thank you for your
4
 5
  commentary.
                      (APPLAUSE)
6
 7
               MR. EGENTON: We have Melissa Miles,
8 the Environmental Justice Manager, Ironbound
  Community Corporation with a focus on
10 Electrification for All. Thank you for joining
11 lus.
12
               MS. MILES: Thank you.
                                        Hi.
                                             Good
13 morning, everyone. Electrification of vehicles.
14 Yeah, sounds great. I just thought I needed to
15 say that because we are quite literally going
16 down a different road right now. So my name is
17 Melissa Miles and I'm with the Ironbound
18 Community Corporation. For those of you that
19 don't know, the Ironbound is literally the East
20 Ward of Newark.
21
               Newark has five wards, and the
22 Ironbound Community Corporation is a 49 year old
23 advocacy and service organization and I'm part of
  the Environmental Justice and Community
25 Development wing of that organization, so I live
```

```
I live in the Ironbound now, but I grew
1
  there.
 2 up in New York, and by the way, my slides have
  nothing to do with electrification. I just want
  you to all, myself, to be able to see exactly why
  it is I do what I do and who it is that I am here
5
  on behalf of. I am not here because I'm an
6
7
  expert.
8
                I'm here because I spent the last
  the two years organizing around issues that
  pertain mainly to air quality in one of the most
10
11 impacted neighborhoods in New Jersey in that
12 regard. So yeah, I grew up in New York.
13 I knew had a car. I actually owned my first car
14 how well into adulthood, even after having lived
15 in New Jersey for over 20 years because I always
16
  used mass transit and I think that my community,
17
  my story is not completely uncommon.
18
               Maybe in other parts of New Jersey
19 | it is pretty uncommon to get to adulthood without
20
  a car, but not where I live. So yeah, when it
21
  comes to electrification, it was pretty much a
  non issue for me. In Newark we talk a lot about
  air pollution and I just have to say that cars,
23
24 you know, never really come up is the main source
  of our issues, and so electrification doesn't
```

```
really come up as the solution right, not, at
1
 2 least, electrification of cars.
 3
               So for me, even air pollution wasn't
  an issue until I was personally impacted when my
4
5
  son became the first child in my family to be
6 diagnosed with asthma and we live near South
  Street in Newark which is really a stone's throw
8 from the port. And by that time, I knew that it
 9 had to do with the air quality where we live
10 because shortly after another child, a second
11 child in my family who lived a block away was
12 diagnosed with asthma as well.
13
                So yeah, cars, not so much our
14 issue, but guess what is? Guess what mobile
15 sources really are contributing to air quality
16 degradation in our community. We can talk about
17
  the ships coming into the port.
                                    We are not a
18
  port adjacent community. We are a port host
  community. We have, you know, so we have the
19
  ships that come into dock and burn bunker fuel
20
21
  while they sit there.
22
               We have the trains that literally
23 run behind peoples houses, and of course the
24
  trucks that come through our neighborhood and the
  hundreds and the thousands daily. Guess how many
25
```

```
electric ports we have for those trucks in the
                           None that I know of.
  city of Newark?
                    Zero.
  East Ward certainly has none, so even while, you
  know, there is increasing infrastructure being
4
  built to, you know, basically support the goods
  movement, very little is being done to electrify,
6
  you know, and understanding that, you know, sure,
7
  power, very expensive.
9
               Everyone knows it's pretty much one
  of the most expensive technologies that we could
10
  possibly be looking at, but also one of the most
12 impactful when it comes to air quality in Newark
  and the entire region. Also, when it comes to
13
14
  the trucks as many of you know, you know, our
  truck, the Port Authority actually introduced --
15
16
  I should back up a little bit.
17
                In addition to being a part of the
18
  Ironbound Community Corporation, I also sit on
  the coalition for healthy ports. That's a
19
20
  Tri-state group that has been working on port
21 issues for 11 years now and really only finally
  got to the table with the Port Authority in a
23 meaningful way about two years ago.
24
               And even now, is coming up, is
  basically an annoying fly on the ear of an
25
```

```
We are probably annoying at best, but
  elephant.
1
 2 we haven't really seen the type of investment and
  pollution mitigation that we really need to see
  for the health and for the impact of people in
4
  the community where I live, so we are still
5
  talking about, you know, that those type of
6
  technologies, particularly when it comes to the
7
  trucks, I heard a few references to look at
  California.
10
               No one wanted to do that.
11 California is like Utopia when it comes to
12 lighting, energy efficiency and such, but they
13 are also leading the way in zero emissions ports,
14 and that is definitely the coalition's goal is a
15 zero emissions port and we are so far from it.
                                                    Ι
  don't know how many of you have been into the
17
  port. We do port tours. It's kind of like the
18
  wild west out there.
19
                Everyone is doing their own thing
20
  and there really seems to be very little, you
21
  know, even from the top down, our port only got
22
  three percent of the Port Authority of New York
23
  and New Jersey budget. Three to four percent
  went to the Port of Newark and Elizabeth, so
  there isn't even the investment from the top,
25
```

```
and, you know, at the port, there just isn't --
 2 we've gotten a lot of push back around the
  ability to actually take measures to mitigate air
  pollution.
 4
 5
               And so, what I'm getting to, one of
  the main measures we want to see is a renewed
6
  truck fleet. We have some of the oldest dirtiest
  trucks serving our port, about 14,000 of them a
  day. We won't go into the '80s and Reagan and
  basically the changes that happened and
11 regulations around truckers, but they're
12 considered owner operators. And the long and
13 short of it is that many of them are very much
14 underpaid and exploited, and the truck programs
15 that we've seen so far have really relied on the
16
  operators to turn over their own truck, to be
17
  able to upgrade their own truck or buy a new
  truck and that is just not possible.
18
19
               You know, we also work very closely
20
  with the Teamsters and I can tell you that
21
  there's been a lot of exploitation in the
22
  industry, particularly because of that with loan
23
  programs and such, so you know, we want to see,
24 you know, the Port Authority, we want to see the
  NJ DEP actually taking a firm stance on this.
```

```
We gave lots of recommendations to
1
 2
  the new governor about the port, and
  particularly, the truck program, the truck
  replacement program, I should say, and those are
5
  the type of actual measures that would make the
  most impact in Newark is, you know, truck
6
  replacement, plug in stations.
                                   There's also all
  of the equipment that serves the port, that also
  is, some of it is tier one.
10
               We have these ships, these tug
11 boats, you know, those engines never die and, you
12 know, all of this is contributing to air quality
13 issues in the Ironbound. Particularly, we are
14 the closest community to the port. So I would be
15 totally negligent if I came up here and tried to
16
  talk to you about cars. Because that's not our
17
  primary issue. Now, should other communities in
18
  New Jersey really be moving forward in a real way
  on this? Absolutely.
19
20
                I totally agree with that, but it's
  not an equitable situation in Newark where we all
22
  know, although Newark is one of the most popular
  states, the most popular city in New Jersey,
23
24
  although it's a state that has billion dollar
  industries, it's one of the poorest cities
25
```

```
economically, so when it comes to electric
1
  vehicles, it's going to be even longer before we
  see, you know, Newarkers being able to benefit
  from that type of technology, similar to energy
4
 5
  efficiency.
                We talk about energy efficiency
6
7
  program in a city that is primarily renters, we
8 have yet to be able to benefit from those
  programs, so I would hope that as we talk about
10 electrification, that we're not going to see that
11 same kind of gap in equity as we see with energy
12 efficiency programs and that's something that
13 we're also working on at Ironbound and with our
14 partners, so I think also I have to speak -- I
15 heard reference to waste trucks which is great.
16
                I know that there were lots of
17
  proposals for that VW money. We also made tons
  of recommendations, and it would be great to see
18
  cities like Jersey City and Newark have their
19
20
  waste fleets, you know, at least their municipal
21
  waste fleets turned over and electrified, but
  Newark also is considered a waste shed. We get
23 waste from all over the region.
24
                You know, if you flush your toilet
  in Montclair, it's probably coming to Newark.
25
                                                  Ιf
```

```
1 you throw out something in Princeton, it's
 2 probably coming to our incinerator, so we also
  need to be able to, you know, we need that
  support to be able to pressure these waste
4
  facilities to also use newer vehicles and I'm not
  an expert on how that's done, but that's actually
6
  what we need. We have over 30 waste facilities
  in Newark.
              Most of them are in the East Ward.
9
               They're bringing everything from
10 sludge to metal and they're going by schools and,
11 you know, facilities that serve populations that
12 are sensitive, and you know, this is our battle
13 daily. So, yes, those cars and, you know, the
14 last thing I really want to mention is that even
15 if we talk about electrification. I'm sorry to
16
  rain on your parade, we have to remember that the
17
  electricity in this state is also generated as a
  result of fossil fuels, right?
18
19
               And Newark, once again, the
20 Ironbound has a decent chunk of the energy
21
  infrastructure in our back yard which is the
22
  Newark Energy Center, 625 megawatt generating
23 power plant, also Newark Bay, Cogen, which 150
  megawatts, all within two miles of, you know, our
  facilities. And you know, then there's the waste
25
```

```
to energy facility, Covanta, so we have a little
1
  chunk of that energy infrastructure also
 3
  contributing in a really real way to the air
  quality degradation in Newark.
 4
 5
                I was told that Covanta is actually
  a major contributor to our air in the region but
6
  that's another story. And guess what?
                                           All three
  of those facilities happen to be in their permit
  renewal period right now, so we're pretty busy.
  We are definitely the thumb in the dike of the
10
11 industry in vulnerable neighborhoods, so these
12 are really real issues for us, and I'm sorry that
13 I don't have all the solutions.
14
                But you know, I think I'm sure
15 really just to provide that there is another side
16
  to this story, and you know, in order to be
17
  equitable, in order for these policies to roll
  out equitably, we really have to consider those
18
          Thank you so much. Any questions?
19
  sides.
20
                      (APPLAUSE)
21
                              Thank you, Melissa.
                MR. EGENTON:
22
  Council members, any questions?
23
                DR. BIELORY: If I had to summarize
24 your talk specifically, electrification of the
  port would be one of their highest priorities,
25
```

```
1
  correct?
 2
               MS. MILES:
                            Absolutely. Along with
 3
  truck, you know, resources for truckers to be
  able to replace their old diesel burning trucks
  and to plug them in, so newer model trucks in
  places for those trucks to be able to plug in.
6
 7
               DR. BIELORY:
                              Thank you very much.
8
               MR. EGENTON: Any other questions?
  Thank you Melissa, for your commentary. Next up
  we have Mike Hornsby, the Chief Project
10
11 Development Officer with the New Jersey Board of
12 Public Utilities and Mike is going to focus on
  the BPU's Electric Vehicle Infrastructure
13
14 Stakeholder Process. Thank you, Mike. Go ahead.
15
               MR. HORNSBY: Just a word about the
16 Office of Policy and Planning where I work.
17 work on different issues, Microgrids and Energy
18 Resilience Bank, Alternative Fuel Vehicles,
19 Energy Master Plan, RGGI, in collaboration with
  the DEP here and now Offshore Wind as well.
20
                                                Here
21
  is our website. So back in May, the board
22
  commissioned a report from the regulatory
  assistance project with respect to electric
23
24
  vehicles.
25
               So the regulatory assistance project
```

```
posed numerous questions about electric vehicles
  in terms of policy considerations, so we turned
  that around and turned that into a stakeholder
  process at the recommendation of the regulatory
 4
  assistance process, and that's what this
 5
  presentation really is about.
6
                                  That whole process
7
  that we went through with our stakeholders.
8
                So the board said, well, start the
  process, look at all the issues, both specific
10 issues like rate design, rolling utilities,
11 electric vehicle charging station operators,
12 reselling electricity, and the like, so I
13
  prepared a report. I've sent it up the chain and
14
  that's under review now. We have a website for
  our program and an email box to receive comments
15
16 about that.
17
                So what this presentation does is
  summarizes the results of the stakeholder
18
  process, and it really doesn't take the step of
19
20 providing what our recommendations are.
                                            Those
21
  are still before the board and they get first
  crack at that. So after the board review, then
22
23 we'll have a follow up presentation through our
24
  stakeholder process and present those
25 recommendations to you.
```

```
So in this presentation, I'm going
1
 2
  to go quickly through the process that we
  underwent and spend more time focusing on what
  the stakeholders told us that we should, what we,
 4
  the board, and we the state should be doing with
 5
  respect to electric vehicles.
                                  So we held four
6
  public meetings, starting in September 2017.
  There's the first two. Here's the second two.
9
                And we had full houses at all of
  these meetings, representatives from the NGOs,
10
11 other government agencies, the charging station
12 industry, the electric vehicle OEMs and Academia,
  and members of the public, so a wide range of
13
14 participants. So we posed a series of questions
15
  to the stakeholders, a total of three different
16
  traunches of questions, so we had a so called
17
  task one questions, task two questions.
18
                A lot of it started out with where
  are we now, where do we stand right now and where
19
20
  should we go with this whole program. We have a
21
  whole graph of task three questions and then
  moving on to what did the stakeholders tell us
22
23
  that we ought to be doing. Well, and here is the
24
  essence of the feedback that we received.
25
                So first and foremost, the
```

stakeholders don't want, the electric vehicle
charging operators regulated as utilities, and
they don't want the charging operators to be
considered as reselling electricity. Right now,
three of the electric delivery companies have
tariffs that say you're not allowed to resell
electricity, so are the operators subject to
that.

And our stakeholders said they
should not be subject to that, and in terms of
efficiency, the stakeholders told us that the
electric vehicles are three times more efficient
than conventional gasoline vehicles, and there's
a corresponding three times air pollution benefit
associated with that as well, so that's pretty
compelling numbers.

17 And as Sara pointed out, the bulk of 18 the greenhouse gas emissions in New Jersey come from transportation now, so the singular way for 19 20 us to address those greenhouse gas emissions is 21 through transportational electrification. And if 22 we are to have this onset of transportation electrification, there must be a corresponding 23 number of charging station opportunities in lock step with the amount of vehicles that we need to 25

```
put in place.
1
 2
               So most of our stakeholders told us,
  lin order to scale electric vehicle
  infrastructure, we need utility involvement for
4
 5
  the most part, and rate council understandably
  cautioned against that and favored more market
6
7
  base solution understandably. Many of our rate
8 payers told us that utilities are, quote,
  uniquely qualified to operate in the space of
  electric vehicles.
10
11
                They know, they grid. They know
12 electricity, they know the systems.
                                        They're in
13
  the right position to address that, is what they
14 told us. And in terms of building out the
15
  charging station infrastructures, there's this
16
  question of chicken and the egg. Which comes
17
  first. The vehicles or the infrastructure, and
  the stakeholders told us, well, it's really the
18
19
  chargers have to go first.
                The chargers and the infrastructure
20
21 in order to draw out the, say, the customers for
22
  electric vehicles and the charging station
23 industry has a number of different segments, such
  as multi family housing, public charging, work
  place charging, et cetera, so it's not all one
```

```
uniform market, but there's different market
1
 2 segments and there's different levels of market
  competition in each of those segments, but the
  segments most in need of attention, according to
 4
  stakeholders are multi unit dwellings and low and
 5
  moderate communities.
6
 7
               For example, if you live in an
8 apartment or a condo and want to charge your
  electric car, good luck.
                             There's almost no
  opportunities to do that, so by that measure, the
10
11 stakeholders telling us these are the areas that
12 you should focus on. Just on a side note, we at
  the BPU filed a grant application with Department
13
14 of Energy to establish electric vehicle ride
15 sharing, ride hailing, charging network focused
  on urban communities and multi family dwellings,
16
17
  and we expect to hear about that award by
18 April 27th, so we're hopeful to get that.
19
               Also, DCFC is a direct current fast
  charging and that's another difficult market, and
20
21
  the stakeholders told us that utility
22
  intervention in that space and in the work place
23
  segment were also important. So with all of the
  markets, we were informed that utility invention,
  and essentially, all markets could be
25
```

```
appropriate, primarily with the underserved.
1
  the stakeholders also told us that, yes, given
  this utility involvement, there ought to be a
  strong role for the competitive markets, that is,
 4
  the utilities ought to be contracting with the
 5
  private markets to the maximum extent that's
6
7
  possible.
               And one model that we looked at was
8
  the so called Charge Ready approach that was
  pioneered by Southern California, Edison.
10
11 that idea, utilities would go past their
12 traditional role. Traditionally, utility role
13 stops at the customer meter and utility would go
14 passed that and the balance of the
15 infrastructure, the panel and the wire, all the
  way up to, let's call it a stub or a stump upon
17
  which the commercial market would bolt on a
18
  charging system and operate it going forward.
19
                So this approach was viewed as a
20 happy medium, if you will, between the role of
  the commercial market and the role of the
21
  utilities. So we looked at that and the
22
23
  stakeholders weighed in and said yes, that's a
  possibility as well. So they called this the
  Charge Ready or Make Ready approach.
```

```
Stakeholders told us the utilities
1
 2
  should operate managed charging programs.
  conventional situation is someone drives their
  electric car home from work, plugs it in at say
4
  six p.m., just at a time of peak electric demand,
  so the EVs are adding peak to the peak, so that
6
7
  is a worst case situation with respect to adding
  load onto the grid that will result in say
  failure of the pole mounted transformer as a
10
  first step and require other utility upgrades.
11
                So that's a situation that may come
12
  eventually, but through a managed charging
13
  program, that can be deferred and avoided.
14 so how do you deal with that? Well, one way to
15 deal with this so called time of use rates
16
  whereby PSE and G has one right now.
                                         It's called
17
  RLM, Residential Load Management.
                                      The idea is
18
  where power is cheaper at night off peak and it's
19
  more expensive on peak.
20
                So the idea is to incent people to
21
  charge their vehicles at night when power is
22
  cheap, and the stakeholders told us that that is
23
  critically important because what it does is it
  makes greater use of the utility assets that are
  already bought and paid for. So by doing that,
```

```
1 it provides benefits, not just to EV drivers, but
  all rate payers, so their recommendation is,
  fully embrace that concept to provide this
4
  ratepayer benefit of off peak charging.
 5
                So having said that, there's a whole
  raft of different ways you can shift people to
6
  off peak charging. There's so called secondary
8 meters, smart meters, whole house time of use,
  electric vehicle only time of use, and using the
  charging stations themselves to measure electric
10
11 use, using the vehicles to measure electric use
12 and this question of software versus hardware.
13
                So there was a stroke consensus that
14 utilities ought to manage charging but there was
15 hot a consensus as to how they ought to do that,
  so that's still, I would say, a work in progress.
16
17 And again, to put the main emphasis on it,
18
  managed charging can bring economic benefits to
  all rate payers, so that was one of the key
19
  takeaways for us. With direct current fast
20
21
  chargers they are generally located along
22
  interstates and major highways.
23
                They're a challenge from a
24
  commercial operation standpoint, in that, they're
  not really used all that much because there's not
25
```

```
that many EVs on the road. Yet, when they are
1
 2 used, they spike the electrical demand and
  trigger so called demand chargers from the
  electric utility, and some cases up to 90 percent
4
  of the cost of operating these fast chargers
 5
  could be attributable to the demand charges.
6
                                                 So
7
  there is a number of different ways that were
  suggested that we could address these demand
  charges, including, I would add, just use one
  example, battery storage.
10
11
                That is to have a stationary battery
12 adjacent to the charger so that when an electric
13 vehicle plugs in, it's drawing some of the juice
14 off of the battery, not necessarily off of the
15 grid.
         That's just one example of how to address
16 demand charges. Other comments.
                                     Utility,
17
  they're supposedly uniquely qualified to develop
18 infrastructure.
19
               Also, equally qualified to inform
20 residents about the electric vehicles,
21
  particularly things like time of use and battery
22
  charging. Strong support for experimentation and
23 pilots to look at all these variables that were
24 presented and finding the best ones.
25 heard, you know, people have discussed today,
```

```
this notion of the heavy electric vehicles are
1
 2
  coming.
 3
                Well, some of the stakeholders told
  us that as well. On a side note, the BPU also
4
5
  operates a grant program for natural gas
  vehicles. It was only $200,000 the program is
6
  now fully subscribed, so it's just another way to
8 offset some of the concerns about diesel
  emissions that we've heard today. Other
  comments, the notion of using electric vehicles
10
11 and demand response.
12
                That is, essentially, our electric
13 grid generation was built around air conditioning
14 and some utilities like Public Service have the
15 ability to throttle back people's air
16 conditioners on a hot summer day to lower the
17 electrical demand. Similarly, you could do that
  with electric vehicles, and in such a way, use
18
19
  them as a demand response resource, but that's
20 not the full story.
21
                There's another emerging issue of so
22
  called vehicle to grid whereby there's a two way
23
  communication between the vehicle battery and the
  grid, so it's not just lowering the rate of
  charge, but it's also feeding back power from the
25
```

```
vehicle battery into the grade. So some of the
 2 leading experts in the country weighed in on this
  and said, yes, you can do this now. And most of
  our stakeholders said, we recognize the value of
4
  it, but we think it remains emerging.
6
                It's something that can be a great
7 benefit and we're looking at this very closely.
8 Here is the brave new world, folks.
 9 consulting firm, McKinsey calls this ACES.
10 vehicles are going to be autonomous, connected,
11 electrified and shared. So all these things that
12 used to be science fiction, are not science
13 fiction so much anymore, so this is -- are we as
14 a state prepared for this?
                               No.
15
               So I think it's going to require a
16 multi disciplinary approach to deal with that,
17
  and the stakeholders told us with this rapidly
  evolving market, you too, the BPU, is going to
18
19 need to change to keep up with that.
20 hopefully we're receiving that message and the
21 stakeholders thought that the process that we're
22 going through is worthwhile. We're not done yet,
23 and they asked for a continued engagement with us
24
  on EVs. So that's it. If there's time for
  questions.
25
```

```
MR. VALERI: You have a lot of
1
 2 issues you're dealing with particularly between,
 3
  lessentially, changing lifestyle, particularly
  looking at charging during certain times, et
4
 5
  cetera.
           The board is still dealing with and your
  stakeholder process still dealing with, but one
6
  thing I noticed and I'm curious how you're
  dealing with it, is once you figure this out
  technically, there really will need to be an
  education.
10
11
                People are going to be asked or told
12 don't plug in at certain time, do things in a
13
  certain way. What's the stakeholder process, or
14 is there going to be an engagement during the
15 stakeholder process on the board on rolling that
  out so it doesn't fail?
16
17
                So if you want people to charge
18
  during a certain period of time or you want
19
  people to act in a certain period of way, in
20
  order to promote, not only the use, but the
21
  system not collapsing. Has the board started
22
  thinking about the stakeholder process?
                MR. HORNSBY: From education?
23
24
                MR. VALERI:
                             Yes.
25
                MR. HORSNBY: The short answer is
```

```
all of the above. The stakeholder strongly told
 2 us the utilities, as they roll, if and ever they
  roll out these programs, should have an
  educational component of it as well. That's
4
  common among utilities that have built this out.
6 There's a certain percentage allowable for
  electric vehicles, but it can't be solely the
  utilities.
9
               DEP has established a website and
10 done a number of other outreach activities.
                                                We
11 as well. You've probably seen emails from me
12 about these electric vehicle meet ups, so all of
  that is to raise awareness, so it's all of us
13
14 have to be a part of that.
15
               MR. VALERI: I think that's going to
                                    That was the
  be a very important part of it.
17 first reaction. If I have a car in park, I'm
  going to want to plug it in right when I go in my
19 house, and I know that's a simple thing, but like
20 you said, that could be a real problem during
21 peak periods. I think it's something that the
22 board and the stakeholder process really needs to
23
  think a bout it. Otherwise, you could have a
24 real problem on your hand.
25
               MR. HORNSBY: Yes, you should plug
```

```
it in as soon as you get home, but there's a
1
  timer on the vehicle or the charger that would --
 3
                MR. VALERI: Assuming they have a
 4
  program, yeah.
 5
                MR. HORNSBY:
                              Some stakeholders told
6
  us pricing there needs to be transparent pricing,
7
  so that would reinforce that message.
8
                DR. BIELORY: I play a devil's
  advocate, but if everything is electrified and
  you have a storm surge, there are communities
10
11 that go out, what's the back up?
                                     And even for
  the sites that, if driving down the New Jersey
12
13 Turnpike, and you talk about concerns of how the
14 distance and there's a lack of electrical outlets
15 due to the BPU not having the ability to deliver
  energy, a solar back up would be awful.
16
17
                I'm just thinking that has to be
18
  part of the plan because you can -- if everybody
  is driving electrical vehicles, which we want, no
20
  electrical grid, you don't have to worry about
21
  going to work. You're not getting there either,
  so I'm also worried about the critical reliance
22
23
  on the energy source.
24
                MR. HORNSBY: Well, this whole
  notion of energy resilience is of central
```

```
importance to the board. That's for certain.
1
  Several responses. One, the batteries themselves
  can serve as an electrical resource to export
  energy. Perhaps if the grid is down to your
4
          It's called V2H Vehicle Two to house.
 5
  The second thing is, our office is involved in
6
7
  establishing microgrids.
8
               We have 13 microgrid projects going
  on in the state now and there's a requirement
10
  that all of them be electric vehicle friendly, so
11
  there will be additional places to charge your
12 vehicle. And if worse comes to worse, for
13
  example a Tesla vehicle has so called camper
14 mode. You could live in that Tesla and have it
  heated and cooled and sleep in it if Armageddon
15
16
  arrives.
17
               DR. BIELORY:
                              I'm not worried about
18 Armageddon.
               I'm talking about a storm that hits
  Springfield, New Jersey and people didn't have
19
20
  power for nine days. I had a generator.
                                             The
21
  question is whether or not generator stations via
  public and local areas are able to fill up from
23
  hatural gas. This needs to be part of the plan.
24
  Otherwise, I have a great fear your science
  fiction is not science fiction. We're all going
```

```
to be eating potatoes.
1
 2
               MR. HORNSBY: Just like people talk
  about fuel diversity across generation sources.
  The same holds true for transportation sources.
4
  There is a place for gasoline and natural gas
  wehicles and electric vehicles, so having a
6
7
  transportation diversity is important as well.
  And when the power goes out, gasoline stations in
  many cases are unable to pump gas as well
10
               DR. BIELORY:
                              I'm talking about
11 natural gas. I'm talking about a generator.
12
               MR. HORNSBY:
                             Natural gas is much
13 more resilient to interruption because
14 infrastructure is varied.
               MR. EGENTON: Mike, one last
15
16 question from me. I know you engaged the DEP on
17
  a regular basis on a lot of topics including
18
  this. How is the interconnectivity of engagement
  with some of our other agencies we have them here
20 later on today. Just curious, whether it's DOT
21
  or Port Authority, whoever, do you have that
22
  connectivity with them sharing the stakeholder
23 process?
24
               MR. HORNSBY: Last year, the board
  established an alternative fuel vehicle work
25
```

```
group, so we're engaging all of these groups.
1
                                                   We
  certainly recognize the DEP and Treasury is
 3
  centrally important and the DOT and DCA center
  have strong roles as well.
 4
 5
                MR. EGENTON:
                              Thank you.
                      (APPLAUSE)
 6
 7
                MR. EGENTON:
                             Next up we have
8
  Jeffrey Perlman. He's the manager with North
  Jersey Transportation Planning Authority, and
10 Jeff is going to focus on Getting Ready,
11 Alternative Fuel Vehicle Readiness Planning at
12
  the Local Level. Welcome, Jeff.
13
                MR. PERLMAN:
                              Thank you.
                                          I know I
14 stand between you and the lunch break.
                                          So for
15 those of you who don't know the NJTPA, we are the
  North Jersey Transportation Planning Authority
17
  with a metropolitan federally mandated
  metropolitan planning organization for Northern
18
19
  New Jersey, so what is Northern New Jersey in a
20
  transportation or a context is the 13 northern
21 counties as well as the cities of Jersey and the
22
  City of Newark.
23
                I joke if you're a Giants fan or a
24 Yankees fan, you probably live in our region.
  And if you're an Eagles fan, you're not. So what
```

```
1 do we do? We program federal transportation
 2 dollars, so if you look at our board, you know
  the board is basically, we link the federal
  dollars to the local needs is sort of the way to
  think about it. Our board, 20 member board, the
 5
  representation, elected officials, freeholders
6
7
  from the 13 counties.
8
               We also have representation from the
  City of Jersey City and the City of Newark as
10 well as representation from our operating
11 agencies as we call them, so New Jersey DOT, New
12 Jersey Transit and the Port Authority.
13
               We have the governor's rep and
14 citizen's rep, which we haven't had in a while,
15 but we have a full board compliment. All of the
16 decision making goes through the Board of
17 Trustees, so the local needs, the federal dollars
18
  and we do a ton of planning studies.
                                        You know,
19 looking at whether it's congestion, transit
20 improvements, looking at the infrastructure and a
21
  state of good repair.
22
                These are some of the major goals of
23
  the agency. We have a number of committees that
  are staffed from those, from the counties and the
  transportation agencies. We prioritize federal
25
```

```
projects for federal funding so we have those
  committees and we care very much about freight as
  we have a freight initiatives, so with that in
  mind, in that context, how did the MPO begin to
 5
  get into the alternate fuel vehicle space and
  that's due to our long range planning.
6
 7
               And I should have a slide about
  this. We did adopt our plan 2045. That is our
8
  long range transportation plan just this past
10 November. One of those priorities is in the
11 environment and air quality, and so over the
12 years in which I have been working in this space,
13
  we started with -- we obviously do the air
14
  conformity for our region, but we also started
15
  looking at greenhouse gas emissions in 2010.
16
               When I started at the agency at
17
  2009, we started that at 2010 and we did a
  greenhouse gas engagement plan where we
18
  identified, has already been established,
19
  electrification of the transportation sector
20
  would be the largest single strategy to produce
21
22 greenhouse gas emissions in the long run.
23
               You've heard that already this
24
  morning, so fast forward to today, we started a
25
  study, basically engaged in a study looking at
```

```
ultimate fuel vehicles, and the process started
1
 2 in 2013, 2014 and it's taken a long time to get
  this thing done, but it's basically our study
  looked at two things. One is readiness plans at
4
  the local level. Our board is made up of
5
6 localities and counties, so there's very much a
  need of looking at the technology, the evolving
  technology, how does that play out in the local
  level.
10
               So we recruited three pilot
11 municipalities in our region.
                                  The town of
12
  Secaucus in Hudson County, the Township of
13 Woodbridge in Middlesex County and Montclair
14 Township in Essex County. Don't ask me how they
15 were picked. It is a long story, but those are
16
  the three pilot municipalities, but we engaged
17 with their stakeholders in local planning around
  most electric vehicles but we did look at natural
18
19 gas vehicles as well.
20
               We did that planning work and then
21
  rolled that into a guidebook that's available for
22
  all municipalities, not just in our region, but
23 really the entire state and outside the city.
24 And I'll go through them in more detail. One of
  the first things we did was with those pilot
25
```

```
municipalities is looked at demand. Where are
  electric vehicles likely to be purchased, so with
  that, we had a really a dynamic stakeholder
  committee, including DEP and Mike Hornsby at BPU,
4
  NJ CAR, the utility companies.
                It was a big group, a big unwielding
6
7
  group, but we got it done. What we looked at,
8 you know, where electric vehicles were purchased
  and we worked with DEP to get that information,
  so thank you, Peg and then we looked at the
10
11 census track level, income, housing tenure, you
12 know, those sorts of multi family, single family
13 homes and we then mapped for those
14 municipalities, those areas where, you know,
15 where we think demand is highest and where do we
  think it's the lowest.
16
17
               So you see Montclair here.
                                            This is
18
  one example, so we looked at that from a
19
  residential perspective. We looked at that from
20
  an employment perspective and we looked at it
21
  from an opportunity perspective, so home base
22
  charging, workplace charging and sort of
  everything else. Going to a shopping center,
23
24
  that sort of, that kind of charging, so each map
  represents a different user type, different
25
```

```
charging type.
1
 2
                So for Montclair, if you know
  anything about Montclair, the northern half of
  Montclair is very affluent, multi single family
 5
  lowners and homeownership rights, so it comes up
6 red, really red is the highest demand.
                                           In terms
  of work place targeting is where employment,
8 major employers might be. And with that, we used
  our transportation demand model.
                                    We know with
  our model where trips are starting and where
10
11 they're ending.
12
                And we know largely what kind of
  those trips are composed of, and so we can tell
13
14 you at a census track level, where we think
15 workplace charging might be in highest demand.
16 And then for the rest of the stuff, which is
17
  opportunity based charging, we look at trips made
18
  to shopping centers or downtown business
19 districts and Montclair, you can also what pops
  in part is the downtown business district.
20
21
                So we work with municipalities, say
  okay, with your heat mapping, this is where we
23
  think demand for ownership of electric vehicles
  will be and demand for where that charging is
  likely to happen and then what we did is sort of,
25
```

```
we looked at a whole host of different types of
1
  charging, infrastructure and needs for that.
  we did focus, I think, largely on the private
  home charging work place. We did a little bit of
5
  fleets though we realize and it's already
6 discussed this morning, that's an outstanding
  area of additional needs, planning needs and
8 discussion.
9
               And then of course, we're looking at
  community charging and outdoor charging with the
10
11 federal highway clean fuel vehicle corridors.
12 There were none when we started this study. Now
  there are five. Just real quick, some of the
13
14 findings, I should say. This is already sort of
15 known discussion this morning is that when you're
16 looking at single family homes, the residential
17
  side, if they likely have a driveway, looks like
18
  they have a garage, this is the kind of stuff,
  from a municipal perspective, there isn't a whole
19
  lot of need here to make investments.
20
21
               Education and charging and that, as
  we heard from Mike, that's needed. When you look
23
  at multi family dwellings and renters, again, as
  discussed, this is a challenge. For multi family
```

dwellings, the issue of whether or not there is a

25

```
garage that individual owns or controls, right,
1
  lif it's part of a homeowners association, you're
  going to have issues with the homeowners
  association permitting a charger to be installed.
 4
 5
               And then of course renters who don't
  own the property at all and the challenges of
6
  actually do they have even off street park.
8 is across the street from my house, this is a
  four plex, no off street parking at all, right.
  So those people they have hybrids, but they don't
10
11 have electric vehicles and will not be able to
12 charge.
13
               And then I mentioned the homeowners
14 association. This is a condo complex in my town
15 as well.
            The issue of here the parking lots
16
  lowned in common. It is not owned by the owners,
17
  so these are outstanding challenges that our
18
  study identified. From each municipality, we had
  representatives from homeowners association and
19
  we were able to sort of able to educate them.
20
21
               We didn't get them all the way to
22
  saying, yes, they will receive chargers, if their
23 residents want them, but they now are aware of
24
  the challenges and are working with their
  residents. Just to give you a sense of the next
25
```

```
step of the process with these local plans is you
1
 2
  start with a heat map and then zoning districts.
 3
                They're zoning and redevelopment
  plans to say, if you've got a redevelopment plan
4
 5
  where it overlaps with high demand for workplace
  charging, you might want to include charging
6
7
  chargers as part of the redevelopment plan.
  that's the next level of sort of the analysis.
  I'm a land use planner so I really wanted to add
  to the analysis, zoning a zoning perspective, so
10
11 we were able to sort of then, from the
12
  municipality, not identify specific parcels, but
13
  identify sub areas within a municipality where
14
  they might want to make those investments and
15
  reach out to the stakeholders in that district.
16
                So in Montclair, Mountainside
17
  Hospital, the downtown business district,
18
  Montclair State University, just some examples.
  We developed a whole host of planning strategies
19
  that come at the back end of the study, and I
20
21
  focused on some of the areas where a municipality
22
  really can make changes, right. Building codes,
23
  those are state regulations so we did not touch
24
  that at all.
25
                So things on land use and planning,
```

```
On incentives, perhaps. Consumer
1
  lawareness, absolutely. Stakeholder training and
  education, yes. Those are the things we focused
  on, and our recommendations, zoning ordinances
4
 5
  and redevelopment plans, to include, if not
  chargers themselves, then to make those parking
6
7
  garages or parking lots charging ready, right.
8
               Conducting education and outreach to
  property owners, to the public, to businesses
10 about benefits of electric vehicles and
11 alternative fuel vehicles and this opportunity
12 for residents for multi family dwellings.
13
  talk to, particularly Woodbridge, we did talk to
14 property managers of multi family apartments and
15 talked through with them some of the challenges
16 and barriers and some of the resources that are
17 available to them to install that stuff.
18
               And so I think that really helped
19 break the barriers down. Again, we need the
20
  municipality needs to follow up with targeted
21
  outreach. We can only do so much. There is a
  lot more that has to be done.
                                  In terms of grants
  and funding opportunities, we did list some of
23
  those in the readiness plans, and this municipal
  stuff that you heard mentioned and questions have
25
```

```
1 been asked before, we did have, you know,
 2 municipalities and we did try to reach out to
  large industrial and commercial companies who
  have fleets.
 4
 5
               We did start those conversations,
  but they need to be ongoing. They need to
6
             Really, it's an education and a
  continue.
8 knowledge issue that we identify. Another thing
9 I noticed about some of the recommendation factor
10 is one thing that we heard was really
11 interesting. For one municipality, and I won't
12
  say which one because I'm not sure they want me
  to say this, but if you're a commercial property
13
14
  lowner, and you want to put in electric vehicles,
15
  do you need to get site plan approval.
16
                In many cases you might have to.
17 You want to trench out and put a conduit in and
  then put the chargers in, you're going to have to
18
19
  submit a site plan approval to the planning board
20
  which means you get an attorney, a planner.
                                                You
21
  get all your professionals and you take six
22 months, maybe just to get an approval.
23
                So those costs, that matters and
24
  that's a barrier and one municipality basically
  says, you don't have to do that anymore.
25
```

```
come in, you get your electrical permits.
1
 2 it, and that has been really helpful to this
  municipality, where they're DC fast chargers
  going in to a Wawa that may narrow down the
 5
  municipality. They didn't have to get the site
                   That accelerated the process.
6
  plan approval.
                                                  We
7
  think that is a really innovative approach.
                The readiness plans on our website
8
  and there is the URL. I have cards and I can
10
  talk to you during lunch about this, so we have
11 the readiness plans. We then rolled in the
12 readiness plans to a guidebook, and this
13 guidebook is fuel neutral, so it's just not
14 electric vehicles, as you can see in the cover
15
  slide, we discussed all the alternate fuel
  vehicles and their potential applications, so
16
17 hydrogen, natural gas, bio diesel.
18
                They're all there, so when a
19 municipality wants to do a readiness plan, they
20
  can go beyond electric vehicle and natural gas.
21
  They might look at other technologies as well and
22
  we have some quidance as to how they can think
23
  about that in their planning processes and that's
24 lit.
25
               MR. EGENTON: Thank you.
                                          I'm going
```

```
to ask you a quick question. One statement.
1
 2 question.
             And I'm familiar with the bureaucratic
  maze of working with 565 municipalities.
  might be a great idea, since you're the primary
  MPO in the state to engage them in the next
5
  cycle, the next world that we have to work in and
6
  maybe with DCA, just a suggestion because
  certainly with 565 jurisdictions, that could be
  complicated and certainly recognize your efforts.
10
               With the other MPOs, are you
11 communicating with them since you represent a
12
  good chunk of New Jersey, but just want to see if
13
  they're on the same page as to the activity that
14 you folks
15
               MR. PERLMAN:
                              Yes.
                                    I was at
16 Delaware Valley Regional Planning Commission on
17 Tuesday. Ron Graff is sort of the climate change
18
  lenergy counter part to me and we just talked on
  Tuesday. We shared information. He knows what
19
20
  we're doing and we know what he's doing and we're
21
  collaborating.
22
               MR. EGENTON:
                              Very good.
                                          Other
23
             Council members?
  questions?
24
               DR. OPIEKUN: I have a question
  regarding -- you mentioned that in -- in your
25
```

```
region, there's a lot of people that have on
  street parking rather, so there are limited
  opportunities when it comes to charging, and it
  seems that we're often talking about a very
4
 5
  complicated infrastructure development.
6
               Well, a recent program done in
7
  London, England, what they did was, the
8 municipalities working with utilities got these
  chargers to be mounted on lamp posts throughout
10
  the city.
11
               You know, that's something that I
12
  think could be done here as a pilot program.
13
  Special cables were provided to each owner.
14 had to register their vehicle so they were able
15
  to plug in to these ports. The port, it was a
16
  smart table, so the billing and all that, was
17 done through the cable users, so you got billed
18 any time you plugged in.
19
                So the infrastructure for bringing
20 power to a city is already in place.
21
  matter of how to connect into that
22 infrastructure. Also, somebody mentioned to me
23
  at one point, there's still areas up in northern
24 New Jersey, some of the major roads that still
  have call boxes that are no longer used because
```

```
people have cell phones, but the infrastructure
 2 is in place where there are the trenches have
  already been dug, wires have already been run,
  can they be modified to do quick charging that
4
  would reduce range anxiety, especially in people
  that don't have the opportunity to do charging at
6
7
  home and can only can do it in public areas or in
8 work place.
9
               Could your organization do any kind
10
  of heat mapping related to the availability of
11 that type of charging, those type of charging
12
  stations, call boxes, that type of thing.
13 has any study been done, have you looked into
14 anything that they do in London right now with
15
  the electric, the utility pole charging?
16
               MR. PERLMAN: So as part of the
17
  study, there was a literature review. This stuff
18
  moves so fast. We started literature review 18
               That was published. I don't know if
19 months ago.
20
  that example -- I don't think it made it into the
21 literature. I will follow up with that example
22 with you.
23
                              I could find you the
               DR. OPIEKUN:
24 article.
25
               MR. PERLMAN: Part of the technical
```

```
committee that we did for that included utility
1
  companies. We don't have a mapping of those call
  boxes, but certainly, what we can do is, and
  we've been working with the utilities for sure is
  we can send them those heat maps. We have GIS.
  We have the analysis, and particularly if there's
6
  going to be a rate filing to do that additional
  infrastructure investment, there might be a way
  to marry those things together.
10
               DR. OPIEKUN: One of our previous
11 speakers from BPU, one of the comments that
  people had indicated that there's a need for
13
  experimentation and pilot programs and I think
14
  that something like that might fit in.
15
               MR. PERLMAN:
                              That is something we
  can circle back on.
16
17
               MR. EGENTON: That would be great.
18
  Keep the lines of communication open. Thank you,
19 Jeff. Appreciate it.
20
                      (APPLAUSE)
21
               MR. EGENTON: Okay, folks, we're at
22
  our midway point. Thanks for hanging in there.
23
  Lunch will be served to the Clean Air Council
  members and our invited speakers here at this
  level. I'm going to make an executive decision
25
```

```
to stay on target. I would ask everybody,
1
  council members, to be back by 20 after 12, give
  a little bit of a buffer so we can kick the
  second half off. Thank you all very much.
 4
 5
                (Whereupon a break was taken.)
               MR. EGENTON: Welcome back,
6
7
             Appreciate everyone being very timely.
  everyone.
8 We have our webinar guests online. So this is
9 the second half of the Clean Air Council public
10 hearing. Wanted to introduce Dale Hall,
11 Associate Researcher and Peter Slowik, researcher
12 with the International Council on Clean
13 Transportation, and their focus will be Electric
14 Wehicle Charging Infrastructure and Incentive
15 Design Best Practices. Dale, Peter, thank you
16 for joining us via the webinar and the floor is
17 yours. Thank you.
18
               MR. HALL: All right. Thank you
19 very much for that introduction, and thank you
20 for having us. We're really happy to be here
21
  today. My name is Dale Hall, and I'm an
22 associate researcher at the International Council
23 on Clean Transportation or the ICCT, and we are a
  non profit research group that does work on clean
  vehicle and clean fuel standards and major
```

```
markets all around the world with the goal of
1
  promoting clean air and reduce gas emissions from
  all parts of the transportation center.
 4
                We're really happy to be here today
5
  and discuss key questions about electric vehicle
  infrastructure and portability before the
6
  council, and we're really excited to see all of
  the stakeholders gathered here to really
  accelerate this important conversation in New
10
  Jersey.
11
                So as part of the ICCT's work in
12 electric vehicles, we conduct regular updates and
13 analysis on the United States electric vehicle
14 market and this has been a really exciting time
15 to do this kind of work because we have seen last
16
  year, about almost 30 percent year over year
17
  growth in electric vehicle sales in the U.S. as
  well, for the first time, electric vehicles
18
19
  accounting for more than one percent of all
20 vehicles sold, passenger vehicles sold in the
  United States.
21
22
                As you can see, on this chart, there
23
  are substantial sales all over the country, but
  we do continue to see the sales concentrated
  primarily on the west coast in California, and as
```

```
well as in the northeast to a lesser degree, and
 2 we found that this is not a coincidence.
  all of these leading markets, there are a number
  of policies and actions in place that have
4
  spurred the market so far and that we think will
  continue to be important in accelerating the
6
7
  market into the mainstream in the coming here
8
  years.
 9
                Today, my colleague, Pete, and I,
10
  are going to hone in on just a couple of these
11 important actions. First, I'm going to discuss
  public charging infrastructure, and then my
13
  colleague will talk about consumer incentives for
14 electric vehicles. So electric vehicle sales
15
  have grown in the U.S. and around the world, from
  basically nothing, around 2011, to over a million
17
  a year last year for the first time.
18
               And we now have around three million
  electric cars on the roads around the world
19
20
  concentrated mostly in China and Europe and the
21
  United States. As you can see on the slide here,
22
  the number of publically available charge points
23
  have grown in tandem with the electric vehicle
  market and there are now half a million public
  charge points available around the world.
25
```

Again, concentrated in China, 1 2 followed by Europe and the United States. can see that the growth has been consistent and steady in all of these markets illustrating that 4 these two matrix, the number of vehicles and the 5 number of charge points are closely linked. our research on public charging in particular, we 8 have repeatedly found that indeed there is a statistical linkage between the availability of 10 public charging infrastructure electric vehicle 11 lupdate, and this has been confirmed within the 12 United States market in particular as well as in 13 the global context both for regular and fast 14 charging. 15 However, we have also found that 16 there is no single right answer to the question 17 of how many charging stations you need to build 18 to support a given electric vehicle market. then United States markets, we've seen somewhere 19 20 around one public charge points for around 20 to 21 30 electric vehicles. However, that number can 22 vary based on a lot of factors such as population 23 density, the type of housing stock and the type 24 of vehicles on the road, and we expect that ratio to continue to evolve in the future as electric 25

```
vehicle technology improves and charges get
1
 2
  faster.
 3
                Similarly, there's no single right
  answer for the balance between regular or level
 4
 5
  two charging and EV fast charging. We've seen in
  many areas that fast charging represents about 15
6
7
  to 20 percent of the charging points in a given
  metropolitan area, but of course, that also
  depends on a number of factors and technology is
10
  changing quickly.
11
                So with all this uncertainty, why do
12 we know that public charging is important in
                       Well, we've seen that most
13 driving the market?
14 electric vehicle charging takes place at home,
15 and we expect that to continue to be the case in
16
  the future. However, for some drivers, they
17
  would not be able to buy an electric car or
  conduct their daily routines without the public
18
  charging infrastructure.
19
20
                And even for drivers who don't use
21
  charging infrastructure regularly in the public
22
  realm, just seeing these chargers out there and
23 knowing that there are chargers, a reliable
24
  charging network distributed around their city
  and their state, provides them with range
25
```

```
confidence and enables them to know that they can
1
  conduct the same business with an electric car
 3
  that they would with a gasoline car.
 4
               And additionally, public charging
 5
  infrastructure is just a great visual reminder
  that electric vehicles are out there and that
  they are a real technology, and so we think it's
  an important demonstration on the importance of
  electric vehicles. Now, it's easy to say that
10
  charging infrastructure is important and that
11 more challenging infrastructure will need to be
12 built as the market grows, but of course there
13 are some challenges in the implementation of this
14 goal.
15
               Fortunately, a number of leading
  government at the city level, the state level as
16
17
  well as private stakeholders have all been
18
  encountered the same challenges for the past
19
  couple of years and have come up with a number of
  innovative solutions and lessons that everyone
20
21
  else can learn from. One such lesson that we
  have repeatedly seen in our work is that it's
23 really important to engage with utilities.
24
               Utilities are obviously the experts
25
  in the electric grid and in delivering
```

```
electricity to all kinds of applications, and in
1
  general, we've seen that utilities are pretty
  positive about the growth of electric mobility,
  if the correct planning is in place.
4
  number of states have enabled their utilities to
 5
  participate in the growth of electric vehicle
6
  market by directly constructing charging
  stations.
9
                This happened in places such as
10 Massachusetts, California and Washington, and
11 this has been really helpful in increasing the
12 humber of stations available. In some cases, the
13 state governments have directed utilities to
14 target their investments to the areas where
15 charging stations are the most needed or the
  private market might otherwise be a bit slow to
17
  get to, such as disadvantaged communities or
  multi unit dwellings.
18
19
               And in other states, we've seen
20
  programs such as utilities directly providing
  incentives to residents or businesses who want to
21
22
  install their own charging infrastructure which
23
  really helps to build momentum and get more
  people involved in supporting electric vehicles.
25
               One area that has received a lot of
```

```
attention recently as sort of a sticking point
  for the electric vehicle market is multi unit
  dwellings which is a category that includes
 4
  apartment buildings as well as compounds and any
  other source of residence where residents may not
 5
  have access to a private garage that they can
6
7
  install their own private charging station in.
8
                So clearly, this is an area where
  it's a bit more challenging to own an electric
10
  car if you are unable to charge regularly at
11 hight.
         And the easiest solution for this sector,
12 in the long term, is to require that EV building
13
  codes be implemented which would make, which
14 would put the infrastructure in these buildings
  ahead of time to support chargers later.
15
16
                Therefore, saving a lot of money and
17
  making it much easier for residents of these
18
  buildings to own electric cars.
                                    We've seen it at
  the city level, as well as with the state level,
19
20
  all over the country and it's clear that this is
  a pretty easy policy to put in place that has the
  potential to save a lot of money in the long term
23
  and expand the market into new air gas.
24
                This is also an area in the short
  term where utilities play a role and we see
25
```

```
several utilities in California for example
1
 2 already have programs to install charging
  stations in multi unit dwellings. Finally, to
  provide additional flexibility, some cities in
  the U.S. and around the world are installing curb
  side charging stations that can work for many
6
  residents in the neighborhood as well as
  potentially people going to work or running
  errands. And although these may be a bit more
  costly up front, they provide a lot of
10
11 flexibility and see utilization.
12
                So in the U.S., cities like Seattle
13 and Philadelphia have been looking into the
14 permitting for these types of stations and even
15 launching pilot projects to target them to where
  they're most needed. Another issue that has
16
17
  frequently been raised, as far as electric
18
  vehicle infrastructure, is the tier grid
19
  stability. What's going to happen when all of
20
  these cars are charging at the same time and use
21
  a lot of electricity?
22
               What we found is that in general,
23
  most charging is not going to be an issue for the
24
  electric grid for the foreseeable future, but
  nonetheless, there are some tools to ensure that
```

```
electric vehicles charge when there's more
1
  capacity on the electric grid and therefore don't
  require additional utility investment
  linfrastructure.
 4
                The easiest of these is time of use
 5
6 rates, which I should note, PSE and G in New
  Jersey has already implemented along with
8 hundreds of other utilities around the country.
  These types of electricity rates where people are
  charged less for electricity during the off peak
10
11 hours, typically the night, really represent a
12 win-win for electric car drivers who are able to
13 spend less on parking their cars as well as
14 utilities who avoid having to make additional
15 investments in their distribution systems, but
  also still see the benefits of electric cars and
16
17 increasing their utilization.
18
                The one area that could pose a
19 problem for the electric grid in the near term is
20 DC fast charging which, as I said, makes up
21
  somewhere around 10 to 20 percent of public
22
  charging stations in most areas.
                                     These stations
23 do see a very high power demand, and it's
  typically only concentrated in certain times of
25
  the day, so this is an area where it's especially
```

```
important to work with the utilities, to find the
1
  places where there's the most access grid
 3
  capacity.
 4
                And a great example of that is the
5
  PG and E utility in northern California, which
6 has developed a mapping tool to allows businesses
  to find areas, specific locations within a
8 broader area where there's more grid capacity so
9 that the fast charging stations wouldn't
10
  represent any kind of issue from the utility
11 perspective.
12
                As the number of charging stations
13 increases and as charging fees get faster and
14 faster in the future, it's really important just
15
  to engage with utilities and have a good dialogue
16
  at the city government and utility level.
17
  just to conclude my section of this presentation,
18
  public charging infrastructure is really
  important for overcoming the convenience issue in
19
20
  electric cars and it's a part of a mature market.
21
                Anywhere we see a high electric
22 vehicle sales, we see greater availability of
23 public charging infrastructure.
                                    However, it
  alone is not enough to increase the market, and
25 we've seen examples where you have a lot of
```

```
public charging infrastructure builds without
  company policies to support other parts of the
 3
  market.
 4
                And as a result, they have not seen,
5
  especially high electric vehicle sales, so it's
  important to have a full suite of policies.
6
7
  to talk more about that, I'm going to hand it
  over to my colleague, Pete Slowik. Please, go
  ahead, Pete.
10
                MR. SLOWIK:
                             Thank you, Dale, for
11
  the very, very nice introduction and the
12 fantastic overview of the EV charging
13 infrastructure challenges and some solutions.
14 would like to take a moment just to say thank you
15 again very much for the New Jersey Clean Air
16
  Council for the opportunity to participate today.
17 As Dale mentioned, I'm Peter Slowik.
18
                I'm a colleague of Dale's here with
  the International Council on Clean Transportation
19
20
  also on the Electric Vehicle. So let's go ahead
21
  and shift gears away from questions about charge
  infrastructure to some of the key considerations
22
23
  for electric vehicle affordability and consumer
24 incentives. So it is well known overall that
  there's strong linkages between incentives and
25
```

```
electric vehicle adoption.
1
                Governments around the world are
 2
 3
  offering a broad mix of financial and
  honfinancial incentives that are encouraging
 4
  consumers to go electric. For the next few
 5
6 minutes I'll be speaking only about fiscal
  incentives for electric vehicles.
                                      There are a
8 variety of fiscal incentives in the United States
  today including the federal income tax credit
  worth $7,500.
10
11
                And in states like Oregon,
12 California, Massachusetts, Connecticut and New
13 York, offer electric vehicle purchase rebates.
14 And there are also sales tax exemptions which are
15 found in areas like New Jersey and Washington
16
  State, and these consumer incentives are critical
17 in helping consumers to overcome the key to
18
  upfront cost barriers by lowering the upfront
  cost differentials between electric vehicle
19
20 models and their gasoline counter parts.
21
                There is a growing body of research
  that is indicating the importance of incentive
23 design and its effectiveness in encouraging
24
  electric vehicle sales. Some of our recent ICCT
  research has identified several key incentive
25
```

```
1 design elements which are shown here on the
 2 bullets on the slide. For example, there is the
  magnitude of incentives which typically range
  from a few hundred up to $10,000 and then there's
4
  also the timing of the incentive.
6
               Meaning, whether an incentive is
7
  applied and available to a consumer at the
8 wehicle point of sale, or does it apply at some
9 future time. Then there can also be eligibility
  rules based on a vehicle's technology type.
10
11 example, full battery electric vehicles or plug
12 in hybrid electric vehicles or an electric
13
  vehicle's range or the vehicle's battery
14 capacity.
15
               And then also many ownership types
  could also be included under an incentive program
16
17
  which could, for example, include privately owned
18
  vehicles, fleet owned vehicles or both. And then
  the complexity which describes whether the value
19
20 is crystal clear to consumers and dealers.
21
  Hence, the value of incentive is easy to
22
  understand. And then we have durability, which
23
  means the relative reliability of the incentive
24
  and its availability for multiple years.
25
               And this table here summarizes some
```

```
of the key findings from our previous research.
1
 2 And the table shows several electric vehicle
  markets that are exemplifying many of the best
  practice incentive design principals.
 4
                So on the left hand side we show 10
 5
6 vehicle markets including California, Japan,
  Norway, the Netherlands, United Kingdom, France,
8 Beijing, Sweden, Washington and Denmark and each
  of these 10 markets are global electric vehicle
10 leaders in terms of vehicle registrations, total
11 electric vehicle registrations as well as the
12 percentage of new vehicle sales that are
13 electric.
14
                And then looking to the right hand
15
  side of this figure, as shown by the darkened
16
  lettered green boxes, these governments have all
17
  tended to adopt many of the best practice design
18
  incentive principals that we're finding in our
  research. So specifically, incentives in many of
19
  these markets tend to be substantial for both
20
  battery electric and plug in electric hybrid
21
22 vehicles.
23
                The incentives tend to be available
24
  at the point of sale or quite close to the point
25
  of sale. The incentives also tend to be offered
```

```
to both purchase as well as vehicles that are
1
           The incentives in these markets also
  tend to be durably locked into place for several
  years and are available for many years in the
 5
  future.
               And finally, incentives in these
6
7
  markets tend to be relatively simple for
  consumers and dealers alike to understand their
  exact value. And I'd like to take a moment to
  dig a little bit deeper into one of these design
11 principals that I've just explained.
                                         And our
12 research is showing that the timing of incentives
13 in particular is a key factor in its
  effectiveness in driving electric vehicle sales.
15
               Receiving financial incentives
16 immediately and at the point of sale is found to
17
  be much more appealing to consumers compared to
18
  receiving incentives at some future time.
19
  this is typically for years. First by lowering
20
  the purchase price at the point of sale this
21
  fundamentally reduces assets that are required by
22
  a consumer in order to purchase electric vehicle.
23
                Second, up front incentives can help
24
  eliminate any uncertainty about the value of the
  incentives. And third, consumers have also been
25
```

```
found to highly discount any future savings which
1
  effectively reduces the value of incentives that
  are received at some future time.
                                      And so
  governors around the world are increasingly
 4
  recognizing the importance of offering incentives
  up front and at the point of sale.
6
 7
                I'll give you several anecdotes to
8
  this.
         For example, New York, electric cars, the
  purchase price at the point of sale at the
10 dealership and this program makes the process
11 easy and clear for consumers and there is no
             Rhode Island, in their zero emission
12 paperwork.
  action plan, acknowledges that financial programs
14 are more effective at driving electric vehicle
15 sales whether they're offered up front and at the
  point of purchase.
16
17
               And also in California, the state is
18
  exploring a point of sale program as a method to
  increase participation and therefore electric
19
20
  vehicle adoption. And the California Air
  Resources Board Agency has found that point of
21
22
  sale rebates, would especially benefit lower
23 income consumers in the state of California by
  helping to reduce the upfront requirements that
  are needed to invest in an electric vehicle.
```

```
One more anecdote for you. In 2017,
1
 2
  the state of Colorado modified its state electric
  wehicle tax credit to apply to the point of
             Thereby replacing the old former
 4
  purchase.
  system that used to require buyers to wait until
  they filed their taxes to receive the benefits.
6
  Of course there are other factors in the market.
  Electric vehicles sales in Colorado increased by
  approximately 50 percent year over year from 2016
  to 2017 which is almost double the U.S. average
10
11 growth.
               And so I'll take a moment to
12
13 summarize some of our key findings on electric
14 vehicle incentives and their design. We find
15
  that electric vehicle incentives are critical to
  maintain electric vehicles cost competitive here
17
  in the early market. We also find that markets
18
  with well designed fiscal incentives typically
  have greater electric vehicle adoption than
19
  elsewhere in the world.
20
21
               And our research points to several
  key considerations for optimal incentive design.
23
  First, it is ideal to give incentives upfront to
  the point of sale and make the value crystal
  clear to consumers and dealers alike. Second, it
25
```

```
would be ideal to ensure that incentives are
1
  available to the main stream market. Including,
  for example, both privately owned as well as
  suite owned vehicles.
 4
 5
                It might also mean possibly
  excluding certain luxury electric vehicle models
6
  as luxury models may be purchased or leased
8 regardless of the availability incentives, and
  this could help make sure that incentives are
10 available to lower cost vehicles.
                                      Third, it
11 would be ideal to set eligibility based on the
12 ability of the electric vehicle to displace
13 additional fuel.
14
                And for example, this could mean
15 providing slightly lesser incentives for plug in
  hybrid electric vehicles or slightly lesser
17 incentives for lower managed electric vehicle
  models. And then finally, we find it is ideal to
18
  connect to durable incentives that are allowing
19
20 manufacturers, dealerships, outreach campaigns
21 and consumers to rely on them for at least
22 several years in the future throughout their
23 plan.
24
                And so there are a handful of
25
  examples locally where we've seen incentives
```

```
expire and electric vehicle sales have dropped
 2 dramatically on the order of 80 to 90 percent
  afterwards. We've seen this happen in Georgia,
  for example, as well as similar markets, and
4
  we've also seen similar markets affect Denmark
  and the Netherlands and Europe.
6
 7
               Now, I'll take a moment to wrap up
8
  our presentation here. Overall, our research at
  the ICCT, is showing many actions by many players
10
  are supporting the electric market growth in the
11 U.S. as well as globally. Many actions help to
12 overcome the prevailing barriers to growing the
  electric vehicle market. And we're finding that
13
14 the top markets are demonstrating the key
15 ingredients to market growth.
16
               Here are several examples.
17 dioxide regulations and zero emission vehicle
18
  requirements are working to increase electric
19 vehicle models availability and diversity.
20 Therefore, helping to meet a broader consumer
  preference of various vehicle makes and models.
21
22
  We're finding that building the charging
23 infrastructure network is helping to overcome key
24
  range barriers while also helping to raise public
25
  awareness.
```

```
We're finding that consumer
1
 2 incentives are supporting the adoption of
  electric vehicles by helping to lower the grower
  up front cost differential between electrics and
4
  comparable gasoline models. And finally, we're
6 finding there are a wide variety of many local
  additional actions and initiatives that are
8 helping to raise consumer awareness and promote
  driving electric by offering an additional local
  benefits and purchases to consumers.
11
               And with that, I'd like to take one
12 more moment to say thank you very much to Heidi,
  to Peg and to the entire New Jersey Clean Air
14
  Council for the opportunity to participate in the
15 public hearing today. My colleague, Dale and I,
16
  are glad to follow up and help answer any
17
  questions or provide additional recourses.
  listed our contact information as well as several
18
  relevant electric vehicle studies that our
19
20
  presentation has been made upon. So thank you
21
  very much for your time and this opportunity.
22
               MR. EGENTON:
                              Thank you, Peter and
23
  thank you, Dale. I'd like to open it up to any
24
  of the Clean Air Council members that have any
  questions.
25
```

```
1
               DR. BIELORY: This is Dr. Bielory.
 2 I am one of the Clean Air Council public
  physician, the only physician. The question I
  have, you look at your map, obviously, the west
  coast is heavily on your first slide, but there's
  something right across the border of Connecticut
6
  and Massachusetts that is heavily blue and a spot
  in, I guess it was in Vermont. Is that
  specifically based upon regulations in those
10
  areas?
11
                If you go to your first slide in the
12 area of Vermont and Massachusetts, there is -- I
13
  should says, it's not Vermont.
                                   It's New
14 Hampshire. It's blue, but it has a specific
15 region within, it looks like a county.
                                           Is that
  based upon local legislation?
17
               MR. SLOWIK: This is an excellent
18
             We are seeing several pockets outside
  question.
  of the West Coast, especially in the northeast
20
  that have implemented many of the key ingredients
21
  to growing an electric vehicle market. And many
22
  of these areas we're seeing the availability of
23
  seeing incentives, utility programs, awareness
  campaigns to grow the awareness, consumers and
  we're seeing quite a handful of local in many of
```

```
these areas to helping to raise awareness and
1
  provide additional benefits and appeals to
 3
  consumers in these markets.
 4
                So we're really seeing that there's
5
  quite a handful of actions in many of these
  northeast markets that are helping to drive
  growth and awareness in these markets.
  think in some of our research, we catalogue a
  total of about 40 different unique actions
  between state policy, city as well as utility
11 action.
12
               Many of these markets have on the
13 order of 20 to 25 actions which are all helping
14
  to support the market. And each of those ways is
  to help overcome many of the key barriers that we
15
16 have addressed.
17
               DR. BIELORY: That addresses my next
18
  question. I wanted to ask if you could forward a
19
  list of 25 to 40 items to the council. Greatly
20
  appreciate it. That's number one. Number two,
21
  on the insurance end, do the EV vehicles have to
22
  be more costly to repair or less costly to repair
23
  as an insurance policy as an incentive to this
24
  concept?
25
                           I'm not certain about how
               MR. HALL:
```

```
insurance agencies assess the costs of electric
1
             Unfortunately, that's not something
 2
  vehicles.
  that we've looked at in too much detail.
  However, I would add that electric vehicles, in
4
  general, pay much less maintenance cost and
6
  that's a key component of the reduced operational
  cost of electric vehicles that allow people to
  make that savings over the lifetime of the car.
9
               And that's mostly just due to the
  simpler mechanics of an electric drive train.
11 There is many fewer moving parts and you don't
12 have a transmission. Your brakes don't wear out
13 in an electric car because they are regenerated.
14 So in general, electric vehicles face much lower
15 cost maintenance cost and I would imagine that
  will be taken into effect by all parts in the
17 automotive industry looking forward.
18
               MR. EGENTON:
                            Peter and Dale, if you
19 have some more information on that, you can again
20
  forward it to the New Jersey Clean Air Council,
21
  we would greatly appreciate it as we continue to
22
  look at this issue. Any other questions?
23
  Gentlemen, thank you again for joining us via the
24
  webinar. We really appreciate it.
25
               MR. SLOWIK: Thank you very much to
```

```
everybody there and enjoy the rest of your day,
1
  and we appreciate the opportunity and we'll
 3
  follow up.
 4
                      (APPLAUSE)
 5
               MR. EGENTON: Our next speaker
  presentation will be Axel Carrion who is the
6
  Director of State and Public Affairs and Michael
8 McDonald, Senior Director of Maintenance and
  Engineering Sustainability with United Parcel
  Service. And they're going to talk about the
10
11 future of reduced emissions.
                                 It's a
12
  collaborative public private partnership.
13 Gentlemen.
14
               MR. CARRION: Good afternoon,
15 everyone.
             Thank you, Mike.
                                Thank you for the
16 New Jersey Clean Air Council for having us here.
17 My name is Axel Carrion. I'm the state
  government affairs director for UPS here in the
18
  least region. I'm also joined by Michael McDonald
19
20
  who is not just my bodyquard, he's also our
21 resident expert when it comes to our alternative
22 fuel fleet around the globe.
23
                So his official title is the
24 Director of Sustainability of Government Affairs,
  so we're just going to, I don't have many slides,
25
```

```
so I'll kind of leave some time to open up for
1
  some questions. We're also, by the way, the
  third largest employer here in New Jersey, so we
  have quite a presence, many employees, many, many
5
  vehicles.
                So I'm going to give this a shot.
6
7
  So first, I'll go over our global sustainability
  strategy, so before I discuss the alternative
  fuel strategy, I just want to make sure I go over
10
  our overall sustainability strategy. It's going
11 to focus on a couple different points here.
12 first to operate efficiently, we want to make
13
  sure we eliminate unnecessary work, leverage our
14 economy to scale, apply technology and improve
15
  our asset utilization.
16
               As far as leading by example, UPS
  makes a commitment to ensure that we provide
17
18
  leadership and innovation and sustainable
19 business practices. Obviously, acting
20 responsibly to conduct business with integrity,
21
  set realistic goals, be accountable for our
  results and increase the transparency.
                                           To
23 deliver the green services, we focus on
24 | introducing new green products and services to
  help customers reduce their carbon footprint.
```

```
As you can see, our environmental
1
 2 efforts are part of a broad sustainability
  strategy that shows the interconnections among
  our environmental and social contributions.
 4
                                                So
  this is in part what drives our alternative fuel
 5
  strategy that Michael will be able to speak a
6
  little bit more in detail. So however, there are
8 also some economic vehicles reasons for
9 investment in alternative vehicles. So when you
10 take a look at our global alternative fuel and
11 advance technology vehicles, this kind of gives
12 you a little overview of where we stand.
13
               UPS obviously has a very large
14 fleet, over a 100,000 vehicles in our fleet, and
15 9,000 or close to 10 percent of our fleet uses
16
  alternative fuel technology, and you can see,
17 it's over a very broad array of hydro electric,
  straight electric, propane, bio methane,
18
  compressed natural gas, liquid natural gas,
19
20
  ethanol, composite diesel and hydraulic hybrid.
21
               And it varies, and Michael will
  speak a little bit to this, but it varies on what
23
  part of the country that we're investing the
  technology as far as what kind of technology we
  deploy in certain areas, so that may vary, so
```

```
overall, a pretty good mix.
1
 2
                I should also note that there was a
 3
  recent announcement you may have seen. We have
  an additional 50 electric packaged cars that we
4
  put in order recently from work house and we also
  put in, I believe it's still the largest order
6
  with Tesla for 125 Tesla tractor-trailers, so be
  on the look out for that.
9
               Pretty exciting thing, pretty
  exciting times. So we use what's called
10
11 basically, a rolling laboratory, and this really
12 connects to those 9,000 vehicles that I mentioned
13 in previous slides. So a few things I want to
14 mention here as far as our business case
15 considerations, but when we take a look overall
  at this picture, you can see it's not a one size
17 fits all.
18
                That's why we call it the rolling
19
  lab laboratory, so we do deploy different
20
  technologies based on the particular routes that
  we dispatch on a daily basis, and we're always
21
22
  willing to examine new type of technologies based
23
  on the route and that kind of configuration, so
  as you go through the four different deployment
25
  strategy, focusing on the city center and
```

```
suburban routes.
1
 2
                So it's interesting to note that the
 3
  electric vehicles are not just for the city
  center routes, but we can also use them obviously
 4
  in the suburban settings as well given the range
  on the newer electric vehicles that we're
7
  starting to see, so I'm going to move into, let
8 me explain where the rubber meets the road here
  and how the states and cities can understand what
10
  UPS uses to evaluate before we deploy alternative
11 fuel technology. So this will help us get into a
12 little bit more where we see that private public
13
  type of partnership.
14
                Obviously, you can see here, the
15 diesel gasoline, alternative fuel price spread,
  the incremental cost of the alternative fuel
16
17
  truck, the fuelling infrastructure is key.
  modifications, preferential parking.
18
                                         So this is
  starting to come up a little bit, so most of the
19
20
  time, when we have conversations about
  alternative fuel, electric vehicles, we talk
21
  about how many miles we can go in a vehicle and
23 you kind of see where you get the costs benefit
24 from that.
25
                But what we're starting to see in
```

```
places like perhaps New York City, there's, for
 2 example, congestion plans going on and a curb
  side space is a big issue, so for companies like
  UPS, that curb side space can also have just as
4
 5
  much value as perhaps how many miles you're
  traveling in an electric vehicle, so we're in
6
7
  pass, some folks might say, is it really worth it
  because you're in a tight area, you're not
  travelling that many miles.
                That may be true, but there are
10
11
  certain green zones that cities are looking to
12 deploy that give them of the larger
13
  transportation companies that are going to be
14
  there every day, so it's kind of a win-win.
15
  Cities are focused on carbon emissions and
16
  reductions, and at the same time, the large
17
  transportation companies that are going to be
18
  there every day, they may be willing to bring
  some of the alternative fuel vehicles into those
19
20 pertinent areas because it's a nice exchange and
  a nice win-win.
21
22
                So that's something that's keeping
23
  our mind open to all the different possibilities
24
            This is an area that we're definitely
  exploring more. So obviously, incentives,
25
```

```
1 maintenance and the required internal rate of
  return, so what are some of the things that
  states and cities can help with. I'll mention a
  couple here and then I will be done with my end.
 4
 5
                The fuel price spread.
                                        When the
  price of diesel, gasoline is low, it makes using
  alternative vehicles more expensive.
                                         The shop
8 modification. There are modifications that we
 9 have to make to the vehicle in order to meet our
10 high standards to deliver packages.
11 maintenance, we have to train our folks how to
12 maintain new types of vehicles, natural gas and
13 electric vehicles. They have, obviously,
14 different issues than gasoline diesel.
15
                So where are the areas where the
16 states and cities can help with the public
17 private partnerships, and I'll end with this.
18 Alternative fuel vehicles cost more than diesel
19 gasoline vehicles. So incentives obviously play
20
  a big part in this. Fueling infrastructure, so
21
  while UPS typically builds fueling stations on
  site, many fleets may not be able to make that
23 kind of commitment to do so.
24
               Preferential parking, I touch upon
25
  that a lot, of the urban access issues.
                                            There's
```

```
a lot of room for conversation that, to build on
  that, and the required rate of return.
  incentives help, but in order to make the
  business case, there must be a pay back period
  and that's typically that degree of five year
         So with that, Michael, I don't know if
6
  range.
  you have any comments. You want to add to that
  on where we stand overall.
9
               MR. MCDONALD: Thank you.
                                           So Axel
  spoke on the rolling laboratory. Because of our
11 scale of economy with equipment, we have 9,000
12 pieces of equipment. 116,000 of that just
13 delivers packages. That's not including
14 tractor-trailers and about 500 plus aircraft and
15 that includes the aircraft that we also lease
  around Christmas time.
16
               We've also, since 2009, actually
17
18
  spent about 750 million dollars towards
19
  alternative fuel and that goes towards the
20
  fueling stations that we put on site, also the
             There's a big distinction with the
21
  equipment.
22
  United States and I quess you could say -- over
23
  there, they're getting to the point where they're
  actually forcing communities to go electric where
25
  they're actually saying, I'll say, Hanover,
```

```
Germany, where inside the city limits, you cannot
1
  use a diesel truck.
 3
                So in cases like that we are forced
  to come up with some kind of electric views.
4
5
  last mile where we've even used, you might have
  seen, what's called E-bike, where we have an
  electric bike that we use to start to deploy over
8 there to deliver packages. So if I switch gears
  and take out all of the alternative fuels and
10
  talk about electric. We're starting to get into
11 electric and I was in California with the Car
12 Board last week and California pushes very heavy
13 towards electric simply because it's zero tail
14 pipe emissions.
15
               Because of that, they offer a lot of
16 incentives, not only for private people, but also
17
  for fleets like UPS, and incentivize it to run
18
  more zero at the tail pipe in emissions than is
  currently now. I live in Georgia right now, so
19
20 if you switch gears and talk about the public,
21
  they're already driving electric cars in Georgia,
22
  so as far as the infrastructure goes, they take
  like the charging posts and they'll put them in
23
24
  front of the malls.
25
                They'll put them in certain Shell
```

```
gas stations and they talk about putting them in
1
  gas stations on the highway. This is something
  to think about as you talk about, you move
  forward looking at electrification of New Jersey.
4
  So they make the access for the actual electric
  easier. Generally, the cars now, I believe run,
6
7
  like the Chevy Cobalt, they have a 200 mile
8 range.
9
                200 mile range in this particular
  area is pretty good because it's not really a
11 large area and also because of the congestion
12
  they have what's called regenerative breaking
  which it helps when it's congested because the
14 more stop and stop, keeps the car charged longer
15 than if you're on the highway. That is another
16
  advantage if you're in an urban or a dense area
17 like New Jersey is.
18
                The gentleman before spoke about
19 |incentivizing. I think in Georgia, they put a
20
  couple years back, I think they gave like a
21
  thousand or $2,000 to people, I think it was the
22
  Prius, people bought who the Prius, they gave
  them an incentive, public action incentive to buy
23
24
  those vehicles and sold quite a bit of those
  vehicles based on that alone.
25
```

```
So I know right now South Carolina
1
 2
  is trying to move towards electric.
                                        I know right
  now North Carolina is trying to move towards
  electric. As far as our private fleet, we are
 4
  testing, actually spoke about the UPS 50 work
  force vehicles we're getting.
6
                                  We spoke about
  Tesla, and a lot of people -- when we say Tesla.
  UPS has to start somewhere, so if you can't
  improve on something, you don't have something to
10
  improve on.
11
                So we take chances with companies
12 like the Teslas and the work horses.
                                        So even if
  we do get a product at first and maybe it's not
14 perfect, at least we can get something that's
  improved on in the future because the scale of
15
  economy we have that advantage than other
16
17
  companies have and I'll just say one thing.
18
                Infrastructure is probably the
19
  largest issue right now when it comes to
20
  electric. For the regular consumer, if you put
  up the charging stations around town, I believe
22
  there's an app now, that you put the app on your
23
  phone, you can pay a monthly fee and you can pull
  up to any charging station and plug your car up.
25
                For a fleet like ours, we have to
```

```
1 have the electricity run directly into the
  building and because we dispatch trucks in the
  daytime with our packages, that means our
  charging would have to take place at night which
4
 5
  is a low demand cycle when it comes to
  electricity.
6
 7
                The problem right now with that is,
  there is no real formula of how to I quess make
  the economy work short of incentives, so we are
  finally getting to a point where we have electric
10
11
  companies like I'll use -- for instance, where
12
  they call us up, hey, if you want to get up in
13
  the fun and games, what would it take for X
14 amount of trucks in this area and just through
15
  that, they look at the set up of the building,
  how many trucks, what kind of electricity comes
17
  into the building and then we talk about the
18
  cost, the charge at a certain time of night.
19
                If you get Tesla, because tractors
20
  run at nighttime, people would have to charge
21
  those in the daytime which is an enormous amount
22
  of electricity. So, again, we have to have some
23
  kind of incentives, or if there is anyone in here
  who is part of a electric company, that's some
  things you need to think about is, aside from the
25
```

```
public charging stations, how are you going to
 2 deal with fleets, whether they be city fleets or
  private fleets that decide maybe they want to use
  electric vehicles in New Jersey. You have to
 4
 5
  think about how you're going to go about, come to
  some kind of, lack of a better word deal, on how
6
7
  to the whole electricity thing is going, what the
  pay backs is.
9
               MR. CARRION: A scale wise, package
10
  cars, that's your regular driver that your spouse
11 was nice enough to spend the day before ordering
12
  on-line.
           So we have approximately 2500 of those
  wehicles and we about another thousand tractors
13
14 operating in New Jersey.
15
               MR. EGENTON: Gentlemen, thank you.
  Questions from the council?
16
17
               MR. WESTON: As a company with a
18
  global footprint, I'm interested in your take on
  this. We heard from one of our earlier speakers
19
  that one of the differences between New Jersey
20
21
  and California in terms of deployment of these
22
  vehicles is the weather and that it obviously
  gets cold here.
23
                    It snows here.
24
                Is that something that you have
25
  found to be a deterrent in terms of deploying
```

```
electric vehicles in New Jersey? How much of a
  factor is the weather for your company when
  you're talking about which type of fuel to use
  for various vehicles?
 4
 5
               MR. MCDONALD: The only issue is
  electric, which vehicles we just deployed, we're
6
  actually going to put some of those in places
8 like Michigan with a different design and see
 9 kind of how that combats the cold. Summer, which
10 I don't believe they have in the private sector
11 is the heat because the way the electric runs you
12 don't have the increase in antifreeze which blows
13
  the heat in your vehicle and you can't have that
14 anymore.
15
               You have to have a work around, I
  guess, engineering wise.
                           So we have a new
17
  integration coming out in two months, and we'll
  dispatch some of those in the north and we'll put
18
  some of them in the south to see how they do
19
  before we order more.
20
21
               DR. BIELORY: In terms of the
  perspective that one size does not fit all.
23 Meaning you have to model it to the area regions
  and the needs of the consumer in that regards.
  But one specific one. You have five different
25
```

```
ZEVs, different types of zero omitting vehicles.
1
 2
  Can you give an assessment of the cost analysis
 3
  of maintaining them?
 4
                You've had them for a number of
5
  years.
          Can we get some information from you,
  what does it take from compressed natural gas to
  ethanol to hydraulic hybrids, what's it take?
                                                   Ι
8 have no idea. I'm sitting here as a physician.
9 I have no idea. If you want to make a
  recommendation, what's the priorities?
10
                                           You have
11 the data.
             If we actually can take a look at
  that, that would be extremely helpful.
12
13
                MR. MCDONALD: I don't have it in my
14 head.
         Compressed natural gas, propane has been
15 very good for us because it's become very low
16 maintenance and you use a GM engine that's just
  been converted so it's nothing really fancy with
17
18
         The electric, like the hybrid electrics,
  that.
19
  they were costly because you kind of had two
20
  different systems working sometimes against each
21
  other. And that's why, as we go forward looking
22
  to just to go all electric, all electric is
23
  supposed to be cheaper of maintenance wise.
24
                DR. BIELORY:
                              Supposed to be.
25
                MR. MCDONALD: You're taking out
```

```
oil.
        You take out oil, you're also taking out
 2 having to get rid of environmental waste. You're
  taking out fluids. You basically have an
  electric motor, something to charge the electric
4
  motor and a drive shaft. So you're taking out
  all the components of the engine, so technically,
6
7
  it's supposed to be cheaper to maintain.
8
               DR. BIELORY:
                              Supposedly is what
  we're working with. I would like to see if there
10
  is hard data on that perspective.
11
               MR. EGENTON: Gentlemen, thank you
12
  very much.
13
                      (APPLAUSE)
14
               MR. EGENTON: Moving along. We have
  Hilary Leifsen, Sustainability Developer with
  IKEA Purchasing Services, and she will be talking
16
17
  about Zero and Near Zero Emissions Heavy Duty
18
  Vehicles, A Shipper's Perspective.
19
               MS. LEIFSEN: Good afternoon,
20
  leverybody. My name is Hilary Leifsen. I'm a
21
  transport sustainability developer with IKEA
22
  Purchasing Services. Today I want to talk a
23 little bit about some of our experience with
  electric in heavy duty class eight and some
  recommendations overall. So just a quick
```

```
overview of sustainability at IKEA, our
1
  background in that, a little more about our past
 3
  experience with the electric vehicle.
 4
                Some things we see as market
5
  conditions and challenges that present some
  hurdles for electric vehicles adoption in this
  field and some other opportunities as well.
  on a high level, we have what's called our people
  and planet positive strategy, and this is really
10
  the governing sustainability strategy for IKEA
11 and it has three pillars. We like threes at
12 IKEA.
13
                First one is to inspire and enable
14 millions of customers to live a more sustainable
15 life at home. We want to strive for resource and
16
  energy independence, and finally, to take the
17 | lead in creating a better life for people and
  communities impacted by our business.
18
  comes to transportation, we're really hitting on
19
20
  number two and three in a big way.
21
               We know we have an impact. We know
  it's resource intensive and we want to address
23
  both of those. So this strategy was launched in
24
         It's actually currently in the process to
  be revised with the hope of aligning with the UN
```

```
Sustainability Development Goals.
                                      And the new
1
  strategy will focus pretty much on similar
  pillars of climate change, inequality and
  unsustainable consumption.
 4
 5
               Transport, what are we doing in
             We are the largest home production
6
  transport.
  retailer in the world. Meaning, a lot of things
8 need to move between a lot of different places
  across the globe. In the U.S. and Canada, we
10
  currently have 60 stores and it's growing.
11 work with a network of 30 plus carriers who have
12 their own fleets. IKEA does not own any trucks.
13 And so that's just one clarification I want to
14 give here is that obviously, if it was up to us
15 and we could wave our magic wand, I probably
16 wouldn't have a job.
17
               And we're also not involved in final
18
                  That's a point of clarification I
  mile delivery.
19
  like to give. There is a separate IKEA entity
20
  that does take care of that, so I'm here strictly
21
  on class eight heavy duty tractor-trailers.
22
  unfortunately, like I just said, as a shipper, we
23
  don't have any direct procurement control over
24
  the fleets we're using.
25
               So what does that mean? We have to
```

```
try to work with our carriers that we contract
1
  with to convince them to use alternative fuels on
  our behalf. Easier said than done. A lot of the
  times there is a lot of valid push back and a lot
4
  of times it does come down to dollars and cents,
6 but what we try to do, as best we can, is
  identify opportunities for partnerships, pilot
8 projects, funding applications in conjunction
  with our carriers and any other ideas, I'm open
10
  to suggestions.
11
               So I'll talk about a little bit past
12 experience. Actually, last year, fiscal year
13
  '17, we did 8,000 shipments were moved on
14 alternative fuels. By we, I mean our carriers
15 did them on our behalf. And one specific thing
16 we did a lot of. It, unfortunately, ended last
17 year, but it was something we're pretty proud of.
  We were involved in a pilot project in the port
18
  of Los Angeles with a full electric class A
19
20
  truck, so I'm going to dive a little bit more
21 into that.
22
               These are the results of our
23 electric drayage project. Drayage is moving
  things to ports to nearby either yards, transfer
  sites, distribution centers, you name it.
25
```

```
1 basically the truck is starting at the port of
 2 Los Angeles or Long Beach and it was moving 14 to
  15 miles to our carriers equipment transfer site
  nearby in Compton.
 5
               Over the course of the pilot, which
6 ran from September of '15 to last July in the
  summer, it did about 275 IKEA shipments at a
8 total of 9,300. So it doesn't sound like a lot,
  but for a very new technology that hadn't really
10 been used, we were pretty happy with that.
11 Highest peak use, when it was really working
12 great, according to plan, we got about nine
13
  percent shipments covered in the month of
14 September 2016, which was great.
15
               And this kind of totaled out to
16 about 3.3 metric tons of CO2 reduction and we
17 didn't have the ability to quantify the air
  pollution reduction, but we know obviously that's
18
  one of the major benefits of electric and
19
20
  something that ports are really looking into as
21
  they should be. So as I've said, we work with
  carriers for all this stuff.
22
23
                They did have some feedback on the
24 pilot project.
                  This is a tracker we had access
  to on-line which is really cool, gave us live
```

```
1 stats on the truck. The carriers, one of the
 2 biggest ones was maintenance. Early on, and I'm
  not speaking of the lower cost.
                                    I'm talking
  about the time down here.
 5
               Basically, when the truck would go
6 down because of the newness, because of all that,
7 because of mechanics not really knowing.
8 Learning in real-time essentially, there were
  some downtime and that maintenance sort of cost
10 our carriers in reliability and operational
11 costs. The driver interest was another really
12 interesting one. They related to me that early
13
  on drivers were really excited to try out this
14 truck, kind of raring to go, a lot of volunteers.
15
               And over time, that interest kind of
16 waned, and the reason was basically, it cut into
17
  their ability to earn a productivity bonus.
  something, as you're probably all aware, ports in
18
19 Los Angeles, super crowded, most crowded in the
20 country I believe. Wait times can be extremely
21 long, and drivers actually get incentive bonuses
22 on the numbers of turns they can complete in one
23 day.
24
               The electric truck would have to
25 have a midday charge, and that really cut into
```

```
the time as well. So wait times, in addition to
  charge times, kind of cut into their
  profitability. So drivers kind of lost interest
  over time in using this. Idle time is another
4
  consideration. Like I mentioned, the port wait
 5
6
  times are super long.
7
               Waiting at the port drained the
8 battery in Los Angeles. You have the air
9 conditioning running. You're sitting there,
10 you're essentially idling an electric truck.
11 From what I've been told, since then, newer
12 models kind of addressed this with different
13 power systems to do the air conditioning as well
14 as the operating of the drive train. So that's
15 something good.
16
               It was nice to hear kind of a key
17 | learning from this project. That being said,
18 we're still really excited about electric.
19 still looking into it in a lot of our network,
20 but similarly to UPS, it's not a one size fits
  all type of industry. Obviously, we're spanned
21
22 across two large countries and we need to take
23 that into account, so we look at marketability of
24 all types of different fuels. So bio fuels, we
  see this as pretty fully deployed. Mainly in
25
```

```
line with diesel.
1
 2
               Natural gas we also see as pretty
 3
             We do have a lot of natural gas trucks
  deployed.
  running in our network. The hope there is we can
  kind of bridge from the fossil sources to bio
  gas, so things from farm waste land, fill waste,
7
  let cetera, we're hoping that kind of scales to
8 really reduce the emissions there. Electric, we
  see right now, it's currently in demonstration
10
  and low deployment phase.
11
               One of the big hurdles again being
12
  charging. Everyone has said this today, charging
13
  is a big hurdle. People are reluctant to invest
14 in this major technology without the reassurance
15 you're going to be able to get between point A
16
  and point B, but we're still really getting
17
  excited about it and we've seen this cost really
18
  come down over time which is great.
19
               Fuel cell, that's another one we
20
  kind of keep an eye on. Right now this is very
  expensive in the research and demonstration
21
  phase, but we are definitely keeping tabs on that
23
  one because it's something we're interested in.
24
  Some other market challenges. Performance
  concerns compared diesel. Obviously diesel is
25
```

```
carrying all the infrastructures diesel at the
1
 2
  moment.
 3
                Range is the biggest hurdle for a
  number of these alternative fuels, especially
5
  electric.
             At IKEA we really look at it as the
6 best kind of case for electric right now as these
  port to distribution centers move, drayage what
8 we call it. So when we're thinking about that,
  we like to tailor our approach with carriers.
  Carriers, we know who do the short distances for
10
11 us, that's who we take electric conversations
12 with. Carriers who are driving from Texas to
13 California, we're not really going after them
14 with electric, just based on, you know,
15 priorities.
16
                Some handling and acceleration
17
  concerns are another thing. We actually hear
18 from drivers. What I'm learning from the market
  though is that this is sort of being addressed.
19
20 Tesla, they can say they can get from zero to 60
21
  a lot faster than a conventional diesel truck
  which they claim will improve driver experience,
23
  driver safety, general road safety for passenger
24
  cars emerging on the highway.
25
                That's always one of the scarier
```

```
things when you see a big diesel ramping up.
  increased weight for fuel tanks and batteries can
  be another consideration. There's pretty strict
  regulations around this. I'll touch on this a
4
 5
  little bit later, but something we see as a
  concern for filling trucks. The additional
6
7
  weight of batteries and tanks being something.
8
               And then we've all said it,
  infrastructure availability is a really big one.
10 It's expensive to install. We keep getting the
11 answer -- there's no real -- when you say how
12 much would it cost to install a class A charger,
13 lit depends.
               It's not clear cut. It depends on
14 utilities, where you are, all these things.
15
               That's the kind of thing we go to
16 carriers and we ask them about this, and they go,
17
  what about charging? And we don't have great
18
  data for them. And like I said, diesels aren't
  very well established. It's comfortable.
19
20 They're used to it. It's off all major highways,
21
  really entrenched infrastructure there. Price.
22
  We do see business agencies becoming a lot more
23
  competitive.
24
               My best thing I can speak to is
25
  electric because that's what I've been working
```

```
I've been with IKEA for a year and-a-half
1
  on.
        And when I started a year and-a-half ago, I
  was getting $400,000 for an electric class A
  truck and now we're hearing Tesla $150,000, so
4
  you see how fast this can move. Every step wise
  it's gone down. We're excited about that.
6
7
               That being said, diesel is still
  cheaper, so incentives are a big one there for
8
  making that competitive. So what do we see as
10
  some public sector opportunities.
11 incentivizing fleets. We have already started to
12
  talk about this. Easy to apply for, grants and
13
  vouchers are a big one, so having states support
14
  there. Additionally, vouchers at the point of
15
  sale. I believe Dale was mentioning that in his
16
  talk.
17
               Really, really nice thing when
  fleets are trying to make procurement decisions,
18
19
  sometimes they don't want to do extra paperwork.
20 They want to have that applied to the sticker
  price at the point of purchase. Partnering with
22 utilities. In this case, EV charging would be
23 another thing. Working with them to get clearer
24 Lanswers on, not just what it's going to take off
25
  the back, what it's going to take to install and
```

```
what the rates are going to be in cases like that
 2 would help us sort of set their mind at ease.
 3
                Incentivizing drivers, as I
  mentioned, to be kind of different depending on
5
  who is driving. Basically, some ideas we have
6 here are priority processing at ports, so we do
  work in the Port of Newark as well as
8 Philadelphia locally. Wait times, again, can be
 9 a struggle and I'm sure drivers will be a lot
10 more eager to drive an EV truck if they knew they
11 were going to get out of that port a lot quicker.
12 I don't have a suggestion on exactly how to do
13
  that, but I think working with the Port Authority
14 would be a good approach there.
15
               Fuel is really the big expense,
  especially in the case of owner operators.
17 They're basically running their own small
  business through their trucks. Finding ways to
18
19 help them out and incentivize that switch is a
20
  good approach. And just expanding the fueling
21 infrastructure. I think everyone said it.
22
  fueling and charging places along the major
  corridors, similar to where diesels are already
23
  placed, so it's kind of within peoples already
  existing network would be a good approach and it
25
```

```
would help to eliminate the range anxiety.
1
 2
  would be a big one.
 3
               A couple more.
                                These are a little
  more on the regulation side. We do know about
  these European cities with urban diesel bans.
                                                  Т
  think Michael just talked about it in the last
  presentation. When a carrier has their -- it can
8 kind of help to drive this change a little more
  quickly. We see the same page reports of Los
10 Angeles and Long Beach. Basically, they come out
11 with their Clean Air Plan saying there will be no
12 diesel vehicles on the register and the eventual
  phase out starting 2023, so we're getting really
13
14 close to that.
15
               And Pennsylvania, a different type
  of regulation that's sort of is more of an
17
  incentive I guess you would say. It has a gross
  weight vehicle exemption for natural gas trucks
18
19 knowing that the tanks are heavier.
                                        Basically
20 saying it's okay, you can go over the weight.
21
  Similar stuff for battery electric would be a
22
  good idea. Diesel taxes are another one we're
23
  starting to see.
24
               This is actually really hitting on,
25 we're getting a lot of requests from carriers for
```

```
1 your rate increases in California due to the
 2 diesel tax so that's the kind of way. Fuel is
  their biggest expense when it comes to operating
  a trucking company so this is one we see and
4
  waiving taxes for flip side of that is waiving
  taxes for the lower emission alternatives.
6
 7
               So natural gas charging, what have
8 you, different choices there. And obviously, I
  don't think we're going to be tackling cap and
  trade today, but what we did see in California is
10
11 they're using the funds generated cap and trade
  program to be ported into their transportation
13 funning. We think this is a great approach
14 applied directly as vouchers, again, is a good
15 way to kind of streamline the adoption.
16
               Here is some things we've tried just
17
  real quick. One of them is just speaking with
18
  carriers about their experience to get an
  understanding of how it works in reality.
19
20
  understand the operational job as to benefits and
  what they're looking for when it comes to trucks
22 and their fleet. What's the driver experience.
23
               Are there any special arrangements
24 needed and are there opportunities to partner on
  strategic -- like a grant application or a pilot
25
```

```
project, something like that. Another thing we
  tried is to consider basically putting these
  requirements into our bidding process. So when
  we do, let's say open a new store or open a new
  distribution center, can we embed a requirement
  saying, you can bid on this business, but you
6
  have to bid electric or you have to bid with
8 natural gas or you have to bid with rail.
9
                This is something we're starting to
10 really experiment with, and we've seen some
11 | initial success here, not necessarily with
12 electric, but we did have some pretty positive
13 rail results which we thought was a good thing.
14 We also looked at the mapping available
15 infrastructure that's out there in the United
16
  States just to really see what can be simulated
17
  in our network and we always are looking to
18
  identify grants and opportunities available in
  the different states, and that's it for me.
19
20
  Thank you very much for the time.
21
                      (APPLAUSE)
22
                MR. EGENTON:
                              Thank you.
                                          To move on
23
  to our next speaker is Robert May. He's the
  managing director and staff counsel of the New
  Jersey Coalition of Automotive Retailers.
```

```
known as NJ CAR. And he's going to talk about NJ
  CAR's Perspective on the Future of EV Sales in
 3
  New Jersey.
 4
                MR. MAY:
                          Good afternoon. On behalf
5
  of NJ CAR, we thank the New Jersey Clean Air
  Council for inviting us to participate today.
                                                  NJ
  CAR is a statewide trade association here in New
7
  Jersey that represents 530 franchise new car
  dealers who sell motor vehicles to consumers.
                There's no doubt that the clean car
10
11 mandates imposed by the state and federal law
12 have given rise to new more fuel efficient and
13
  environmentally friendly motor vehicles, but the
14 sad fact is that alternative technology vehicles
15
  sill account for just a small piece of the new
16
  car market here in New Jersey.
17
                The trend for alternative fuel
18
  vehicle sales have been disappointing.
                                           In fact,
19 almost stagnant. In 2008, New Jersey new car
20 buyers bought just 10 zero emission vehicles.
  Last year, EV sales reached 1900 units, which is
21
22
  a 45 percent increase over 2016, and that's the
23 best year over year increase in EV sales ever in
24 New Jersey.
25
                Best progress.
                                The EV still
```

```
currently accounts for just three tenths of one
1
  percent of the new car market here in New Jersey.
  Last year, for example, we sold almost 550,000
  new vehicles. And this year, New Jersey's Clean
5
  Car Law requires that 4.5 percent of all vehicles
  delivered by manufacturers for sale in the garden
6
7
  state must be ZEVs.
                That's 24,000 vehicles, more than 12
8
  times the number sold last year, and that's just
10
  the start. The ZEV sales mandate ramped up
11 exponentially from there. Take a look at this
12
  slide.
         The bottom line projects the number of
13
  ZEVs that could potentially be sold if we
14
  continue last year's incredible 45 percent growth
15
  every year through 2025.
16
                The deep line on the top shares the
17
  growth and the number of ZEVs mandated to be sold
18
  leach year in New Jersey under the Clean Car Law.
  We estimate that the existing clean car mandates
19
  will require that dealers sell more than 550,000
20
21
  ZEVs in New Jersey between 2018 and 2025.
  with 45 percent growth, every year, year after
23 year from now until 2025, we will remain well
  behind the number of vehicles that are mandated
  to be sold.
25
```

```
Now, there is some good news.
1
 2
  are currently about 40 models of plug in electric
  vehicles currently available in the market and
  there are more than 60 new electric vehicle
 4
  models scheduled to be introduced between 2018
  and 2021 by various manufacturers. Naturally,
  new car dealers want to sell all these cars and
8 many more. That's what they're in business to
  do.
               But let's face it, dealers want to
10
11 sell vehicles that consumers want to buy.
12 right now consumers do not want to buy ZEVs at
13
  anywhere near the numbers mandated.
                                        This is a
14 major concern for new car dealers, and it is
15
  compounded by the fact that available ZEV product
16
  is not priced right. Take a look at this slide.
17
  I'm lucky that I got that slide to appear because
18
  I'm even more technically challenged than my
  couple of prior speakers.
19
20
                In this slide, it shows you the gap
  in price between internal combustion engine
22
  vehicles or ICE vehicles compared to electric
23 vehicles, and in the some cases, this spread gets
24
  rather dramatic. We all know that battery and
  manufacturing prices for EV's are coming down,
```

```
but not fast enough. And there's another legal
  stressful issue here in New Jersey that compounds
 3
  the problem.
 4
               New Jersey's Clean Car Law doesn't
5
  actually require auto manufacturers to place
  vehicles in service in New Jersey. It simply
6
  requires manufacturers to deliver vehicles in New
8 Jersey to dealers. This deliver for sale mandate
  allows auto makers to earn their clean car
  credits by simply dumping ZEVs on dealers lots in
10
11 New Jersey. If manufacturers can gain the system
12 by simply delivering cars to dealers, they have
13 no real incentive to equip or price ZEVs to sell.
14
               Clean car inventory in turn does
15 nothing to clean the environment here in New
16 Jersey and unsold inventory can boast a heavy
17
  financial burden on New Jersey's new car dealers
  who finance their inventories.
18
                                   These financial
  and structural issues have impeded the ZEV sales
19
20
  but so has the lack of existing infrastructure as
  you've heard many times today from other
22 speakers.
23
               Right now, New Jersey only has about
24 517 charging stations throughout the state.
  That's compared to an estimated 3,500 gas
```

```
stations with more than 20,000 gas pumps.
1
  Clearly, we have a long way to go to alleviate
  range anxiety. Infrastructure needs to be
  dramatically expanded.
 4
 5
               Park and rides, municipal parking
6 lots, shopping malls, commercial office
  complexes, big box stores, grocery stores, et
8 cetera, virtually any place where individuals
  park vehicles for any extended period of time are
  prime locations for charging stations. Buildings
10
11 and its facility owners need to know three
12 things.
               Number one, there's a current demand
13
14 for charging stations. Two, that demand is
15 growing. Three, electric charging stations are
16 an amenity that consumers will come to expect
  just like the public rest room, complimentary
17
18
  WiFi, free coffee or a water cooler. And four,
  offering charging facilities is and will be
19
20 increasingly good for business.
21
                It's a marketing tool and business
22 differentiator that can reduce real benefits to
23 business bottom line. Since New Jersey's Clean
24
  Car Law was enacted more than a decade ago, NJ
  CAR has warned that it's going to be difficult to
25
```

```
grow the ZEV market from where it is today to
1
  where it must be in 2025 and beyond.
                                        We need an
  aggressive game plan to offer consumer incentives
  and build robust charging infrastructure.
 5
               NJ CAR is pleased to be working with
  other EV stakeholders as part of a group called
6
  Charge EVC to help develop that game plan.
  Charge EVC is a coalition made up of a diverse
  group of organizations including technology
  companies, utilities, environmental groups,
10
11 community advocates and others. Charge EVC's
12
  mission is to design and promote policies that
13 boost EV sales and will lead to greater
14 environmental and economic benefits.
15
                I can tell you this, that if state
16 and federal regulators, elected officials, auto
17
  makers and public utilities pulled together to
18
  address the most pressing infrastructure and
19 affordability challenges, franchisee car dealers
20 in New Jersey and across the country will be
21
  relentless in promoting, selling and delivering
22
  electric vehicles to more and more consumers
23 hationwide.
24
               For our part, NJ CAR has partnered
  with EV advocates and we are developing
```

```
innovative training and marketing strategies to
  enable neighborhood car dealers to meet and grow
  electric vehicle customer demand.
                                      Working
  through charge EVC and Plug In America, NJ CAR
 4
 5
  has invested in an EV sales person training for
  the certification program.
6
 7
                To ensure dealerships and dealership
8
  sales personnel are properly trained, and they
  are prepared to address the unique needs of EV
10
  consumers.
             We'll be partnering with other EV
11 stakeholders to create Ride and Drive and hands
12
  on experiences to introduce EV curious buyers to
13
  the full range of setting a new product in the
14 market place. There's a lot going on and dealers
15
  and auto makers are busy preparing to meet the
  growing EV demand.
16
17
                But we have a lot of work to do, and
18
  the New Jersey Clean Air Council can help by
  recommending, one, revisions to the New Jersey
19
20
  Clean Car Law to require that ZEVs be sold or
21
  leased or placed in service before an auto maker
22
  can earn its credits towards its clean car
23
  mandate.
            That legislation is currently pending
24
  in the Assembly as Assembly Rule 1223.
                Secondly, government should put its
25
```

```
money where its mouth is and offer up real
  financial incentives to consumers like extending
  the sales tax exemption beyond pure ZEVs to
  include a partial exemption for hybrid and other
4
  advanced technology clean cars.
                                    And finally,
  government can enact legislation for providing
6
7
  for the imposition of a social benefit charge on
  utility bills to fund, not only cash and
  incentives, but to encourage the investment on
10
  ZEV infrastructure throughout the state and there
  are a number of bills that would do that pending
12
  currently in the Senate and the Assembly.
13
                On behalf of NJ CAR and the 530
14 members, I thank you for the opportunity to share
  our perspective with regard to the future of EVs
15
  and New Jersey, and I would be happy to answer
16
17
  any questions that you may have.
18
                MR. EGENTON:
                              Thank you, Robert.
19
  Questions from the council?
20
                MR. WESTON: So in your opinion, the
21
  lesson from the clean car legislation here is
22
  that mandates simply don't work and legislatively
23
  dictating what the technology it's going to be.
24
                MR. MAY:
                         It's not going to get us
  to where we need to be.
25
```

```
1
                MR. WESTON:
                             Right.
 2
                MS. BLUHM: I joked around about
 3
  minivans are electrified, it's not going to be as
  common place either, but just even looking at
4
  your chart of different vehicles and pricing,
  would you say that, in terms of the deployment,
7
  this is more of a third car option from the
8
  perspective or --
9
                         Currently? Right now,
                MR. MAY:
10
  yes.
11
                              Any other questions?
                MR. EGENTON:
12
  Robert, thank you very much.
13
                      (APPLAUSE)
14
                MR. EGENTON:
                             Next we have Steve
15
           He's the senior director of Alliance of
  Douglas.
  Automobile Manufacturers, and he'll discuss the
17
  Update and Recommendations for the ZEV Market
18
  Development.
19
                MR. DOUGLAS:
                              Thank you very much.
20 I'm Steve Douglas with the Alliance of Automobile
21
  Manufacturers representing 12 of the world's best
22
  car companies, and I sincerely appreciate the
23
  opportunity and the invitation to be here today.
24 A little bit about myself. I spent 13 years in
  the Navy as an officer on submarines.
                                          For the
25
```

```
last 22, going on 23 years now I've worked for
1
  the car companies in California on the vehicle
  emission regulations.
 3
 4
               So everything from tele pipe
5
  exhaust, the labels on cars, that check engine
6 light on your car, the personal favorite has
  always been California's electric vehicle
8 regulations. I started with the EV regulations.
 9 I put my daughter through college with the EV
10 regulations, and I hope to put my grandson
11 through college too, but this is undoubtedly the
12 most exciting time in the industry for this
13
  technology.
14
               We're making great strides, so
15
  that's what I really want to touch on today is
16
  where we are and where we're going, so the
17
  agenda.
           I want to touch a little bit about on
  the advanced internal combustion engines and
18
  hybrids. We made unimaginable progress with
19
20
  those. Both greenhouse gas and criteria ozone
21
         I want to touch on that.
22
                Zero emission vehicles, I want to
23
  talk about where we are today and where we're
24
  going in the future and get to my
  recommendations. And I'm both a Navy and an
25
```

```
engineer, so I have 30 slides. You're going to
  get a Power Point, so it's not going to be that
  good, so bear with me. I don't expect to get to
  all of these.
 4
 5
               Fortunately, the advantage of going
6 at the end of the day, any great insights I might
  have had have already been made by someone else,
8 so hopefully, I can just summarize there.
  with that, advanced internal combustion engines.
10 What I did is I pulled this from the Fuel Economy
11 Dot Gov website, and these are combined fuel
12 economies, so this is actually what you get and
13 so I had a Prius in 2009 and I got 42 miles per
14 gallon. Wow, it's just amazing, right.
15
               But the Prius is a fairly small car,
16 but today, you have the Camry, the Accord, the
17 Malibu, the Fusion, the Avalon. These are huge
  cars and they're getting 40, 50 miles per gallon.
18
19
  That's what you actually get, not if you're going
20 down hill at 50 miles an hour, so to me that's
21 pretty extraordinary. That's on the greenhouse
22 gas fuel economy site.
23
               And the story is the same on the
24
  smog criteria side, so if you look, like
25 | vehicles, cars and trucks that our members
```

```
produce, we're about a third in 2000. That was
 2 five years after I started. Today, we're down
  somewhere between 10 and 15 percent of the total
  smog forming emissions. By 2035, we're only five
 4
  percent of the total smog forming emissions, so
  this is based on California.
6
 7
                I couldn't find any projections for
8 New Jersey, but they're similar, so I looked at
  the 2011 projection from New Jersey and it was
10 18 percent, I think, so we're right there in line
11 for 2011, so this is the kind of progress we've
12 made and that happened since I've been here.
13 It's not a coincidence. I love this slide.
14
                This is cars versus leaf blowers and
  this is California, Air Resources Board, they did
16 a study and they looked at leaf blowers, lawn
17 mowers, all the small equipment. And this is
  what I find extraordinary. By 2021, lawn mowers
18
19 and leaf blowers will produce as much pollution
20 as all of the passenger cars in the Los Angeles
21
  basin.
22
               By 2031, leaf blowers and lawn
23 mowers produce twice as much pollution as all of
  the passenger cars in the Los Angeles basin, and
  that's not because there's lawn and leaf mowers
25
```

```
in LA.
          That's because cars are getting
1
  extraordinarily clean, so that's what I want to
 3
  touch on there. We're making progress.
  are really the work horses.
 4
 5
                The air is getting cleaner in New
6
  Jersey, in Los Angeles and across the country.
  It's not because of exotic technology.
8 because of the progress that we're making on
  gasoline engines, but that's just the beginning.
  Zero emission vehicles, so first, so we have
10
11
  three different technologies as I mentioned.
12
               Plug in hydro electric vehicles.
13 You plug it in at night. You wake up in the
14 morning. You drive on somewhere between 20 and
15 50 miles and then the gas engine starts up and
  you can drive another 400, 500, 600 miles for
17
  some people so that's a plug in hybrid. Battery
18
  electrics are just batteries, so you plug it in.
19
                In the morning you can drive -- I
  have an electric vehicle and have for a number of
  years, so for mine, it's 85 miles. For others
  lit's up to 250, and then you plug it in again and
23
  it takes four to eight hours to recharge it and
  then you go another 85 to 150 miles.
                                        Fuel cell
  vehicles, and this was mentioned before.
25
```

```
cell vehicles are here. We have those.
1
 2
                There's no reason we have them in
  California and not here as far as the regulation
         It's because we have fuel in California.
 4
  goes.
  When you have fuel in New Jersey, I can guarantee
  you that the companies will bring fuel cell
  vehicles.
             They're ready, they're selling them
  today in California because there's an
  infrastructure and they will do the same in New
  Jersey and New York.
11
               So for those, you fill them up.
12 takes about a minute at a hydrogen station.
13 goes 300, 350 miles. Fill it up again, five
14 minutes you're back to the road. That's hydrogen
15 fuel cell vehicles. A couple of things on those.
16
  The advantage of a fuel cell vehicle is that it's
  completely scalable, so it works in a small car
17
  just as well as it works in an SUV, just as well
18
  as it works in an 18 wheeler.
19
20
               And in fact, Toyota has an 18
  wheeler that they're testing in the port of Long
  Beach right now that's a fuel cell vehicle.
22
                                                So
23 | it's completely scalable and it works on farm
24
  trucks, so the issue there is with the fuel
  supply. So we do have regulations in place.
25
```

```
do have to push these vehicles out. What are
 2 manufacturers doing?
 3
               Aggressive vehicle pricing.
                                             I know
  the affordability issue comes up. 70 to 80
4
  percent of these vehicles are leased. 70 to 90
 5
  percent of these vehicles are leased and not
         The MSRP is what it is, but lease is the
8 transaction price. When you look at these
 9 incentives that provide a couple thousand, 2500
10 in California, that wipes out the entire down
11 payment, so all you have is monthly lease price
12 and again, 80, 85 percent of the vehicles are
13 | leased, so more models, more variety, longer
14 range, a better performance and more options.
15
               So this is what we have today. 41
  ZEV, and I tried to pull out any that were not
17
  available in New Jersey so nine different battery
  electric vehicles, 29 different plug in hybrid
18
19 electric vehicles. These are all available today
20
  and I put a little star beside those that have
  all wheel drive, I know the weather, snow
21
22
  concerns.
             I put a star.
23
                I think there's a dozen or more all
24 wheel drive, so there's something for everyone.
  So finally, where are we going? That's where we
25
```

```
So in 2016, the California Air Resources
1
 2 Board, they talked to all the manufacturers and
  they said what are you bringing to market, so
  they summarized all that in the report last year
4
  and they said, 70 different models by 2021, so
  that's 37 different battery electric vehicles.
6
 7
                24 of those have over 200 mile
8 electric range. But this is now, over the last
  nine months, virtually every major OEM has
10 announced all the electrification plans. You see
11 Mercedes, just in January this year, 10 BEVs by
12 2022.
         Ford, 16 by 2022.
                            Toyota, 10 in the early
13
  '20s.
         GM, 20 by '23. It just goes on and on,
14
  levery major OEM. So the ZEVs are here today and
15 many, many more are coming in the future.
  come in two wheel drive, all wheel drive.
16
17
  come in a small car, large car, SUV, minivan is
18 here today.
19
               Every technology there's longer
20 range, shorter range. There's economy, there's
21
           There's everything in between, and I
22
  estimate the auto maker investment by 2025 is
23
  going to head 100 billion dollars in this
  technology, so the companies are committed to
  electrification. So the problem isn't the lack
25
```

```
of vehicles. It's the lack of customers, so this
1
  is not just something that we figured out.
 3
               The California University of
  California Davis, they're from the Institute of
4
 5
  Transportation and Studies. They had an article
  this January that said auto makers policy and
6
  policy makers may be on a path to electric
8 wehicles, customers are not. So that's a focus
  on the customers and what we can do. I think
  everyone is familiar. This is the ZEV market.
10
11 It's growing. It's growing everywhere.
  growing in the New Jersey, it's growing in the
13 hortheast, it's growing in California, it's
14 growing nationwide, and as more vehicles come on
15
  the market, more people get experienced.
16
               Everyone who drives one, I drive
17
        I love the way it drives, so it kind of
  one.
18
  feeds itself. So now I come to my recommendation
19
  and develop a plan. You know, a detailed
20
  comprehensive governor signed ZEV action plan.
21
  It has to include very specific actions, the time
22
  frame for the actions. The agencies that are
23 involved because many of these involve multiple
  lagencies or multiple departments, but it needs
  one agency that's responsible and it shouldn't be
25
```

```
just one agency for everything.
1
 2
                We can't put DEP as responsible for
 3
  leverything because it's not appropriate, so that
  is kind of my overarching and I have 30 more
4
  slides, but that's kind of the first thing and
  I'm not going through all 30 slides.
6
7
                MR. EGENTON:
                             Steve, I want to give
8 you an extra five minutes respectfully because
  you did come out and travel, so if you wanted to
  go over one or two more slides, please do so.
11
                MR. DOUGLAS:
                             Thank you.
                                          Just a few
12
  things.
           There is a couple things.
                                      There's these
  great examples California had in 2016.
  adopted the ZEV action plan. It includes, it's
14
  47 pages. It has detailed, not requirements per
15
16
  say, but detailed actions for agencies and it
17
  will say the different agencies involved and who
  is responsible and the timeline.
18
19
                NESCAUM is developing a ZEV action
20
  plan as well right now, so I think that's going
21
  to be out later this year. So all of that, but
22
  I'd encourage you to take a look at those.
                                               There
  is so many great ideas I've heard today.
23
                                             A lot
24
  of them are also covered in mine, but I would --
25
  so I think developing a plan, just that process
```

```
of going through it is really helpful.
1
 2
               A few things. These are the things
 3
  we've identified the last couple years.
  Incentive infrastructure, simple low cost fueling
 4
  and consumer education awareness.
                                      Equity is
  critically important. And also, I guess when
6
  you're developing a plan, it's important to have
  everyone at the table and input, auto makers,
  utilities, environmental justice advocates, NGOs.
10
                So having all those to provide input
11 because I think a lot of these kind of stretch
12 across the different areas. So if you're looking
  at equity, equity has to be included whether
14 you're setting up incentives, when you're setting
  up infrastructure, how do you adjust for
15
16
  environmental justice communities. Affordability
17 incentives, these have all been covered before.
                These have all been covered before.
18
19 Even Georgia's precipitous fall from grace.
20 were number one for years, then they eliminated
21
  their incentives and sales fell 80, 90 percent.
  Non financial incentives. I have an electric
23
  vehicle, at the time I got free parking.
  was a 200 dollar per month option in the city of
  Sacramento.
25
```

```
Free public parking, preferential
1
 2
            Again, consider consumer awareness
  because every one of these actions, you know, you
  can promote, you can drive consumer awareness in
4
 5
  all of this. Infrastructure benefits. I think
  we've talked enough about that.
6
                                    Fuel cell
7
             They're available in California.
  vehicles.
  3,000 Toyota Mirais sold as of January of this
 9
  year.
10
                State's role, hydrogen, public
11 private partnerships. If you do develop -- and
12 Toyota's very involved. Honda is very involved
13 in this as well as the fuel providers. This one
14 I did want to touch on, and I think I'll end on
15 this one. Infrastructural location, and we've
  talked about this, but it really is, there's a
17 lot to think about when you look at homes.
18
                There are single family homes and I
19 have a level two charger at my house, so it makes
20
  me more likely to buy an electric vehicle the
  hext time. You can incentivize that utilities
21
22
  can incentivize that. They can provide it, but
23
  then you have to consider MUDs.
24
               You have to consider maybe DC fast
25
  charge clusters for those where you could, you
```

```
1 know, a woman that I worked with, she lived where
  she didn't have parking, where she couldn't put
  in a charger, so she couldn't get an electric
  wehicle despite pretty amazing deals, so work
 5
  place. Same thing. Public charging, highway
  corridors clearly, but the last one is the one I
6
7
  wanted to touch on.
8
               High utilization urban transport
         Lyft and Uber, General Motors has Maven.
  hubs.
  They really want to get Bolts and General Motors
11 does have, they put Chevy Bolts in the Lyft
12 fleets, but the drivers, they have to have that
13 fast DC charging or they can't use them because a
14 lot of those drivers will go more than the range
15
  of the vehicle. So the range on the vehicle is
  238 miles.
16
17
                They have a fair amount of vehicles
18
  that are going 250, 300 miles in a day. You have
  to have the DC fast charging. You can't wait in
19
20
  a queue, which is what's happening in some
21
  places, so I think that's one that hasn't been
22
  covered yet. And again, in every one of these
23
  consumer awareness and equity should be
  considered, how can you correlate this in a
  broader consumer awareness, how can you address
```

```
the equity issues as you're installing the
1
  infrastructure as you're looking at it.
 3
               I know that's something we do in
  California. And state fleet purchases.
 4
                                            This is
  our Drive Change Drive Electric. And I have a
  bunch of slides that I'm not going to go through
  on the utility and BPU engagement.
                                       That is so
  critical to have the utilities involved and the
  BPU involved. So with that, thank you and I'd be
  happy to answer any questions.
11
                      (APPLAUSE)
12
               MR. EGENTON:
                            I would like to ask,
13 I'm a big bench marker by the way. When you look
14 at other states, if you had to pick like states
15 that really are all in, incentivize, they know
  how to get the consumer all riled up and
  interested, what states for example would you say
17
18
  that we should take a look at to really put that
19
  package on the table?
20
               MR. DOUGLAS: Certainly California
  because their approach has been comprehensive
22
  across every sector from infrastructure to
23 incentives, incentives for light duty, for medium
  and heavy duty. They also look at some things
  that we don't mention are things like permitting.
```

```
It's really critical, permitting.
1
 2
                I'll give you an example. For fuel
 3
  cell vehicles, the Port Authority, if you have a
  Toyota Marai, you can't drive over a Port
4
  Authority bridge or tunnel because it's illegal,
6
  so getting those issues addressed, you can drive
7
  a natural gas vehicle, but not a hybrid vehicle.
8
                MR. EGENTON:
                              Interesting. That's a
  good point.
 9
                That would be challenging in our
10
  tri-state area.
11
                MR. DOUGLAS:
                              Yeah.
                                     But they
12 address those building codes.
                                  They've also
  adopted building codes that require, you know,
14 from new construction to putting the raceway for
15
  conduit, putting the conduit so you can put in a
16
  charger easily from the panel so they've been
17
  really comprehensive and they've been consistent
18 year after year.
19
                MR. EGENTON:
                              The other common
20
  denominator, Steve, I heard today too from a lot
21
  of speakers is the homeowner, whether its the
22
  homeowner association. We have, you are probably
23 well aware, 565 jurisdictions in New Jersey, so
  leverybody has their own way of handling things
  and we have this thing called home rules, so
25
```

```
thank you. You hit the nail on the head.
1
 2
                There has to be integration and
 3
  coordination with the agencies, with local
  government, with the buyers, the sellers, just
 4
 5
  everybody. Just wanted to know if you wanted to
  elaborate a little bit more on that.
6
                MR. DOUGLAS:
 7
                              That's exactly right.
8 And I didn't mention that. The local government
9 is critically important in giving that out.
                                                 We
10 did homeowners legislation. Even landlords.
11 You're required to allow someone to put in a
12 charging station even if you're renting.
13
                So, yeah, there's been legislation,
14 homeowners association -- putting in charging
15 stations, so on the state level, it is, everybody
16 has to be -- it's a very new market and it's
17
  in -- so it's important that everybody is
18
  committed with that.
19
                MR. EGENTON: Other questions for
20
  Steve?
21
                              When we talk about
                DR. OPIEKUN:
22
  infrastructure, we oftentimes talk in terms of
23
  charging infrastructure and availability.
  question I had is, and California is probably a
25
  good example for this. What about repair
```

```
infrastructure? Like with my conventional
  vehicle, I think nothing of being able to go to
  an independent repair facility as opposed to
  going to a dealer.
 4
 5
                When you have electric vehicles,
  granted there's less maintenance, and perhaps
6
  less problematic, but at some point you will have
7
  some sort of electrical issue or other issue
  specific to those types of vehicles. What is the
10 infrastructure, the training, incentives for the
11 |local, smaller mechanics to be able to deal with
12 these issues? Because people can have range
13
  anxiety, but people could also have repair
14 anxiety. Where do I go to get service.
15
               MR. DOUGLAS:
                              That's a fair
16
             I think most of the time right now
  question.
17
  because it's such an early market. All of the
  repairs are done by the dealership and they have
19 a lot of training that they go through and that's
20 dealer funded training that the OEMs provide.
  They get spare parts and things like that for
21
22
  their technicians and, you know there's -- and
23
  that's for electric vehicles that are out there
24 now.
25
                The independent repair shops have
```

```
access to the same. The same information as far
 2 as service information as the dealerships do and
  so they can -- the issue is in repair shops are
  probably not going to spend a lot of time at this
  point when the market share is so tiny.
  just not worth their investment.
6
 7
                They have access to the same
8 |information, the same tools that the dealerships
  do, but again, at this point, it's probably early
  to say what there will be, but I'm confident that
10
11
  the technicians who, independent of our dealer,
12
  they're pretty brilliant today on gasoline
13
  engines that are run by computers almost
14
  exclusively, so I'm confident they can also
15 repair electric cars.
16
               MR. WESTON:
                             Based on gas prices,
17
  you can work out pretty much how much it costs
18 you to drive a mile. Now, while I would expect
19 if I had an electric vehicle, I would plug it in
20
  at work if there was a charging station
21 available. More often than not I'm going to be
  plugging in at home. Have you done any sort of
23 price comparison between how much it would cost
  to drive a mile on an electric mile versus a gas
25 wehicle?
```

```
1
               MR. DOUGLAS: Absolutely.
                                           It's
 2 |funny you asked that. I just completed the
  study. It was based in California, but, yeah, in
  California, because when you bring an electric
4
  wehicle into your house, that's all marginal
  electricity so it's all on top. I don't know how
6
  the electric rates are structured in New Jersey,
8 but in California they're tiered.
9
               Your first block is this much.
                                                Your
10 next block is this much and so on and so forth.
11 In California, currently, the price like San
12 Diego Gas and Electric. It's the equivalent of
  paying six dollars and 30 cents per gallon, so if
14 you look at a Chevy Bolt when you can drive on
15 electricity or you can drive on gas, it's your
16
  choice.
17
                If you're on SDG and E and you're on
18
  a flat rate plan, you should be driving gas
19 because the electricity is almost twice as much.
20 Again, that's a California unique problem and
  that's specific of San Diego, but I can happily
21
  give the study so that you take a look at it.
23 And New Jersey can see if it applies to them, but
24
  time of use rates are better.
               DR. BIELORY: I think the basic
25
```

```
question is if I take 10 gallons to fill my gas
  tank, how many kilowatts does it take to fill up
  my car.
 3
           That's the issue.
 4
                MR. DOUGLAS: A Chevy Bolt has a 60
5
  kilowatt hour battery.
6
                DR. BIELORY: So we should be able
7
  to figure, but do you have a spreadsheet of what
  the numbers are?
9
                MR. DOUGLAS:
                            Exactly.
10
                DR. BIELORY: If you could send that
11
  to us.
12
                MR. DOUGLAS: Yeah, I definitely
13 have that.
14
                MR. EGENTON:
                              That would be great.
15
  Thank you.
16
                MR. DOUGLAS:
                              Thank you so much.
17
                      (APPLAUSE)
18
                MR. EGENTON: Our final phase before
19 we go into general comment period, we have some
20
  of the state agencies that have joined us in a
  moderated panel discussion. Don't get up and
22 | leave. We just need two minutes. One agency
23 will be calling in on the phone, but in the
24 meantime, I know Andy Swords is here from DOT and
25 I believe Jason Flint is here. If you can come
```

Guy J. Renzi & Associates (609) 989-9199 www.renziassociates.com

```
up to the table here in the meantime. We're
1
 2
  going to set up.
            (Discussion held off the record.)
 3
 4
                MR. EGENTON: Hi, Christine.
5
  Michael Egenton. I'm moderating the Clean Air
  Council part of the discussion with the agencies.
  Thanks for being able to join us via phone from
  the Port Authority.
9
                MS. WEYDIG: Sorry I couldn't get
10
  there in person.
11
                MR. EGENTON:
                              No problem.
                                           You're
12 on-line, so you're recorded before a live studio
13
  audience, as they say on TV. We have also with
14 us Steven Jenks from NJ Transit and we have
15 Andrew Swords from the New Jersey Department of
16 Transportation, and Jason Flint, New Jersey
17 Division of Consumer Affairs, the Office of
18
  Weights and Measures.
19
                Gentlemen, thank you for joining us
  this afternoon. So to kick things off with some
20
21
  generic questions that all of you, feel free to
  let me know who wants to chime in first.
22
23
  first question to you is what role can your
  lagency play to help stead the transition to
  electric transportation. Who would like to kick
25
```

```
that off?
1
 2
               MR. JENKS:
                          Steve Jenks from New
 3
  Jersey Transit. You're going to have to forgive
       I was just actually upstairs in another
4
  meeting with DEP getting beat up with a large
  transit group project. But New Jersey Transit,
6
  we're certainly in an interesting role.
  the third largest public transportation
  corporation in the U.S.
               We supply, bus, rail, light rail,
10
  para transit and we've been electrifying, our
12 service, ourselves and our predecessors, since
13 | 1910 when we started to electrify the train
14 service to and from New York City. Then again in
15 the 1980s, we included a large section of central
16 New Jersey and shore communities on the commuter
17 rail side.
               And as I mentioned, our current
18
19 micro grid project, there is an electric vehicle
20
  component to it on the non rev side to support
21
  overall resilience goal. The idea is to leverage
22
  electric vehicles to take advantage of other
23 resilient fuel that we're going to have on site
24 which will be electricity. So we're introducing
  the idea of mobile resiliency, and so we
25
```

```
certainly see ourselves in a unique role.
1
 2
               We have demonstrated, we have
  adopted electrification of our infrastructure.
  Like I said, going back to 1910, and certainly
  we're constantly looking to advance
  electrification of rail and bus and our light
6
7
  rail as well.
8
               MR. EGENTON: So since, Steve, you
  kicked things off, let me ask you this. Do you
10 foresee any installation in the future charging
11 stations at the train stations for the commuter
12 for future use?
13
                MR. JENKS: So you're jumping
14 around. Let me step back and I'll say we are
15 installing at headquarters, six charging EV
16 stations in our parking garage. We are preparing
17
  for plug in vehicles as part of our non rev
18
  fleet, so we're looking to install them by
19
  September. And then in terms of at train
20
  stations, there are currently -- there are
  several spaces that have available parking that
21
22 are in proximity to New Jersey rail stations.
23
               We have the Nexus parking systems
24
  that operate Hamilton and also Trenton.
  Hamilton, I think there are EV spaces level two
```

```
and I think one is level one. At Trenton they're
  all level two. There's also parking spaces at
  municipality privately owned decks in proximity
  to Elizabeth. There are 10 at Rahway, there's
4
  three spaces at Metuchen.
                There's six spaces, and at Brunswick
6
7
  there's actually 10 spaces. And also, Millburn,
  two spaces. So in total there are 12 spaces at
  New Jersey Transit owned lots that we leased out
10
  and there are 37 charging spaces at lots owned by
11 private organizations or municipalities. We are
12
  evaluating access points that will benefit from
13
  EV charging stations at some of our own parking
14 lots.
15
               But certainly, you have to balance
  EV spaces within a parking facility, and also at
17
  the same time, EV operating branch is increasing
  as the technology progresses, so we do need to
18
  consider, you know, will there be a need for
19
20
  opportunity charging because that might diminish
  as range starts to increase, so certainly we are
21
22
  taking a look, but we also consuming the
23
  technology as it evolves and we're constantly
24
  evaluating.
25
               MR. EGENTON:
                              Thank you, Steve.
```

```
Christine, I know you're on the phone. Wanted to
1
 2 ask you in 2009, the Port Authority announced a
  10 year strategy to reduce emissions from Good's
  movement. Was electrification part of that plan?
4
  And if so, how did you engage your tenants to
  terminal operators?
6
 7
               MS. WEYDIG:
                             So our clean air
  strategy, which was of course related more
8
  specifically to our port facilities and
               The overall intention of that was of
10
  operations.
11 course to improve regional air quality, but we're
12 not prescriptive at all about means and methods,
13
  so while electric is shaping up to play a key
14 role, we didn't identify any specific
15 technologies and we're usually careful not to do
  so, but what we have been doing, and again, we're
16
17 in a unique position because we don't operate
  most of the terminals, so we do need to partner
18
19 with our operators.
20
               And what we saw early on is that
21
  there were definitely operational concerns that
22
  related to electrification of equipment and those
23
  concerns related to a variety of things including
  duty cycle and charging infrastructure, battery
  durability, and to a certain extent, equipment
```

```
1
  efficiency.
 2
                But we have had some successful
 3
  demonstrations of electric air tractors as an
  example that we worked with at the Red Hook
 4
  container terminal in New York, just partnering
  with our operator there, so we do look to find
6
7
  opportunities to help dispel some of the
  operational concerns, but at this point, we don't
  have any -- we're not aware of any specific plans
10
  that the terminal operators have for any large
11 scale conversion of equipment.
12
                MR. EGENTON:
                             Okay.
                                    Andrew, to
13 switch over to DOT.
                       As a number of electric
14 vehicles on the road rapidly increase, we will
15 need obviously to be strategic about the city
  publically accessible charging stations.
17
                So what opportunities does DOT see
  to help address what we've talked about here
18
19
  today about range anxiety by installing charging
20
  stations on DOT controlled property such as rest
21
  areas and park and rides?
22
                                    Well, first of
                MR. SWORDS:
                             Okay.
23
  all, can everyone hear me okay?
                                    This is Andrew.
  So of course, being DOT owned is critical because
25
  then everything is much more easier to get done,
```

```
so we definitely see opportunities at our own
1
  facilities, at our own rest areas.
                                      One of the
  things that helps us to get that done is if we
  can get a funding source. That's a key element
4
  of that.
 5
                I know Peg and I have talked about
6
7
  those issues in the past, always looking for
  those opportunities, but really, I think the
  timing for that works best when we're already
  doing an upgrade of the rest areas, so we have
11 some of that in the works now, so we may be
12 looking for some opportunities to include EV
13
  charging at some of those rest areas.
14
                I guess the other aspect to this
15 would be, I'm sure there's been discussions with
16
  the turnpike as well because they quite a few
  more rest stops than we do, so they would -- and
17
  I've seen some EV charging already installed at a
18
  lot of their locations.
19
20
               So yeah, I think we're interested.
  We've had discussions in the past as part of the
22
  WW settlement, so certainly, we have an
23
  opportunity to ramp that up.
24
                             Thank you. Jason, the
               MR. EGENTON:
  New Jersey Office of Weights and Measures ensures
```

```
that a gallon of gas pumped into a car is
1
  actually a gallon of gas. Do we need to
  implement measures to ensure a kilowatt of
  electricity purchased at a charging station is
4
  actually a kilowatt of electricity? And if so,
  can you describe the steps that would have to be
6
7
  taken to ensure consumer protection in this area.
                MR. FLINT:
8
                            Sure.
                                   In a series of
  calling names, I thought I was going to get
  passed over. So the Office of Weights and
10
11 Measures is tasked with testing and inspecting
12 all commercial, all devices weight and measuring
13 devices that are used in commercial trade within
14
  the state of New Jersey.
15
                So when it comes to electric vehicle
16
  charging stations, we wouldn't be so concerned
  for electric at homes or any place where they
17
  might be free, but it would just basically be,
18
19
  you know, anywhere you would pay to get X amount
20
  of kilowatt hours out of a particular device.
21
                You know, consumers already charge
  by the kilowatt hour in residential and
23
  commercial and industrial use through the
24
  utilities, and the rates for those four major
  utilities and if multiple suppliers are monitored
```

```
and already regulated by the BPU. And currently,
 2 we have, there's about 230 sites, electrical
  wehicle charging stations, that are open to the
  public.
 4
 5
               Of those which are commercial, I
6 have no idea at this point, but with the recent
  legislation, especially with putting them on the
  turnpike and the parkway, it would increase by,
  just overnight, about 25 percent based on their
  formula, and there's really no regulation in
10
  place for us to be able to go out and make those
12
  tests and the inspections.
13
               As far as gasoline to electric
14
  comparison, you can't see gas going into your
15 vehicle, and at the same time, you're not going
16
  to be able to see the electricity as it goes into
17
  your vehicle, so you want a vehicle to make sure
  that the customer is comfortable and has the
18
  confidence that what is going into the vehicle is
19
20
  accurately measured and then they're charged and
21
  delivered accurately.
22
               But just as important actually is a
23 method of sale on a price comparison.
                                         We would
  want to make sure that the post kilowatt hour or
  time and price and the different charging levels,
25
```

```
whether it's a fast charge or an L2 or an L1 and
 2 we're also concerned with additional services
  such as parking fees based on a flat time to park
  there or you can, what we see in other
 4
 5
  jurisdictions where you can charge your car here,
  but it's going to be X amount on top per minute
6
7
  to also park in this particular location.
8
                Currently, the state of New Jersey
  has adopted what's called Handbook 44 through the
10
  National Institute of Standards and Technology,
11 which is the book that we use to inspect and test
12 commercial devices.
                       There is a tentative code in
  there right now for testing, inspecting the
13
14 vehicle charging stations and there's equipment
  available and we are currently vetting the
15
16
  vendors to see which testing equipment that we
17
  want to go with, so that's pretty much, you know,
18
  where we -- those are the steps we need to take.
19
                Once the tentative code becomes
20
  formal within the handbook, since New Jersey has
  already adopted that handbook, it will be fully
21
  enforceable on the commercial side.
22
23
                MR. EGENTON:
                              Thank you.
                                          Christine,
24
  you're still with us on the phone?
25
                MS. WEYDIG:
                             I am.
```

```
1
                MR. EGENTON: I wanted to ask you
 2
  the next question sort of in the realm of our
  airports which the Port Authority has authority
         Are there any plans to install charging
 4
 5
  stations at airport parking lots? And have you
  seen any voluntary efforts by the airlines to
6
7
  electrify ground support equipment?
                                        So you get a
  twofer there.
9
                MS. WEYDIG: So on both, we actually
  have at this point, I would say, more than 20
11 electric vehicle charging stations at patron lots
12 across our three major airports, so that would be
13 LaGuardia, JFK and Newark, and I believe there
14 are more at Newark than the other two at this
15 point, and we did recently partner with JetBlue
  at JFK to launch an electric vehicle ground
16
17
  support equipment effort.
                So it took a lot of coordination
18
19 |insofar as the Port Authority really had more
20
  jurisdiction over the charging infrastructure,
21
  but JetBlue needed to commit to converting some
22
  of their equipment to electric and we just had a
23
  kick off meeting on that project this week, so
  we're hoping that they're actually using that
25
  equipment by some time late next year.
```

```
1
                And at Newark, we are working with
 2
  one of our partner airlines who expressed a
  similar interest, and I should be clear that at
  JFK, one thing that was instrumental in getting
4
 5
  that electric vehicle ground support equipment
  project fund was an FAA grant, a voluntary low
7
  emission, airport low emission grant there and
  Port Authority, as operator of the airport, needs
  to be the grant recipient.
10
                So it really does take a lot of
11
  coordination and that's something that we're
12
  looking into at Newark also with one of our
13
  partner airlines.
14
                MR. EGENTON:
                             Okay. Very good.
15
  Thank you. Steve, back to NJ Transit.
  wondered if you could elaborate on enabling
17
  incorporation of electric buses into the engine
18
  transit bus flight.
19
                MR. JENKS:
                            Sure.
                                   We operate 16 bus
20
            Installation of electrical charging
  garages.
  equipment and service upgrades for handling
22
  electricity and will certainly be an issue at
23
  levery single bus garage. Just to put it in
  perspective, as I mentioned, we're installing six
  level two charging stations and a parking deck.
25
```

```
It's an additional 48 KW. The current low, the
1
  average low is 250 KW and 750 KW.
 3
                If you take it to the logical
4
  extreme and you say, now we're going to convert
  our entire fleet to EVs, assuming the technology
 5
  and performance meets our core emission, we're
  going to essentially be tripling, quadrupling our
  electric demand, so we're going to have to
  upgrade our bus depots, so that's certainly a
10
  challenge.
11
                So in terms of docking these and
12 buses, we're constantly looking, but there's
  going to be some significant capital and then a
14 bunch of operating costs as well and some of our
15
  operational concerns as well on the capital side,
  you have significant up front cost, but also
17
  operations, we have to maintain them as well.
18
               And a lot of the maintenance isn't
19
  necessarily in the transmission and engine.
20
  in seats, it's in brakes which is typically
21
  common, which is what we typically see. So in
22
  terms of operational savings, there might be some
  operational savings, but again, it's not normally
23
  in the engine or the transmission.
                                      It's more on
25
  those components that you see across the board,
```

```
so that's operations concerns.
1
 2
                Now we're going to have to maintain
 3
  them and now training our technicians and staff.
  We're going from 3,000 moving parts to 700 moving
4
 5
  parts, so it's a completely new engine, training,
  education and what have you, so I mean, we're
6
7
  constantly looking. We did put in for -- we are
  exploring the expansion of our southern in
  Camden.
10
                We're looking to get between eight
11
  to 10 buses, EVs down in Camden, so certainly
12
  private projects are on the way for us and we're
13
  exploring it, but full adoption is, one, if you
14
  can get past the technical concerns and
15 performance concerns, significant capital and to
  upgrade our facilities and then again property
16
17
  costs.
                              Just as a follow up to
18
                MR. EGENTON:
19
  that significant capital right now, we're in the
20
  midst of a budgetary process here in Trenton.
21
  The Governor announced more funding for Transit
22
  and certainly the needs are there. Are you all
23
  lengaged at Transit in those discussions with the
  governor's office and other policy leaders, if
  you will, as to what the needs are to meet the
```

```
goals, you know, for what we're discussing here
1
 2
  today?
 3
               MR. JENKS:
                            I mean, yeah, sure, of
  course we are. Our core mission is to provide
 4
  safe and reliable transportation, so any time we
  adopt new technology into our fleet and
7
  incorporate it, we have to make sure that
  satisfies our core mission.
9
               So yes, we're actively talking and
  we're exploring what kind of options and the
11 technology and performance of these EVs. We have
12 to make sure it satisfies our core emission, so,
13 yeah, we will be looking to pilot a few programs,
14 like I mentioned, down in one of our southern
15 garages in Camden, but yeah, we actively, we know
  EVs are coming and it's certainly something that
17 we're willing to explore.
18
               MR. EGENTON:
                            Andrew, over to DOT
19
  again. Signs indicating that a charging station
20
  is nearby would help alleviate range anxiety and
21
  encourage consumers to buy an EV. What issues
  would need to be addressed to allow DOT to deploy
23
  signs along highways and at exits?
24
                MR. SWORDS: Let me first start by
25
  saying that recently -- we had -- the way this
```

```
1 federal transportation legislation called the
 2 fast act, and as part of that, federal highway
  provided an opportunity for states to put in for
  alternate fuel corridors. And worked -- our
  folks worked with NJ DEP on that effort, so we
  were a little puzzled at the beginning because
7
  there didn't seem to be any funding involved but
  we thought, well, it's a good idea anyway.
9
               We should still do it and who knows,
  maybe there will be funding in the future.
11 worked on it and for the first round of funding,
12 the first round of nomination, we put in for
13 interstate 95 and I80. The second round we just
14 completed last November, and I think Andrea
15 pointed out we got some happy news on that, so
16 what we had to do was put in, as part of this,
17
  lindicate there was a lot of work done by DEP as
18
  to near the corridors, how many fueling stations,
  how many EV charging stations are available.
19
20
               And based on a lot of that data, we
  looked at it and so we divided the corridors into
22
  either signage ready or signage pending.
                                             So
23
  signage ready means there's a greater density of
  charging stations. So for the second round, we
  put in for signage ready, I78 between Warren
```

```
I287 between Edison and
1 Township and Newark.
  Bridgewater. I295 between the Delaware Memorial
  Bridge and Route 1 in Mercer County.
 4
               And then for signage pending, we put
5
  in I78 for Warren Township to the Pennsylvania
  border and then on I287 from Bridgewater to the
7 New York state line, so we have those nominations
8 | in place, so we would expect some time there may
  be an opportunity in the future to possibly put
  up some signs. With regard to that, in terms of
10
11
  that activity, I talked a little bit internally
12
  with people who know these things much better
13 Ithan me.
14
               And basically, as everyone, I'm sure
15 is familiar with, when you're out on the road you
16
  see those blue signs that say gas, food and
17 | lodging. Well, apparently they're called logo
  signs because you see the logos for the companies
18
  on the signs. So that's really probably the best
19
20
  way for us to incorporate that kind of
21 information.
22
                The way that that process works, it
23
  tends to work better if we're talking about a
  private entity. For example, one of these
25
  charging stations where you have to pay for the
```

```
electricity, but the way our process works,
1
  essentially is whoever the entity is would reach
  out to the department and say they want to be
  included on a blue logo sign, maybe we could call
4
 5
  them gas, gas and electric, gas and EV or maybe a
6
  separate EV category.
 7
                And then we put that entity in touch
  with an outside vendor who then is contracted by
  the department and just basically there's an
10
  application process and a fee, but it's pretty
11 straight forward, so that would be a way, without
12
  too much difficulty to start incorporating that.
13
  I guess, one thing that's a little bit, you'd
14 have to sort of look at is how many of these are
15 we talking about.
16
                It's probably not an inordinate
17
  number, but one sort of side issue that sometimes
18
  comes up that it's kind of a nice problem to have
19
  in some ways, but from our traffic engineering
20
  standpoint is they have an issue called sign plug
  where the human brain can only process so much
21
22
  information while traveling at whatever speed
23
  that is.
24
                Hopefully at a ramp not going 55, 60
  miles an hour, but still, you have to kind of
```

```
look at all this information and figure out
  what's what, so there is a little issue of that
  that has to be managed, but beyond that, I think
  it's not too bad.
 4
 5
               MR. EGENTON:
                              Almost that picture
6
  you would see, I've seen in the past where there
7
  is so many signs, the driver doesn't know what to
  do, saying go this way, go that way, do that.
  That's a good point.
10
               MR. SWORDS:
                             And also you probably
11 make good material for power point presentations
12 when you see arrows pointing in every direction.
  So I think we have opportunities there, and
14 because I think there's a lot of other entities
15 out there, whether they're private, public and
16 that would actually be a question for me as to,
17 do we have a sense as to the existing charging
  stations out there. How many of them are
18
19
  privately operated, how many are publically.
20 we know that?
21
               MR. EGENTON:
                             Peg, I quess something
  we should try to find out if we could.
                                           Public
23
  private partnership. It would be good to know
  that, private entities are out there.
25
  just to ask you, do you see any additional
```

```
opportunities or obstacles regarding this
1
  dialogue we're having today, from your
 3
  perspective, that you want to share with us?
 4
               MR. FLINT:
                            Not really, no.
 5
               MR. EGENTON: You've covered the
6
  gamut?
7
               MR. FLINT: Yeah. We've covered the
8
  gamut.
9
               MR. EGENTON:
                              While you have the
10 microphone. I want to ask all of you so we can
11 all take turns. So what opportunities do you see
12 for transferring to your agencies -- well, I
13 guess you really manage -- this is probably the
14 other agencies. Let me ask you this. How do you
15 coordinate what we discussed here with the other
16 agencies? Is there a continuing dialogue that
17 happens between you and Steve and Andrew and DEP
18
  and BPU, or is it brand new for you and now we're
19 pulling into this?
20
               MR. FLINT: Being that the Office of
  Weights and Measures is the best kept government
22
  secret, so, yeah, we have not really worked with
  the same ability of EV or any alternative fueling
23
24
  such as like we've done some work with CNG.
25
               We've been following hydrogen
```

```
1 because there was a permanent process up in North
 2 Jersey at Lodi for its fuel station, so we're
 3 keeping on top of it and we're trying to, you
  know, reach out as best we can to work with you
  for this.
5
6
               MR. EGENTON:
                            How about you, Steve?
7
  Like NJ Transit, I'm sure you're in communication
8 with your folks in DOT and DEP and BPU. Trying
  to get everybody under the same umbrella, if you
10
  will.
11
               MR.
                   JENKS:
                           Yeah, sure.
                                         We have a
12 history of working with our sister agencies, BPU,
13 DEP. Our transit project, we work with DOP, DEP,
14 BPU, Office of Homeland Security. You name it,
15 we worked, and we continue to have dialogue.
  just spoke with Mike on Monday.
16
               Mike Hornsby is calling me up every
17
18
  week telling me we need to be installing charging
  stations at Princeton Junction.
19
                                    And I talk with
20 Peg frequently on some of the VW settlement
21
  money, so yeah, we have a history.
22
               MR. EGENTON:
                            How about you,
23
  Christine, on the phone, the Port Authority,
24 you kumbayaing with the other agencies?
25 mentioned the turnpike authority. What kind of
```

```
collaborative discussion and efforts do you have
1
 2
  going on there?
 3
                MS. WEYDIG:
                             Well, I guess to a
  certain extent on the New York side, we do have a
 4
 5
  partnership with the New York Power Authority who
6
  is one of our partners on the JetBlue electric
  vehicles, so we're also partnering -- well, we're
  coordinating in New York with the metropolitan
  transportation authority, and this is something
10
  that we're interested and looking into
11 essentially on the Newark side also.
12
                But insofar as we're converting some
13
  of our airport buses to electric as we're looking
  to build out that infrastructure, we're looking
  for synergies with other municipal transit buses,
15
  so that we can maximize that investment.
16
17
                MR. EGENTON: Great.
                                      Thank you.
                                                   So
18
  in that line, gentlemen, talk about the
19
  conversion. You know, what opportunities are
20
  there that you see down in the future for the
21
  irrespective agencies to convert the light duty
22
  and heavy duty fleet from fossil fuel to
23
  electric?
24
                MR. FLINT: At the Office of Weights
  and Measures we have a varied fleet. We have
25
```

```
small sedans to trucks that are over
  80,000 pounds with cranes and trucks that have a
  25 hundred gallon capacity that can pump 500
  gallons a minute, so we really have to work,
4
  especially on the more heavy duty end of vehicle
  fleet with some technical experts to make sure
6
7
  they would be viable for means.
                There has been some success in
8
  California using things like CNG, other
10
  alternative fuels for these types of vehicles in
11 their weights and measures department, so we
12 would have to really kind of button down and take
13
  a look and funding. That would be helpful also.
14
                MR. EGENTON:
                             Funding seems to be a
15
  common topic. Andrew, from your perspective?
16
                MR. SWORDS:
                             Sure.
                                    So as you might
17
  expect, we have a pretty large fleet at New
18
  Jersey DOT, and there's always opportunities
  because the fleet has to turn over.
19
                                        I remember
20
  when I first, actually from when I first started
21
  with the department in the late 80s until close
22
  to 2000 we still had the old K-cars, so if you
23 remember those from the 80s.
24
                So luckily we've moved beyond that
25
  era and we've finally gotten rid of the old Chevy
```

```
Cavaliers, even though -- so I think there are
1
  opportunities. And like Jason is saying, in
  terms of the bigger vehicles, my sense is that
  probably looking more at CNG, but for, I would
  say there are opportunities.
               But again, I hate to repeat the same
6
7
  line, but it does tie into funding because when
8 we're looking at the funding for the fleets,
 9 we're basically talking general fund. This is
10 not a lot of opportunity there, so we could
11 probably get a little more creative in terms of
12 other sources of funding.
13
               MR. EGENTON:
                              To that point, one of
14 my colleagues on the council know that my
  organization, the New Jersey Chamber of Commerce,
15
16 was very active for many years and finally we got
17
  it done replenishing the Transportation Trust
18
  Fund which is now constitutionally protected too.
19
                So with that, is there any ability
20
  for you folks to -- we did get eight year
21
  funding. You always hear about the trials and
22
  tribulations of Trenton, but we actually did get
23
  something done and we passed legislation to
  protect those dollars. I didn't know if that's
  something that you all creatively tap into
25
```

```
because it's supposed to go to roads, bridges and
1
 2
  transit.
 3
               MR.
                    SWORDS:
                             Correct. And that's a
               Why would I possibly be complaining
 4
  good point.
5
  of funding when we just got this big gas tax
  increase. Well, one of the things to point out
6
7
  is that all of the increase in funding with the
8 DTF is really statutory. It's really tied into
  local eight programs which is a great thing, so
10 we have a substantial increase in municipal aid
11 and county aid, really not a lot extra in terms
12
  of other things.
13
                MR. EGENTON: And the bonds, too?
14
               MR.
                    SWORDS:
                            Yeah.
                                    And the other
  opportunity, I think that we're really looking
16
  at, we're really I think seeing as additional
17
  opportunity is there is now the New Jersey
18
  Transportation Infrastructure Bank, so it's
19
  spanned from the NJ Environmental Trust, which
20
  I'm sure many of you are aware of.
21
               We've had David Zimmer has been
  working very closely with our department in
23
  getting that up and running, so that's another
  area that's an important opportunity, but, yeah,
  I think we need to try to be creative. I think,
25
```

```
to me, clearly, we are in a world now where
1
  electrifying the transportation sector makes an
 3
  lenormous amount of sense.
 4
                We have to start from where we are
 5
  and that's kind of challenging because a lot of
  us are old and set in our ways, but that doesn't
6
  mean we can't learn new opportunities and keep
  trying, so I think there's opportunity to do
  that.
10
                MR. EGENTON:
                              There is legislation
11 actually that's starting to move on public
12 private partnerships and a lot of people talking
13 about PE3s and the ability to utilize the private
14 sector together with government to make these
15 things happen. Do you see that as another course
  of action that you all can, you know, help get a
17 lot of these things and initiatives done?
18
                MR. SWORDS:
                             Sure.
                                    We can look into
19
  it. We haven't had a whole lot of experience
20
  with that, but that's not to say there's another
21
  avenue that -- sure.
22
                MR. EGENTON:
                              So at this point, I
23
  think I went through some of the questions that I
       I'd like to open it up again to the Clean
  Air Council members.
25
```

```
1
               MR. WESTON:
                             Thank you. I'm the
 2
  county representative and we just came very, very
  close to touching on a point that I wanted to
  make or at least ask the DOT. So we talked about
  the Transportation Trust Fund, we talked about
  the gas tax that funds our local increases, our
6
7
  transit programs, pays off some of our
  outstanding debt. Is there a plan as ZEVs, as
  electric vehicles in particular, continue to
  proliferate the market.
10
11
                Is there a plan to make up that lost
12 revenue?
            And in the interim, how are we going to
13
  address the inequity that exists for the 6,000
14 vehicles that are out right now statewide that
15 are using our roads and using our bridges and are
  not paying one penny into maintaining those?
17
               MR. SWORDS: I appreciate the
18
  opportunity. So to your latter point, my short
19
  lanswer is I don't know. I think that's a key
20
  question and, as we know, this is only going to
21
  become more of an issue. This has been on the
22
  radar for a while, not only at New Jersey DOT,
23 but around the country.
24
                There have been numerous discussions
  about a BMT fee to basically charge by the mile
25
```

```
as opposed to the gas tax because there is a
1
  widespread recognition that the buying power of
  the gas tax is only going to continue to decline,
  so there is definitely an understanding of that.
4
  Having said that, getting another mechanism in
  place is challenging.
6
 7
                I know there's been one group that
8
  our agency is part of is the I95 Corridor
  Coalition which is all state DOTs from Maine to
10
  Florida, and that group has investigated
11 opportunities for a DOT fee. I believe in the,
12 not the fast act, but the previous federal
13 | legislation, there was some attempt to introduce
14 some BMP fee discussion. There was some attempt
15 to include that. It really didn't get traction
16
  in terms of really full implementation.
17
  been a pilot program on that in Oregon, so I'd
18
  love to see where they are.
19
                But you're right, this is an ongoing
20
  lissue and we need to look at other opportunities
21
  and whether its BMP fee is one thing.
                                          There are
22
  other ways in which you we can get some funding.
23 There are things like registration fees, but
  that's tough because then you're only getting
  people once a year, so I think that's a
```

```
continuing issue.
1
 2
                And I believe, the other thing I
 3
  would say though is some of you may be, I'm sure
  some of the people in the audience are already
4
  part of this group. There is an organization
  called the Transportation Pilot Initiative, which
6
7
  is basically energy, environmental and
  transportation agencies from basically all of New
  England plus New York, New Jersey, down to and
  including District of Columbia.
10
11
                And that's one thing they've been
12 looking at on a policy basis is starting to try
13
  to figure out how can we price some of these
14 price transportation -- how can we do some of
15 these things to try to cover that gap, so it's
  all being discussed kind of on a policy level,
17 but nothing is really ready for prime time yet.
18
                MR. EGENTON:
                              Thank you.
19
  questions from the council?
20
                DR. BIELORY: The question is you
  actually rent out spots at the transit.
                                            Is there
22
  an increase demand for those spots?
                                        And the
23
  question is, one to two percent of the cars out
24
  there are electric vehicles, what's the
  allocation of spots? Meaning, are you taking
25
```

```
more than those two percent?
1
 2
                MR. JENKS:
                           We work closely with the
 3
  private parking that's right next to stations and
  also with Nexus and we've been speaking with them
  about how their EEs and how that's worked out,
  but we're still in the planning stages.
6
  haven't funded or we haven't put any charging
  stations on New Jersey Transit owned property
  that we maintain.
10
                That's some of the things that we're
11 looking at in terms of the cost, maintenance, how
  do we manage them, do we charge. So that's part
13
  of the planning that's going on right now.
14
                MR. EGENTON: Other questions?
                                                 Sara
  Bluhm, our chair.
15
16
                MS. BLUHM: Yes, also looking kind
17
  of forward thinking, and I brought up the example
18
  earlier of my daughter and Daniel Tiger.
  starting to think about this in the future in
19
  terms of autonomous vehicles and also adding to
20
  them as being electric and taking that into
21
22
  account as we're planning either our roads or our
23
  transit?
24
                             Supposedly, I should be
                MR. SWORDS:
25
  smart on this because I just came back from a day
```

```
and-a-half autonomous vehicle conference in
 2 Pittsburgh. So basically, in New Jersey right
  how we're in learning mode, but our commissioner
  is very, very interested in both connected and
4
  autonomous vehicles so it was very interesting to
  go out to Pittsburgh and hear what's happening
6
7
  there.
8
               Penn Dot in Pennsylvania is one of
  the states that's ahead of the game. There's a
  lot going there on there. What we started to do
11 in our department is we have an internal working
12 group that has been discussing, and when I say
13 connected on autonomous vehicles, so the
14 connected side is looking at our infrastructure
15 and how our infrastructure can communicate with
16
  vehicles and how vehicles can communicate with
17
  each other, so that's one aspect.
18
               So for example, if you're out on the
19 highway and you see vertical message signs that
20
  are out there, there is a capability now to be
21
  able to have that information just put directly
22
  linto your dashboard so that's one thing. But in
  addition to that, there's a lot of interest of
23
24
  course in autonomous vehicles.
25
                There's also the I95 Corridor
```

```
Coalition. It has a connected and autonomous
1
  vehicles working group. We're part of that as
  well, so there's a temptation to really focus on
  the autonomous side because it's a lot more
 4
 5
  interesting. It's sort of futuristic, but it's
  going to be quite a while before we're there, but
  it's definitely something that we wanted to get
  more active in.
9
                I think we have opportunities to
10 start with our internal working group and
11 building that outwards and getting other folks
12 involved, making it more of an inner agency
  discussion and getting the private sector
14 involved too, so I think there's a lot of
15
  opportunity there and we're very interested in
16
         There's different aspects though. We have
  that.
17
  our traffic operations area.
18
               Just looking at all the technology
19
  side of it. From a planning perspective, there's
20
  a lot of interesting debate right now because you
21
  start looking at an autonomous vehicle future,
  you start to see, well, what does that mean for
23
  our communities, where people live, how we use
  our land, a whole variety of things like that.
  So I think there's a lot of thought about as we
```

```
start moving in this direction, it becomes really
1
  critical to look at the context.
 3
               So in an urban context, maybe we
  don't want to have all these autonomous pods
  driving around empty, we would probably want to
  have more of a shared mobility environment and
  different environment in the suburbs and in the
8 rural areas, so it's really exciting. Our next
  long range plan, which needs to happen really
  soon is, we'll have to incorporate all of this
10
11
  thinking as well, so I hope that helped.
12
               MR. EGENTON: I'm going to probably
13
  take a pause here and I want to thank all of you
14 for being here and engaging us from the different
15 agencies. Christine, you on the phone, Steve,
  Andy, Jason, appreciate the dialogue today and we
17
  encourage and ask that you continue to keep that
  dialogue with Peg and the rest of DEP open as we
18
19
  review the suggestions and recommendations today.
20
               And Mike from BPU and everybody and
  do that whole kumbaya. Give us feedback.
                                              If we
22
  have questions, hopefully we can reach out to you
  through Peg and the rest of the DEP staff, so
23
  thank you very much for being with us here today.
  We appreciate it.
25
```

1	(APPLAUSE)
2	MR. EGENTON: We are at the point of
3	the hearing today where we open it up for public
4	testimony and I would just please respectfully
5	reiterate that, you know, if you're providing
6	comments to us, we do have a five minute limit
7	during the public testimony segment. With that,
8	is Kevin Miller here from Charge Point?
9	MR. MILLER: So my name is Kevin
10	Miller. I'm the Director of Public Policy for
11	Charge Point. Charge point is the leading
12	network electric vehicle charging stations in the
13	world with solutions in all categories of EV
14	charging from home, in public, in work places,
15	out of town and fast charging locations and more.
16	We've got more than 47,000 charging
17	spots across our network and over 670 of those
18	are in New Jersey, and the ones that I just
19	mentioned in New Jersey are both public and
20	privately accessible. Those additions were all
21	made by the individual who's hosting our charging
22	station.
23	Drivers on the Charge Point network
24	have completed more than 33 million charging
25	sessions, standing upwards of 33 million charging

```
sessions which equates to 33 million gallons of
1
 2 gasoline and over 803 million gas free miles.
  We're a Silicon Valley start up, but all of our
  New Jersey stations are New Jersey owned and
  operated.
5
               We don't own and operate the
6
7
  equipment ourselves. We design it, we
8 manufacture it and sell it to independent, what
 9 we call, site hosts. And those site hosts make
10 all business decisions or the operational
11 decisions about how to use them. We also provide
12 the smart networking tools that lets folks manage
13
  either the energy in real time and do a whole
14 host of advanced features.
15
                Transportational electrification is
16 really interesting insofar it is a paradigm shift
17 where people are refueling their vehicles when
18
  they arrive at their destination as opposed to on
  their way to it. It's not a pit stop reviewing
19
20 paradigm. Over 60 percent of charging takes
  place at home and 30 percent of charging takes
22 place at work.
23
                There is a very small sliver that
24
  takes place in public, and that's a very
  important sliver, but you need to have the right
25
```

```
charging solutions to meet all those different
  types of scenarios. So you have level two
  charging stations which is seven kilowatts to
  give you a two to five hour full charge which are
  really well suited for those longer times where
  over 90 percent of charge is taking place.
6
 7
                To our direct current fast chargers,
8 which at about 500 kilowatts give you a charge in
9 10 minutes or less, but that's also flickering on
  and off the power at a Shoprite, so there are
10
11 serious challenges that come with all these
12 different technologies, and they have different
  applications for residential, public and private
14 fleets as well as just a generally publically
  available stations.
15
                This new load, if managed well, can
16
17
  provide value for the grid and having smart
18
  network capabilities make sure that you have the
19
  ability to increase equity and access both to the
20 benefits that come from EV charging as well as to
21
  the equipment itself.
22
               One of the few things I'll leave you
23
  with is there is a whole host of both really
  exciting and really boring sounding policy
25
  options, and I want to encourage you to dive into
```

```
the really boring sounding options because those
1
  are the ones that really drive growth in EV
 3
              I used to wear the hat of CFO for
  charging.
  Energy and Environmental Agency Massachusetts,
 4
  and I know it's really appealing to pour a lot of
 5
  money into projects and hope that it works.
6
 7
                But sometimes things like making
  sure our building codes are right from the get-go
8
  so that all the underlying wiring that you need
10
  to eventually hook up a charging station, getting
11
  that right helps to avoid hundreds and hundreds
12
  of millions of dollars of potential costs if you
13
  redig something that you've already poured
14
  concrete over.
                   There is a mess of things that
  are really valuable to help drive adaption.
15
16
                From looking at vehicle incentives,
17
  work place charging and decreasing barriers for
18
  residential charging especially in urban areas.
  When we think about some of the opportunities
19
20
  that are out there, what's really critical is to
21
  think about how are we setting our goals and how
22
  are we making them flexible.
23
                Those are rapidly changing, so the
24
  charging solutions that we're using right now may
  be different in six months and will definitely be
25
```

```
different in five years so we don't want to lock
  ourselves in. We need to allow some flexibility.
  We've also talked a lot about the important
  critical role that utilities already play in
 4
  supplying the electricity, and what we need to do
  is make sure we're having a cool, calm and
6
  collected conversation about what is the
  potential role if we're talking about expanding
  that traditional role.
               Questions remain about what kind of
10
  programs could work, and so we're looking forward
  to having a robust dialogue and be happy to
12
13
  provide some additional comments to this regard.
14
  One last piece on the consumer protection side,
15 if we're talking about looking at sustainable
16
  funding sources and making sure what you're being
17
  charged for is what you're getting in the vehicle
18
  for a charge, there is a lot of really great
19
  opportunities to look at what some other states
20
  have done to ensure that as well as making sure
21
  you have open access across the board for
  publically available funding charging stations,
23
  so thank you for your attention and for your
24
  focus on these critical issues.
25
               MR. EGENTON:
                              Thank you, Kevin.
```

```
Clean Air Council, members, any questions for
1
 2
  Kevin?
 3
                               The DC chargers, is
                MS. CONNOLLY:
4
  the technology advancing where it doesn't deplete
 5
  the efficiency of the battery?
6
                MR. MILLER: So battery technology
7
  is constantly evolving and capacity is
  lincreasing. The extent to which you cycle that
  charge will have an impact on the battery.
10
  Having longer term charging is both better in
11
  terms of maintaining that capability as well as
12 being better for the grid.
13
                Most of the time, we're not driving
14 in our cars. We're not driving in our cars right
15 how. Your car could be charging, so making sure
  we have the ability to let people charge when
17
  we're already there, it's critical, but there can
  be impacts, but as technology improves, those
18
19
  impacts will be mitigated.
20
                MS. BLUHM: Since you raised
  building codes, are there any that you see as an
22
  issue in New Jersey?
23
                MR. MILLER:
                             I think making sure you
24 have a consistent set of regulations is always
  available and you're not going city by city and
```

```
seeing what are the different impacts here versus
  there, having clear requirements for what you do
  with new built inspection is really valuable and
  having a statewide criteria there for what
 5
  percentage of parking spots in new buildings,
  both residential and commercial, are EV ready.
6
 7
               And by that, I don't mean everybody
8 has an EV charger plugged into every parking
  spot. You want to make sure that you have
10
  sufficient electrical capacity and all of the
11 wiring and conduit in place before the concrete
12 is poured to allow for the future purchase of
13
  stations.
             And that drives down costs
14 significantly. And I think a presenter mentioned
15
  that.
16
                So that's one key piece and thinking
17
  what can we do with our existing stock because
18
  we're not going to tear everything down and build
19 new again.
              There are tools that you can look at
20
  both for, I think some zoning issues came up, but
  even in the code, what kind of retrofit options
21
22
  are we looking at, when are we going to be
  triggering significant electrical updates anyway
23
  where you could piggy back off of existing
25
  capital structures.
```

```
That's really key. And then also
1
 2
  thinking about what are the limits and scenarios
  when if someone had dedicated parking already,
  and they are willing to take on all the costs of
  installation and operation, how should we
  minimize the barriers to make it possible for
  them to decide to install themselves, so some
8 regulatory hurdles in the near term, but in the
  long term, that's the investment and the very
  boring stuff of building codes where you really
10
11 unlock a whole lot of value and avoid costs.
12
                MS. BLUHM:
                           Do you have a favorite
13 state that you operate in?
14
                MR. MILLER: All of the states are
15
  my favorite state.
16
                              Thank you, Kevin.
                MR. EGENTON:
  Before I call up the next public speaker, I want
17
18
  to reemphasize that our written comment period
19
  will be open until the end of the month, April
20
  30th. And as I said, you can submit it through
21
  the Clean Air Council website, so for anybody
22
  that didn't get an opportunity today or wanted to
23
  submit more detailed comments, we're open.
24
  transparent.
25
                So wanted to check. I was going to
```

```
do a shout out. We did have Chuck Feinberg.
  Chuck, you're not here, right? Don't see you
  here. We'll move on. Ashley Lynn with Charge
        I'm going to do a bad job pronouncing your
4
  EBC.
 5
  last name. Can you pronounce it?
6
               MS. CHRZASZCZ: Hello, everyone.
                                                  МУ
7
  hame is Ashley Chrzaszcz. I was an intern here
8 approximately two years ago at the Office of
  Economic Analysis and the Division of Air Quality
10 when it used to be called that.
                                    I shuffled
11 around in all the offices and got to know a lot
12 of wonderful individuals here. Many of you on
  the Clean Air Council who I see as familiar faces
13
14 so hello again.
15
               Today I represent Charge EVC and the
  primary goal of Charge EVC to be the
17
  understanding entity which says there's a lot of
  individuals, a lot of stakeholders which walk a
18
19
  very narrow path, and we all agree that
  electrification of transportation is one of the
20
21
  most impactful things that New Jersey can do in
22
  order to decrease greenhouse gas emissions,
23 provide benefits for rate payers.
24
               And more importantly, provide a
25
  system of connected infrastructure so that people
```

```
are able to move about. There's some individuals
1
  who have spoken today about environmental justice
  issues which we wholeheartedly support.
  recognize that making sure people who are in
 4
 5
  these urban centers are not impacted by emissions
6
  and by NOx and SOx and DOCs anymore.
 7
                It's a very important thing for us,
  so more importantly than that, we have recognized
8
  that there are three incredibly impactful things
10
  that can be done in order to support programs and
  policies for the electrification of
12
  transportation.
                    These three actually have now
13
  taken bills that are currently in the Senate and
14
  the Assembly.
15
                As of right now, the very first one
  is goals and authorization, equivalent of yes, we
  can do this, this is how we're going to.
17
                                             330,000
18
  cars with a plug by 2025 essentially making ZEV
19
  compliant, which a lot of people spoke about
20
  today. The second thing is public charging
21
  infrastructure. Having essential infrastructure
22
  which allows people to travel no more than 25
23
  miles to get from location to location.
24
                It includes highway charging on
  things like I80 and I95, which people have
25
```

```
mentioned, as well as community chargers so that
1
  people who do live in multi unit dwellings have
  access to the necessary charging infrastructure.
 4
                The third bill is rebates which, as
5
  multiple people have said cash on the hood, point
  of sale rebates are one of the most impact things
6
  for consumers, whether it is somebody in the
  municipalities, whether you are a personal
  consumer that wants a car, be that the fancy
10
  shiny Tesla or that Chrysler Pacifica that I
  personally really love because who doesn't like
12
  all that cargo space.
13
               At the end of the day though, these
14
  three things were put into our road map, and we
15 recognize that they're impactful. We want to
  step further than the road map which was released
16
17
  in September of 2017 and Charge EVC hired a study
18
  with New Jersey as a core focus and in a ground
  up model of what New Jersey is, where we've been
19
20
  and where we need to go.
21
                This model looked at three adoption
  scenarios in which we were ZEV compliant, parody
23
  with other states and a leader in all of the
24
                   That study will be represented as
  United States.
25
  part of my written comment which I'll be
```

```
submitting by the 30th I promise, probably by
1
  tonight once I get home. But in the study, I'm
  going to hit you with a few sound bites of sorts
  that you understand some of the things that have
4
  fallen out of this study.
 5
               For instance, mile to mile in the
6
7
  state of New Jersey, every electrically fueled
8 mile is 69 to 79 percent less carbon dioxide
  compared to an internal combustion engine, so
10 roughly 70 percent cleaner mile to mile than an
11 internal combustion engine. Somebody before
12 asked about the fueling of electric vehicles.
13 Well, I can speak about New Jersey, if you drive
14 a mile in an electric vehicle it will cost you,
15 approximately, three cents.
16
                If you drive a mile in an internal
17
  combustion vehicle, it's going to cost you 12
18
          If you actually want to do the math
  yourself, I've created a calculator which is
19
20
  Charge EVC Dot Org. If you go under useful
21
  resources for EV drivers, you'll see a lovely
22
  calculator that I've crafted by hand, and that
23 basically allows you to drop in what you're
  paying for electricity, what you're currently
  getting for your gas mileage in your current
```

```
vehicle and shows you for fueling at least it is
1
 2 in fact very cheap comparatively speaking.
 3
                Insofar as health impacts, as of
  right now, we realize that minor restrictive data
5
  are estimated to be reduced by 7,087 days each
6 year in 2050, while lost work days are estimated
7
  to be reduced by 1,181.
                          Both of which represent
8 a reduction of about 32 percent, so if we start
9 to get to this level of leadership for New
10 Jersey, which I know we all can do considering I
11 have sat next to people who told me how ozone
12 back to be in the 90s and now we see what it is
13
  today.
14
                If we can do that same thing for EV,
  and get on the same leadership and get back to
  where we need to go, EVs can be an effective
17 level which would translate to massive health
  benefits for people, reduction of asthma in
18
  affected groups like children, people that have
19
  COPD and other people who are elderly.
20
21
               At the end of the day, Charge EVC
  helps to function as a trusted resource for
23
  anybody that has questions, and I invite every
  single person to personally email me if you have
  any questions about anything that I've said today
25
```

```
and I'd be happy to give you a road map of our
1
 2
  study.
          Thank you so much.
 3
                      (APPLAUSE)
 4
                MR. EGENTON:
                              Do we have any
  questions for Ashley?
5
6
                DR. BIELORY: Look forward to her
7
  written report.
8
                MR. EGENTON: Norah Langweiler, New
  Jersey Environmental Council.
10
                MS. LANGWEILER: Good afternoon.
11 Thank you for allowing me to speak.
                                        I'm Norah
12 Langweiler. I am the campaign organizer for New
13
  Jersey Renew. We work closely with Charge EVC,
14 so I may be echoing a few of your things, and I
15 work at the New Jersey Work Environment Council.
16
                New Jersey Renew is a coalition of
17
  60 organizations and we're committed to state
  based action on climate. We were founded in
18
  January of 2017 in recognition of the urgency of
19
20
  the climate crisis and partially in response to a
21
  lack of leadership at the federal level.
22
                We're a broad coalition. We include
23
  labor, faith, environment, health community
24
  organizations, and we're all pushing for
  increased investment in clean energy
25
```

```
infrastructure, reduce greenhouse gas emissions
1
 2 and good family sustaining jobs.
                                     Thus far, we've
  held events in Camden, Montclair, New Brunswick,
  Little Falls, Jersey City, Trenton and we're
4
  planning additional events this year.
               More than a thousand people have
6
7
  signed our petition demanding state action.
  we discussed, today nearly 50 percent of
  greenhouse emissions in New Jersey come from the
10
  transportation sector. Mostly light duty
11 automobiles like the standard family car, but
12 also medium and heavy duty vehicles like diesel
  trucks for industrial or commercial use and buses
13
14 for public transportation.
15
               Particulate matter from the
16
  transportation sector contributes to poor air
17
  quality and negatively impacts residents health.
18
  According to the American Lung Association, 2017
  State of the Air Report, 11 counties in New
19
20
  Jersey received a failing grade on air quality.
21
               New Jersey residents, particularly
22
  that live in urban areas are subject to high
23
  concentrations of greenhouse gas emissions and
  air pollution resulting in higher rates of asthma
  and other respiratory illnesses. In New Jersey,
25
```

```
one in 13 people have asthma, so we have to
1
  recognize that we have a problem for both the
 3
  climate and the health perspective.
 4
                I'm here today to ask that you bring
5
  forward more good policy to support the
  electrification of public transportation.
6
                                              Every
  mile traveled that is converted to electric is 70
  percent cleaner than a gas powered mile. And an
  increase in the number of electric vehicles on
10
  the road is a crucial step to meeting the state's
11 emissions inspection.
12
                Buses, particularly older ones,
13 drive at low speeds in highly populated areas all
14 day pushing diesel emissions and particulate
15 matter directly into communities.
                                      Transitioning
16
  our public fleets, buses and cars show that the
17
  state will lead the way on the transition to the
18
  clean energy economy and converting buses to
19
  electric can help meet the emissions reduction
20
  goals and improve air quality.
21
                New Jersey Transit must invest in
  electric buses to improve our community's health
23
  and ensure a clean energy future.
                                      Thank you.
24
                      (APPLAUSE)
25
                MR. EGENTON: Do we have Emily Wier
```

```
with Green Lots.
1
 2
                MS. WIER: Good afternoon,
 3
  leverybody. Thank you so much to the Clean Air
  Council and to our chairs for facilitating this
 4
 5
  meeting. This has been really enlightening.
6
  appreciate everybody's presentations and
  participation.
                   I work for Green Lots.
  leading provider of electric vehicle software and
  services.
10
                We support a significant percentage
11
  of the DC fast charging deployments across North
12 America including some throughout the state of
  New Jersey and I just want to provide you with a
14 few comments today about perspective on New
15 Jersey's potential for adoption of electric
  vehicles which we're very excited about.
                Our company is based around an open
17
18
  standards based focus on future proofing while
  helping site hosts, utilities and operators
19
20
  manage the dynamic and changing electric vehicle
21 loads as we've been discussing today. We're also
22
  part of the charge EVC Coalition.
23
                We just like to kind of reiterate
24
  some of the support for the legislation that
  actually Lynn was outlining around SB 1975, the
```

```
goals and authorizations bill, the public DC fast
  charging and rebate programs as well because we
  do need a suite of different policies in order to
  meet the 300,000 ZEV targets, provide GHG
4
  benefits, provide air quality benefits and the
  like.
 6
                The benefit for New Jersey for
8
  transportation electrification provides
  substantial benefit for New Jersey rate payers,
  and these financial benefits go beyond just the
10
11 health and environmental savings that accrue.
12 Electrification allows opportunities to optimize
13 grid loads, reduce wholesale electricity rates
14 and facilitate resiliency.
15
               Utilities have a really key part to
  play in facilitating the development of EV
  charging within the state as ICCT pointed out
17
  during their presentation. Utilities are a great
18
  place to help accelerate the market where there
19
20 hasn't been opportunities to date. And this is
21
  particularly prevalent within the public realm,
22 hot at residential facilities.
23
               Utilities are in a place to attract
24
  private investment and a really the key part is
  they already have relationships with customers.
```

```
They're doing conservation and energy efficiency
 2
             They're a great source for education
 3
  to their constituents and our key is reliability
  and safety.
 4
 5
                So in order to address the chicken
  and egg anxiety that BPU alluded to earlier
6
  today, we really feel that investment in public
  fast charging equipment across the state will
  really go a long way in implementing the
10
  linfrastructure that's necessary to meet the state
11 EV targets.
12
                This provides the charging as well
13 as the buying opportunities for drivers who would
14 like to have an opportunity to install charging
  and they don't have at home charging.
15
                                          Their
16
  garage opens. They don't have access to the
17
  resources at home, so it's absolutely critical to
  have this investment in public charging
18
  infrastructure in order to meet the EV targets.
19
20
                And just to kind of conclude, we are
  very much committed to helping build the EV
22
  market here in New Jersey and feel that utility
23
  role can really go a long way in facilitating the
  development of this market and thank you very
25
  much for your time. I appreciate it.
```

```
1
                MR. EGENTON:
                              Thank you, Emily.
 2
                      (APPLAUSE)
 3
                    EGENTON: Do we have, I believe
  it's Dan Udovic.
 4
 5
                MR. UDOVIC: Good afternoon.
                                               МУ
  name is Dan Udovic. I'm a physicist, an
6
  electrical engineer, professional engineer, and
  I'm a part owner of a 40 year old New Jersey
  engineering firm that performs advanced
10
  instrumentation and hybrid system design for the
11 public for industry in Military.
12
                I also serve as the deputy director
13
  of finance at Stevens Institute Center for
14
  Intelligent Network Systems where my subject
15
  matter is energy power and control systems.
16
  INETS has recently performed analysis and
17
  submitted companion reports to the Board of
18
  Public Utilities that quantify the well to wheel
19
  energy efficiency and the CO2 emissions of New
20
  Jersey plug in electric vehicles compared to
  other available light duty vehicle technologies.
21
22
                I will submit a copy of this updated
23
  report to the Clean Energy Council for their
24
  consideration.
                   INETS work on clean energy and
25
  clean air technology is ongoing. From this point
```

```
on, I'm not going to be testifying for Stevens
1
  Institute. I'm testifying as a professional
  lengineer who would like to assist New Jersey
  government and legislators to identify and incent
 4
 5
  those clean energy products having the greatest
  potential to significantly reduce global warming
6
  and the health damaging emissions due to gasoline
  and diesel fuel vehicle travel.
9
                The title of your public hearing was
  Zero Emission Vehicles Cleaning the Air.
10
11 are four key take aways that I wish to convey
12
  through my testimony today. First that the term,
  zero emission vehicle should not be used either
13
14
  exclusively or interchangeably with the term
15
  battery electric vehicle. Two other types of
16
  zero emission vehicles presently exist which have
17
  not yet received adequate attention by New Jersey
18
  state in contrast to other states and countries.
19
                They are, first, the hydrogen or
20
  carbon neutral liquid fuel powered, fuel cell
21
  electric vehicles.
                       That's the first one, and
22
  that's an electric vehicle technology.
                                           The
  second one, which I think is even more important,
23
  hydrogen or carbon neutral liquid fuel powered
  internal combustion engine.
25
```

```
Of the three zero emission vehicle
1
 2
  technologies, the two just stayed in the battery
  electric vehicle is my professional opinion that
  the carbon neutral liquid fuel internal
 4
  combustion engine class of zero emission vehicle
 5
  comprised the least expensive and the most
6
7
  comprehensive and fast path to achieving zero in
  emission power traveled throughout New Jersey,
  the world over the coming decade.
                In an effort to advance this
10
11
  possibility, INETS has recently submitted a paper
12
  requesting four million dollars of funding of
  which will match the four million dollars to
13
14
  cover a two year long project which is titled, a
  solar power direct preservation electrolyzer and
15
16
  companion internal combustion engine genoset
17
  conversion technology for emission free homeowner
18
  combined heat and power production and zero
19
  emission of 1.2 billion IC engine vehicles.
20
                The idea here is that internal
21
  combustion vehicles can become zero emission
22
  wehicles if you get them to consume hydrogen, and
  there's work going on in the patents and
23
24
  everything in place to do this, pursuing that
  technology.
25
```

```
Carbon neutral liquid fuels is
1
 2 actually putting hydrogen in liquid fuels that
  have zero emissions, so the outcome of this is
  it's much less of an invest, you can convert
4
5
  vehicles, small sizes to be zero emission
  vehicles at a much cheaper price and much faster
6
7
  and more equitably throughout the world.
8
                Not everybody in the world has the
  money to buy battery electric vehicles or fuel
  cell vehicles, so I just wanted to make you aware
10
11
  of what -- there's other things that are
12
  competing out there that I think have a lot of
13
  botential.
14
                Lastly, I don't think that battery
  electric vehicles, if they're charged from the
16
  grid should give the benefit of zero emission
17
  wehicles. Half of our power comes from natural
  gas on the grid, and half of it comes from
18
19
  nuclear. Nuclear is clean energy fuel, no CO2
20
  emissions.
              Natural gas produces CO2 emissions.
21
                In the near future, there will be
  nuclear power plants will be retired, and the
  amount of CO2 emissions attributed to the
23
  charging of electric vehicles is going to go up
25
  by a factor of two, so I think you should keep
```

```
that in mind. I think what should be incentive
1
  is building chargers that are being charged with
  renewable energy, zero emission renewable energy
  sources, not with fossil fuel. Thank you.
 4
 5
                      (APPLAUSE)
                    UDOVIC: Any questions for Dan?
 6
 7
               DR. BIELORY: You'll be sending us a
  report.
           And do we have contact information for
8
  you because I will contact you as well.
10
               MR. EGENTON: You can submit it, as
11 I mentioned, through our website.
12
               MR. UDOVIC: Yes, I will.
                                           I plan
13
  to.
14
               MR. EGENTON:
                              Thank you, sir.
  have now Taylor McFarland from the Sierra Club.
16
               MS. MCFARLAND: Hi, everyone.
  Jeff Tittel couldn't make it, so I'll be speaking
17
18
  on his behalf. I'll keep it short.
                                        So Governor
  Murphy has pledged to join other leading states
19
20
  in signing the state zero emissions vehicle
21
  program, the Memorandum of Understanding. This
22
  multi state contract aims to put 3.3 million
23
  electric vehicles on the roads.
24
                This will help us send a very clear
  signal to the auto -- and to the White House.
25
```

```
will work with other states and move forward on
1
  electric vehicles. We need to accelerate the
 3
  passage of this legislation that sets an
  important goal of 330,000 EVs on the road by
4
 5
  2025.
         This lasts us into that goal and requires
  the DEP to plan for it. We only have about
6
7
  12,000 now.
               We also need right to charge
8
  legislation allowing people to use private
  charging stations. We also need to develop a
10
11 higher speed charging network and have utilities
  provide for charging stations in areas where the
13 market won't initially reach. We need to offer
14 opportunities for people to buy EVs of all
15
  communities including those with modest means
  through rebates of cash for clunkers programs, we
16
17
  can tax luxury gas guzzling vehicles or a carbon
18
  tax on fuels to pay for rebates.
19
                We can also electrify our ports to
20
  reduce air pollution in these overburdened areas.
21
  We need the BPU and the DEP to work together on
22
  programs that advance EVs in New Jersey. We can
23
  use the 141 million dollars for the Volkswagon
24
  settlements to jump start EVs, especially by
  helping people of modest means to buy EVs with
```

```
rebates.
            There are currently more than 20 fully
1
 2
  electric and plug in hybrid vehicles available at
 3
  U.S. dealerships.
 4
                GM is also discussing new models in
 5
  some states want to phase out gasoline cars all
6
  together. New Jersey must continue support the
  sale of electric vehicles and install charging
  stations and commit to a more sustainable
  transportation feature if we want to meet
  California's goal.
10
11
                We also need to be sure that
12
  charging networks and incentives are targeted to
13
  communities that have received a disproportionate
14
  share of pollution, especially minority and low
15 income communities. This will help create more
16
  jobs and move our state forward with an
17
  automobile that has zero emissions and decreased
  fossil fuels.
18
19
                With ZEVs we can create thousands of
20
  jobs, provide infrastructure around the state for
21
  EVs and allow us to become leaders in EV
22
  technology implementing a successfully EV system
23
  in New Jersey will mean less money sent out of
24
  state for petroleum, more in state jobs, better
  vehicles for your constituents, less carbon
25
```

```
pollution and cleaner healthier air.
1
 2
                We can see the benefits of clean air
  and clean jobs if we build a statewide network of
  charging stations, create great jobs, save people
 4
  money on gas and reduce air pollution.
  New Jersey to drive into the 201st century by
6
7
  becoming a leader in the clean car technology.
8
  Thank you.
 9
                      (APPLAUSE)
10
                MR. EGENTON:
                              I believe I captured
11
  everyone that officially signed up.
                                        If there's
12
  anyone in the audience that hasn't spoken yet
13
  that signed up, can you are let me know right now
14 because we're coming towards the end.
15
                Just remember, I want to reiterate,
  lagain, the written period is open until the end
17
  of the month because we have a lot of work ahead
18
  of ourselves to put this report together for the
19
  commissioner and some other policy makers, so get
20
  your written comments and thoughts to us.
21
                                 I'm Bill O'Sullivan
                MR. O'SULLIVAN:
  with the DEP. On behalf of the department, I
23
  want to thank the speakers and the council
  especially for your service. And then the DEP
  folks that organized this great hearing, Heidi
25
```

```
Jones, sitting in the back room there, Peg Hanna,
  did most of the planning and Andrea Friedman
  sitting back there who drafted the commissioner's
 4
  speech.
 5
                      (APPLAUSE)
                MR. O'SULLIVAN:
                                 I think this was
6
7
  the best organized hearing we've had to date with
  the efforts of those three primarily and also for
  based on our hearing chairs, good leadership and
10
  the council and I have a challenge to the
11
  council.
            This is the best hearing yet.
12 looking for the best report and the most useful
13
  recommendations you have, so thank you again for
14 your service and get to work.
15
                      (APPLAUSE)
16
                              I also wanted to take
                MR. EGENTON:
17
  the opportunity to reiterate my gratitude to all
18
  the invited speakers today being here and
  spending the time with us and giving us very
19
20
  valuable input. I want to also again say thanks
21
  to Peg and Andrea and Heidi, Bill, Frank,
22
  everybody here at DEP staff.
23
                It was a good hearing today.
  very organized, but it was only the product of
  all of you helping us put together a great
```

```
That's why year after year, I've been a
1 hearing.
2 long serving member of this council and every
  commissioner always says, you know what, I have a
  lot of respect for the Clean Air Council for the
  work that you do and the input you provide, and
  it's because of this and all your help.
                                           I want
7
  to thank our stenographer for typing away.
8
                      (APPLAUSE)
9
                MR. EGENTON:
                             And of course again,
  all of you for hanging in there.
                                     I think it's a
11 record.
           So with that, can I have an official
12
  motion.
13
                DR. BIELORY: Motion to adjourn.
14
                MR. EGENTON: Can I have a second?
15
                    WESTON:
                             Second.
                MR.
16
                MR. EGENTON: All those in favor say
17
  aye.
18
                BOARD MEMBERS:
                                Aye.
19
                (Hearing Concluded at 3:32 p.m.)
20
21
22
23
24
25
```

Guy J. Renzi & Associates (609) 989-9199 www.renziassociates.com

1 CERTIFICATE 2 3 I, LAUREN ETIER, a Certified Court Reporter, License No. XI 02211, and Notary Public of the State of New Jersey, that the foregoing is 6 a true and accurate transcript of the testimony as taken stenographically by and before me at the time, place and on the date hereinbefore set forth. 10 I DO FURTHER CERTIFY that I am neither a 11 relative nor employee nor attorney nor counsel of 12 any of the parties to this action, and that I am 13 heither a relative nor employee of such attorney 14 or counsel, and that I am not financially interested in the action. 15 16 17 18 19 20 21 Sauren M. Etier 22 Notary Public of the State of New Jersey 23 24 My Commission Expires June 14, 2018 25 Dated: April 30, 2018

	access 108:6	acting 13:3	119:13 121:7
<u>A</u>	111:2 131:25	14:17 25:20	121:9,17
a.m1:15	134:5 144:24	26:6,15	123:2 128:4
ability 56:20	180:1,7	126:19	149:6 192:2
63:3 78:15	186:12	action 37:19	195:1 201:25
82:15 119:12			
144:17	218:19	117:13	207:16
145:17	220:21 226:3	123:11	220:13 230:5
202:23	234:16	134:23	additionally
206:19	accessible	171:20	106:4 150:14
208:13	27:10 188:16	172:14,19	additions
218:19	216:20	208:16	216:20
221:16	accommodate	229:18 230:7	address 11:10
able 4:10 5:25	18:3	245:12,15	14:21 15:1
6:5,7,19	accommodates	actions 41:21	71:20 72:13
19:4 21:15	56:12	103:4,11	77:8,15
42:10 59:4	accomplish	120:9,11	141:22
63:17 65:3,8	18:20	121:7 123:5	160:18 161:9
66:3,4 68:4	Accord 165:16	123:9,13	175:25
68:6 83:22	account 146:23	171:21,22	177:12
92:11,20,20	155:15	172:16 174:3	188:18
93:11 98:14	212:22	active 206:16	209:13 234:5
105:17	accountable	214:8	addressed
110:12 127:6	126:21	actively 197:9	23:18 123:16
131:22	accounting	197:15	146:12
147:15 179:2	102:19	activities	148:19 177:6
179:11 182:6	accounts 23:19	36:25 52:10	197:22
183:7 191:11	156:1	81:10	addresses 6:20
191:16	accrue 233:11	activity 97:13	123:17
213:21 225:1	accurate 245:6	199:11	adequate
absolutely	accurately	actual 64:5	236:17
50:19 64:19	191:20,21	134:5	adjacent 60:18
68:2 94:2	ACES 79:9	adaption	77:12
181:1 234:17	achieving	219:15	adjourn 244:13
Academia 70:12	237:7	add 77:9 93:9	ADJOURNMENT
accelerate	acknowledge	124:4 132:7	3:20
8:24 38:15	13:14	added 41:18	adjust 173:15
102:9 233:19	acknowledges	adding 75:6,7	administra
240:2	117:13	212:20	8:14,15 9:13
accelerated	acknowledg	addition 37:16	14:19 23:8
96:6	25:9	61:17 146:1	administrator
accelerating	acquainted	213:23	14:17 25:21
103:6	14:11	additional	adopt 87:8
acceleration	act 17:1 38:25	20:2 83:11	115:17 197:6
38:21 148:16	80:19 198:2	91:7 100:7	adopted 20:4
	210:12	109:4 110:3	38:23 172:14
acceptance 45:13	acted 4:11	110:14	177:13 185:3
43.13			

192:9,21	6:8 112:23	112:9,20	240:20 242:1
adoption 8:24	160:19 169:4	213:9 242:17	242:2,5
9:2 38:21	173:16	aid 207:10,11	244:4
113:1 117:20	AFLCIO 8:10	aims 239:22	aircraft
118:19 121:2	afternoon 6:16	air1:2,7 4:4	132:14,15
141:6 153:15	6:19 125:14	4:7,19 5:16	airlines 193:6
196:13	140:19 155:4	5:23 7:5,8	194:2,13
226:21	183:20	7:10,13 10:1	airport 193:5
232:15	229:10 232:2	10:21 12:2	194:7,8
adulthood	235:5	12:22 13:10	204:13
59:14,19	agencies 6:21	14:3,12	airports 193:3
advance 5:13	13:24 70:11	15:13,15	193:12
36:17 37:3	84:19 86:11	16:11,18,25	aligning
127:11 185:5	86:25 124:1	17:2 18:15	141:25
237:10	149:22	24:18 26:5	alike 116:8
240:22	171:22,24	30:14 36:2	118:25
advanced 162:5	172:16,17	37:11 38:25	Allen 2:15
164:18 165:9	178:3 182:20	59:10,23	7:15,18
217:14 235:9	183:6 202:12	60:3,9,15	25:24
advances 5:3	202:14,16	61:12 63:3	alleviate
44:14	203:12,24	64:12 67:3,6	159:2 197:20
advancing	204:21 211:8	71:14 78:13	Alliance 46:13
38:18 221:4	215:15	78:15 87:11	163:15,20
advantage 5:14	agency 3:18	87:13 100:23	allocated
55:6 134:16	86:23 87:16	101:9 102:2	10:11
135:16 165:5	117:21	108:23	allocation
168:16	171:25 172:1	112:15	211:25
184:22	182:22	117:20	allow 9:8
advantages	183:24 210:8	121:13,24	23:10 30:6
54:15	214:12 219:4	122:2 124:20	55:14 124:7
advice 14:6,21	agenda 11:6	125:16	178:11
14:22	164:17	144:17 146:8	197:22 220:2
advised 14:4,8	aggressive	146:13	222:12
advisor 37:18	55:22,25	152:11 155:5	241:21
advocacy 58:23	160:3 169:3	161:18	allowable 81:6
advocate 82:9	ago 38:2 42:23	166:15 167:5	allowed 71:6
advocates	42:24 44:7	170:1 183:5	allowing
160:11,25	45:23 46:7	187:7,11	119:19
173:9	48:3 61:23	188:3 208:25	229:11 240:9
affairs 7:21	99:19 150:2	221:1 223:21	allows 111:6
21:1 125:7	159:24 224:8	224:9,13	158:9 225:22
125:18,24	agree 64:20	230:16,19,20	227:23
183:17	224:19	230:24	233:12
affect 120:5	ahead 11:20	231:20 232:3	alluded 234:6
affluent 90:4	23:17 50:9	233:5 235:25	alternate 87:5
affordability	68:14 108:15	236:10	96:15 198:4
	<u> </u>	<u> </u>	<u> </u>

			1496 210
alternative	188:12,23	21:5 26:25	25:5,11 26:2
15:14 45:14	197:18	26:25 73:8	35:20,22
68:18 84:25	202:17	108:4	58:3 100:19
85:11 94:11	205:15	apartments	101:7 123:20
125:21 126:8	Andy 182:24	94:14	124:21,24
127:5,9,10	215:16	app 34:13	125:2 163:22
127:16	anecdotal 35:3	135:22,22	209:17
129:10,15,16	anecdote 118:1	apparatus	215:16,25
129:21	anecdotes	26:20	232:6 234:25
130:19 131:7	117:7	apparent 50:16	approach 28:6
131:18	Angeles 143:19	apparently	43:13 47:18
132:19 133:9	144:2 145:19	199:17	74:9,19,25
143:2,14	146:8 152:10	appealing	79:16 96:7
148:4 155:14	166:20,24	116:17 219:5	148:9 151:14
155:17	167:6	appeals 123:2	151:20,25
202:23	announced	appear 157:17	153:13
205:10	20:10 170:10	Appearing 3:12	176:21
alternatives	187:2 196:21	APPLAUSE 12:25	appropriate
153:6	announcement	25:3 35:23	15:20 74:1
amazing 165:14	128:3	58:6 67:20	172:3
175:4	annoying 61:25	85:6 100:20	appropriately
amenable 21:7	62:1	125:4 140:13	27:15
43:8	answer 21:7	154:21	approval 19:20
amenity 159:16	80:25 104:16	163:13	95:15,19,22
America 161:4	105:4 121:16	176:11	96:6
232:12	149:11	182:17 216:1	approving
American	162:16	229:3 231:24	19:12
230:18	176:10	235:2 239:5	approximately
Americans 18:6	209:19	242:9 243:5	118:9 137:12
amount 30:14	answers 150:24	243:15 244:8	224:8 227:15
71:25 136:14	antifreeze	application	apps 34:10
136:21	138:12	31:1 73:13	April 1:14
175:17	anxiety 24:2	153:25	73:18 223:19
190:19 192:6	99:5 152:1	200:10	245:25
208:3 238:23	159:3 179:13	applications	area 4:13 6:18
analysis 93:8	179:14	96:16 107:1	28:14 32:3,5
93:10 100:6	188:19	143:8 218:13	32:18 91:7
102:13 139:2	197:20 234:6	applied 114:7	105:8 107:25
224:9 235:16	anybody 223:21	150:20	108:8,24
and-a-half	228:23	153:14	110:18,25
150:1,2	anymore 21:19	applies 181:23	111:8 122:12
213:1	79:13 95:25	apply 114:8	130:8,24
Andrea 198:14	138:14 225:6	118:3 126:14	134:10,11,16
243:2,21	anyway 198:8	150:12	136:14
Andrew 2:16	222:23	appreciate	138:23
9:25 183:15	apartment 21:4	12:8 15:7	177:10 190:7
	<u> </u>		

207:24	aspect 32:16	10:13 12:8	163:16,20
214:17	189:14	36:5	241:17
areas 5:2 6:15	213:17	attention 73:4	automobiles
9:6 32:23	aspects 33:16	108:1 220:23	230:11
33:10,14	214:16	236:17	automotive
37:16 73:11	Assembly 8:20	attitude 52:6	124:17
83:22 89:14	161:24,24	attorney 95:20	154:25
93:13,21	162:12	245:11,13	autonomous
98:23 99:7	225:14	attract 233:23	79:10 212:20
105:6 107:14	assess 124:1	attributable	213:1,5,13
110:22 111:7	assessment	77:6	213:24 214:1
113:15	139:2	attributed	214:4,21
122:10,22	asset 126:15	238:23	215:4
123:1 127:25	assets 75:24	attributes	availability
130:20	116:21	41:15 47:9	15:17 41:14
131:15	assist 236:3	audience 15:8	99:10 104:9
173:12	assistance	24:20 49:3	111:22
188:21 189:2	68:23,25	183:13 211:4	114:24 119:8
189:10,13	69:5	242:12	120:19
215:8 219:18	associate	authority	122:22 149:9
230:22	101:11,22	38:24 61:15	178:23
231:13	associated	61:22 62:22	available 12:2
240:12,20	71:15	63:24 84:21	18:9 34:11
arguably 30:13	ASSOCIATES	85:9,16	46:3 88:21
arguments	1:19	86:12 151:13	94:17 103:22
55:11	association	177:3,5	103:25
Armageddon	52:15 53:14	183:8 187:2	107:12 114:7
83:15,18	92:2,4,14,19	193:3,3,19	115:23 116:4
arrangements	155:7 177:22	194:8 203:23	119:2,10
153:23	178:14	203:25 204:5	154:14,18
array 127:17	230:18	204:9	157:3,15
arrival 12:6	associations	authorization	169:17,19
arrive 217:18	9:8 46:12	225:16	174:7 180:21
arrives 83:16	assuming 82:3	authorizat	185:21
arrows 201:12	195:5	233:1	192:15
art 47:7	asthma 60:6,12	authorizing	198:19
article 99:24	228:18	9:7	218:15
171:5	230:24 231:1	auto 20:5 46:8	220:22
Ashley 224:3,7	Atlantic 23:13	46:9,12,13	221:25
229:5	atmosphere	47:10 52:15	235:21 241:2
aside 136:25	30:23	52:20 158:5	Avalon 165:17
asked 39:11	attempt 210:13	158:9 160:16	avenue 208:21
79:23 80:11	210:14	161:15,21	average 118:10
95:1 181:2	attendees 9:16	170:22 171:6	195:2
1	1		
227:12	11:8	173:8 239:25	lavoid 110:14
227:12 asking 33:6	11:8	173:8 239:25 automobile	avoid 110:14 219:11
227:12 asking 33:6	11:8 attending 7:4	173:8 239:25 automobile	avoid 110:14 219:11

1 1	
223:11 212:25 61:5,25 149:22 2	242:7
avoided 75:13 222:24 63:10 86:3 beginning	
award 53:7 228:12,15 87:25 88:3 14:16 32	•
73:17 243:1,3 95:24 103:16 167:9 19	
aware 44:1 background 128:11 140:3 begun 26:8	
92:23 145:18 12:19 15:12 144:1 145:5 behalf 59	
177:23 188:9 141:2 145:16 151:5 143:3,19	
207:20 backs 47:20 151:17 155:4 16	
238:10	
awareness 6:9 bad 201:4 154:2 190:18 242:22	
41:10,12 224:4 199:14 200:9 behavior	42:20
45:8,13,21 balance 74:14 206:9 209:25 Beijing 1:	
45:24 46:25 105:4 186:15 211:7,8 believe 5'	
47:16 52:14 ball 52:23 213:2 227:23 128:6 13	
56:21,25 Bank 68:18 basin 166:21 135:21	-
81:13 94:2 207:18 166:24 138:10	
120:25 121:8 bans 152:5 basis 84:17 145:20	
122:23,24 Barra 44:8 128:21 150:15	
123:1,7 barrier 95:24 211:12 182:25	
173:5 174:2 barriers 53:11 batteries 44:5 193:13	
174:4 175:23 94:16,19 83:2 149:2,7 210:11 2	211:2
175:25 113:18 167:18 235:3 24	12:10
aways 236:11 120:12,24 battery 17:13 bench 176	:13
awful 45:20 123:15 20:6 39:21 beneficia	ıry
82:16 219:17 223:6 39:22 44:15 22:9	_
Axel 3:14 base 72:7 55:9 77:10 benefit 19	5:1
125:6,17 89:21 77:11,14,21 24:4 31:	:14
132:9 based 28:6 78:23 79:1 31:16 65	5:3,8
aye 244:17,18 45:3 90:17 114:11,13 71:14 76	5:4
104:22	7:22
B 114:10 152:21 129:23	L62:7
B 147:16 119:11 122:9 157:24 186:12 2	233:7
back 4:13 10:5 122:16 167:17 233:9 23	38:16
20:18 33:17 128:20,22 169:17 170:6 benefits:	24:15
48:24 57:10 134:25 182:5 187:24 31:18,23	L
61:16 63:2 148:14 166:6 221:5,6,9 41:14 4	7:9
66:21 68:21 180:16 181:3 236:15 237:2 76:1,18	
78:15,25 191:9 192:3 238:9,14 94:10 13	L0:16
82:11,16 198:20 battle 66:12 118:6 12	21:10
93:20 100:16 229:18 Bay 66:23 123:2 14	44:19
101:2,6 232:17,18 Beach 144:2 153:20	
132:4 134:20 243:9 152:10 159:22	
	L74:5
143:4 150:25 basic 47:18 168:22 160:14	
143:4 150:25 basic 47:18 168:22 160:14 1 168:14 185:4 181:25 bear 165:3 218:20	
143:4 150:25 basic 47:18 168:22 160:14 3 168:14 185:4 181:25 bear 165:3 218:20 185:14 basically beat 184:5 224:23	
143:4 150:25 basic 47:18 168:22 160:14 1 168:14 185:4 181:25 bear 165:3 218:20	233:5

			2
233:5,10	131:20	199:11	181:14 182:4
242:2	132:21	200:13	Bolts 51:20
best 42:4	141:20	bites 227:3	175:10,11
56:11 62:1	147:11,13	block 28:7	bonds 207:13
77:24 101:15	149:1,9	34:5 60:11	bonus 145:17
115:3,17	150:8,13	181:9,10	bonuses 145:21
143:6 148:6	151:15 152:2	blocks 27:24	book 192:11
149:24	159:7 176:13	28:5	books 38:8
155:23,25	207:5	blowers 166:14	boost 160:13
163:21 189:9	bigger 39:20	166:16,19,22	booth 52:14
199:19	206:3	blows 138:12	border 23:5
202:21 203:4	biggest 30:22	blue 122:7,14	122:6 199:6
243:7,11,12	145:2 148:3	199:16 200:4	boring 218:24
better 47:11	153:3	Bluhm 2:9 3:4	219:1 223:10
137:6 141:17	bike 133:7	4:1,3 10:2	Boston 23:15
169:14	bill 226:4	13:15 33:25	bottom 17:20
181:24	233:1 242:21	34:20 163:2	156:12
199:12,23	243:21	212:15,16	159:23
221:10,12	billed 98:17	221:20	bought 50:6
241:24	billing 98:16	223:12	75:25 134:22
BEVs 170:11	billion 64:24	BMP 210:14,21	155:20
beyond 18:9	170:23	BMT 209:25	bout 81:23
96:20 160:2	237:19	board 19:9	box 69:15
162:3 201:3	bills 8:22	38:5 68:11	159:7
205:24	9:11 162:8	68:21 69:8	boxes 98:25
233:10	162:11	69:21,22	99:12 100:3
bias 55:15	225:13	70:5 80:5,15	115:16
bid 154:6,7,7	binding 38:13	80:21 81:22	BPU 73:13 78:4
154:8	bio 96:17	83:1 84:24	79:18 82:15
bidding 57:1	127:18	86:2,3,5,5	89:4 100:11
154:3	146:24 147:5	86:15,16	176:7,9
Bielory 2:4	bit 18:14	88:5 95:19	191:1 202:18
6:4 7:14	26:16 31:4	117:21	203:8,12,14
10:2 13:18	36:19,21,23	133:12	215:20 234:6
67:23 68:7	42:23 43:4	166:15 170:2	240:21
82:8 83:17	50:21 61:16	195:25	BPU's 68:13
84:10 122:1	91:4 101:3	220:21	brain 200:21
122:1 123:17	107:16 108:9	235:17	brakes 124:12
138:21	109:9 116:10	244:18	195:20
139:24 140:8	127:7,22	boast 158:16	branch 186:17
181:25 182:6	129:12,19	boats 64:11	brand 46:5,14
182:10	134:24	Bob 2:12 8:7,9	46:22 47:7
211:20 229:6	140:23	body 113:21	202:18
239:7 244:13	143:11,20	bodyguard	brave 79:8
big 31:13,14	149:5 163:24	125:20	break 85:14
89:6,6 130:3	164:17 178:6	bolt 74:17	94:19 101:5

	l		
breaking 10:7	32:14 72:14	93:17 106:2	74:10 102:25
44:12 134:12	93:22 108:12	126:19,20	107:10 109:1
Brian 3:7	120:22 136:2	128:14 132:4	111:5 113:12
25:20 26:3	136:15,17	141:18	115:6 117:17
32:1 35:19	177:12,13	149:22	117:20,23
bridge 147:5	214:11 219:8	151:18 154:6	133:11,12
177:5 199:3	221:21	157:8 159:20	137:21
bridges 207:1	223:10 239:2	159:21,23	148:13 153:1
209:15	buildings	217:10	153:10 164:2
Bridgewater	26:25 27:1	businesses	166:6,15
199:2,6	108:4,14,18	14:1 94:9	168:3,4,8
brief 12:16	159:10 222:5	107:21 111:6	169:10 170:1
briefly 9:14	builds 112:1	busy 67:9	171:3,4,13
brilliant	131:21	161:15	172:13 174:7
180:12	built 48:1	button 205:12	176:4,20
bring 22:11	53:4 61:5	buy 19:25	178:24 181:3
76:18 130:18	78:13 81:5	27:22 34:22	181:4,8,11
168:6 181:4	106:12 222:3	63:17 105:17	181:20 205:9
231:4	bulk 71:17	134:23	California's
bringing 6:2	bullets 114:2	157:11,12	20:4 164:7
66:9 98:19	bumped 41:18	174:20	241:10
170:3	bunch 38:14	197:21 238:9	call 9:17
broad 6:13	46:10 176:6	240:14,25	74:16 86:11
113:3 127:2	195:14	buyers 118:5	98:25 99:12
127:17	bunker 60:20	155:20	100:2 128:18
229:22	burden 158:17	161:12 178:4	136:12 148:8
broader 44:11	bureaucratic	buying 27:17	200:4 217:9
111:8 120:20	97:2	41:13 42:6	223:17
175:25	burn 60:20	50:17 210:2	called 14:17
brought 25:16	burning 68:4	234:13	48:7 70:16
212:17	bus 35:8	buzz 45:20	74:9,24
brown 26:22	184:10 185:6		75:15,16
Brunswick	194:18,19,23	C	76:7 77:3
186:6 230:3	195:9	C245:1,1	78:22 83:5
budget 62:23	buses 9:8	cable 98:17	83:13 128:10
budgetary	18:11,11	cables 98:13	133:6 134:12
196:20	24:7 194:17	cafeteria	141:8 160:6
buffer 101:3	195:12	10:14	177:25 192:9
build 24:1	196:11	calculator	198:1 199:17
49:14 52:7	204:13,15	227:19,22	200:20 211:6
104:17	230:13	California	224:10
107:23 132:1	231:12,16,18	20:12 38:23	calling 182:23
160:4 204:14	231:22	45:3,15	190:9 203:17
222:18	business 25:20	54:19,22,24	calls 79:9
234:21 242:3	32:4,10	55:17,20	calm 220:6
building 32:13	90:18,20	62:9,11	Camden 196:9
= ===================================		,	

196:11	105:17 106:2	carriers	cases 77:4
197:15 230:3	106:3 108:10	142:11 143:1	84:9 95:16
campaign 46:15	110:12 124:8	143:9,14	107:12 133:3
46:22 47:4	124:13	144:3,22	151:1 157:23
57:9,17,25	133:11	145:1,10	cash 53:3
229:12	134:14	148:9,10,12	162:8 226:5
campaigns	135:24 155:1	149:16	240:16
57:15 119:20	155:5,7,8,10	152:25	catalogue
122:24	155:16,19	153:18	123:8
Campbell 2:11	156:2,5,18	Carrion 3:14	catch 36:14
8:7,7	156:19 157:7	125:6,14,17	categories
camper 83:13	157:14 158:4	137:9	41:4 216:13
campuses 48:13	158:9,14,17	carrying 148:1	category 108:3
49:2	159:24,25	cars 34:22,23	200:6
Camry 165:16	160:5,19,24	35:4,15 39:9	Catherine 3:6
Canada 142:9	161:2,4,20	39:12,17,17	12:15
cans 48:1	161:22	39:25 40:2	cautioned 72:6
cap 37:13	162:13,21	42:2 44:6	Cavaliers
153:9,11	163:7,22	47:10,24	206:1
capabilities	164:2,6	51:3 52:1,5	cell 54:10,15
218:18	165:15	52:21 57:19	54:16,18,21
capability	168:17	59:23 60:2	55:4,10 99:1
213:20	170:17,17	60:13 64:16	147:19
221:11	182:3 190:1	66:13 103:19	167:24 168:1
capacity 110:2	192:5 221:15	108:18	168:6,15,16
111:3,8	226:9 230:11	109:20	168:22 174:6
114:14 205:3	242:7	110:13,16	177:3 236:20
221:7 222:10	CAR's 155:2	111:20 117:8	238:10
capital 195:13	carbon 120:16	128:4 133:21	census 34:25
195:15	126:25	134:6 137:10	89:11 90:14
196:15,19	130:15 227:8	148:24 157:7	center 1:21
222:25	236:20,24	158:12 162:5	23:19 66:22
captive 49:2	237:4 238:1	164:5 165:18	85:3 89:23
captured	240:17	165:25	102:3 128:25
242:10	241:25	166:14,20,24	
car 19:2 20:12	cards 25:25	167:1 180:15	235:13
23:16 30:18	96:9	211:23	centers 90:18
32:15,15	care 29:13	221:14,14	143:25 148:7
34:6 35:1,3	87:2 142:20	225:18	225:5
35:13,15	career 14:10	231:16 241:5	central 82:25
39:23 41:13	16:17	carting 17:24	184:15
42:6 46:2	careful 187:15	case 48:19,19	centrally 85:3
50:17 59:13	cargo 226:12	75:7 105:15	cents 143:5
59:13,20	Carolina 135:1	128:14 132:4	181:13
73:9 75:4	135:3	148:6 150:22	227:15,18
81:17 89:5	carrier 152:7	151:16	century 242:6

CEO 44:8	challenged	146:2 160:7	19:10,13
certain 80:4	157:18	160:8,11	22:4,16,23
80:12,13,18	challenges	161:4 162:7	23:2 24:1
80:19 81:6	23:17 92:6	174:25	26:19 27:10
83:1 110:24	92:17,24	190:21 192:1	27:24 28:3,8
119:6 123:25	94:15 106:13	192:5 209:25	28:18 29:4
127:25	106:18	212:12 216:8	29:11,23
130:11	112:13 141:5	216:11,11,23	32:23 33:1
133:25	147:24	218:4,6,8	42:16 69:11
136:18	160:19	220:18 221:9	70:11 71:2,3
187:25 204:4	218:11	221:16 224:3	71:24 72:15
certainly 9:24	challenging	224:15,16	72:22,24,25
13:13 25:11	106:11 108:9	226:17	73:15,20
42:9 45:19	177:9 208:5	227:20	74:18 75:2
46:17 49:12	210:6	228:21	75:12 76:4,7
49:16 54:11	Chamber 7:6	229:13	76:10,14,18
57:5,10 58:3	206:15	232:22 240:8	77:22 80:4
61:3 85:2	chance 46:18	charged 110:10	89:22,22,24
97:8,9 100:3	chances 31:4	134:14	90:1,15,17
176:20 184:7	135:11	191:20	90:24 91:2,4
185:1,4	change 4:9,22	220:17	91:10,10,21
186:15,21	14:13,13,19	238:15 239:2	93:6,6 94:7
189:22	18:16 29:14	charger 21:3	98:3 99:4,6
194:22 195:9	79:19 97:17	23:6 77:12	99:11,11,15
196:11,22	142:3 152:8	82:2 92:4	101:14
197:16	176:5	149:12	103:12 104:7
certification	changes 63:10	174:19 175:3	104:10,14,17
161:6	93:22	177:16 222:8	105:5,5,6,7
Certified 1:20	changing 80:3	chargers 19:21	105:12,14,19
245:3	105:10	20:2 21:2,3	105:21,24
CERTIFY 245:10	219:23	21:13 23:9	106:4,10
cetera 72:25	232:20	23:10 72:19	107:7,15,22
80:5 147:7	charge 17:18	72:20 76:21	108:7 109:2
159:8	22:24 27:4	77:3,5 92:22	109:6,20,23
CFO 219:3	27:18 28:20	93:7 94:6	110:20,22
chain 69:13	29:6 34:12	95:18 96:3	111:9,12,13
chair 4:3 6:3	73:8 74:9,25	98:9 105:22	111:18,23
7:13,23 10:1	75:21 78:25	105:23	112:1,12
13:15,16,17	80:17 83:11	108:15 218:7	120:22
212:15	92:12 103:22	221:3 226:1	133:23
chairs 232:4	103:25 104:6	239:2	135:21,24
243:9	104:20	charges 9:6	136:4 137:1
challenge	108:10 110:1	77:6,9,16	147:12,12
42:12 76:23	112:21	105:1	149:17
91:24 195:10	136:18,20	charging 8:25	150:22
243:10	140:4 145:25	9:3 15:19	151:22 153:7
	<u> </u>		

			3
158:24	150:8 238:6	citizen's	24:18 26:5
159:10,14,15	check 48:24	86:14	38:25 48:7
159:19 160:4	164:5 223:25	city 21:10	91:11 100:23
175:5,13,19	Chevy 51:18,20	25:22 26:8	101:9,12,23
178:12,14,23	134:7 175:11	26:11,15,21	101:24,25
180:20	181:14 182:4	27:11 28:18	102:2 112:15
185:10,15	205:25	29:15,21,24	112:19
186:10,13,20	chicken 72:16	29:25 30:3,4	121:13,24
187:24	234:5	30:19 31:7	122:2 124:20
188:16,19	chief 44:24	32:7,17	125:16
189:13,18	68:10	33:12 34:7	152:11 155:5
190:4,16	child 60:5,10	34:16,23,25	155:10 156:4
191:3,25	60:11	50:8 61:2	156:18,19
192:14 193:4	children	64:23 65:7	158:4,9,14
193:11,20	228:19	65:19 85:22	158:15
194:20,25	chime 183:22	86:9,9,9	159:23
194.20,25	China 103:20	88:23 98:10	161:18,20,22
198:19,24	104:1	98:20 105:24	162:5,21
190:19,24	choice 181:16	106:16	167:2 183:5
201:17	choices 17:15	108:19	187:7 208:24
203:18 212:7	153:8	111:16	221:1 223:21
216:12,14,15	choose 10:15	123:10	224:13
216:12,14,13	choose 10:15	128:25 129:3	229:25
216:25	Christine	130:1 133:1	231:18,23
	183:4 187:1	137:2 173:24	232:3 235:23
217:20,21 218:1,3,20	192:23	184:14	
	203:23	188:15	235:24,25 236:5 238:19
219:3,10,17 219:18,24	215:15	221:25,25	242:2,3,7
220:22	Christmas 19:1	230:4	242.2,3,7
221:10,15	132:16	claim 148:22	cleaner 167:5
225:20,24	Chrysler	clarification	227:10 231:8
226:3 232:11	_	142:13,18	242:1
233:2,17	Chrzaszcz	clarifying 9:4	Cleaning
234:8,12,14	224:6,7	class 140:24	236:10
234:15,18	Chuck 224:1,2	142:21	clear 16:9
234:15,16	chunk 66:20	143:19	108:20
240:10,11,12	67:2 97:12	149:12 150:3	114:20
241:7,12	circle 100:16	237:5	117:11
242:4	cities 28:2	clean 1:2 4:4	118:25
chart 45:9	31:10 64:25	4:7 5:16 7:5	149:13 194:3
102:22 163:5	65:19 85:21	7:7,10,13	222:2 239:24
chatter 45:20	109:4,12	10:1,21 12:2	clearer 150:23
cheap 75:22	129:9 130:11	12:22 13:10	Clearing 1:7
228:2	130:15 131:3	14:3 15:13	clearly 42:13
cheaper 75:18	131:16 152:5	16:25 17:11	44:23 50:23
139:23 140:7	citing 32:2	18:17 22:12	108:8 159:2
133.73 140.1	CICING 32.2	10.11 77.17	100.0 139.2
	•	•	•

	1	1	ı
175:6 208:1	cochairs 7:14	combined	191:18
clever 47:2	code 192:12,19	165:11	coming 5:4,9
climate 14:13	222:21	237:18	7:2 13:19
14:13,19	codes 93:22	combustion	15:5,7 43:10
16:12,13	108:13	157:21	44:18 52:20
18:16 97:17	177:12,13	164:18 165:9	60:17 61:24
142:3 229:18	219:8 221:21	227:9,11,17	65:25 66:2
229:20 231:3	223:10	236:25 237:5	78:2 103:7
close 17:20	coffee 159:18	237:16,21	138:17
32:6,9,9	Cogen 66:23	come 5:7 15:6	157:25
34:17 115:24	coincidence	16:2 17:22	170:15
127:15	103:2 166:13	31:21 32:14	197:16 237:9
152:14	cold 55:6,8,11	34:18 47:1	242:14
205:21 209:3	137:23 138:9	57:19,20	Commencing
closely 40:18	collaborating	59:24 60:1	1:15
48:11 63:19	97:21	60:20,24	comment 3:19
79:7 104:6	collaboration	71:18 75:11	15:6,11
207:22 212:2	19:8 68:19	93:20 96:1	182:19
229:13	collaborative	106:19	223:18
closest 64:14	33:5 37:7	129:19 133:4	226:25
Club 239:15	38:18 46:8	137:5 143:5	commentary
clubs 37:20	125:12 204:1	147:18	58:5 68:9
clunkers	collaborat	152:10	comments 11:14
240:16	37:10	159:16	11:17 69:15
clusters	collapsing	170:16,17	77:16 78:10
174:25	80:21	171:14,18	100:11 132:7
CNG 202:24	colleague	172:9 182:25	216:6 220:13
205:9 206:4	25:24 103:9	218:11,20	223:23
CO2 144:16	103:13 112:8	230:9	232:14
235:19	112:18	comes 16:4	242:20
238:19,20,23	121:15	24:24 33:23	Commerce 7:7
coalition	colleagues	59:21 61:12	206:15
61:19 154:25	206:14	61:13 62:7	commercial
160:8 210:9	collected	62:11 65:1	32:18 74:17
214:1 229:16	220:7	72:16 83:12	74:21 76:24
229:22	collecting	90:5 98:3	95:3,13
232:22	48:17	125:21	159:6 190:12
coalition's	collectively	135:19 136:5	190:13,23
62:14	37:1	136:16	191:5 192:12
coalitions	college 164:9	141:19 153:3	192:22 222:6
37:24,25	164:11	153:21 169:4	230:13
coast 102:25	Colorado 118:2	190:15	Commission
122:5,19	118:8	200:18	97:16 245:24
Cobalt 134:7	Columbia	238:17,18	commissioned
cochair 6:4	211:10	comfortable	68:22
10:2 13:19	combats 138:9	149:19	commissioner
	I		l

6:7 10:24	184:16	235:20	81:4 124:6
11:22 12:6	214:23	comparison	184:20
12:14,17,21	231:15	180:23	components
12:23 13:3	240:15	191:14,23	140:6 195:25
25:5 26:6,15	241:13,15	compelling	composed 90:13
213:3 242:19	community 7:21	52:2 71:16	composite
244:3	20:25 33:7	compete 51:5,6	127:20
commission	58:9,18,22	competing	compounded
243:3	58:24 59:16	238:12	157:15
commit 193:21	60:16,18,19	competition	compounds
241:8	61:18 62:5	73:3	108:4 158:2
commitment	64:14 91:10	competitive	comprehensive
126:17	160:11 226:1	74:4 118:16	171:20
131:23	229:23	149:23 150:9	176:21
committed	community's	competitors	177:17 237:7
50:14 170:24	231:22	47:11	compressed
178:18	commuter	complaining	127:19 139:6
229:17	184:16	207:4	139:14
234:21	185:11	complete	comprised
committee 89:4	companies 71:5	145:22	237:6
100:1	89:5 95:3	completed	Compton 144:4
committees	100:2 130:3	181:2 198:14	computers
8:18,21	130:13,17	216:24	180:13
86:23 87:2	135:11,17	completely	Con 52:16
common 37:11	136:11	59:17 168:17	concentrated
81:5 92:16	160:10	168:23 196:5	102:24
163:4 177:19	163:22 164:2	complex 54:17	103:20 104:1
195:21	168:6 170:24	92:14	110:24
205:15	199:18	complexes	concentrat
communicate	companion	159:7	230:23
213:15,16	235:17	complexity	concept 76:3
communicating	237:16	57:5 114:19	123:24
52:3 97:11	company 112:2	compliance	concern 149:6
communication	136:24	39:18 40:5	157:14
78:23 100:18	137:17 138:2	compliant	concerned
203:7	153:4 232:17	225:19	190:16 192:2
Communicat	comparable	226:22	concerns 44:24
46:23	23:24 44:3	complicated	47:23 52:8
communities	121:5	31:5 50:23	78:8 82:13
16:7,8 19:22	comparatively	97:9 98:5	147:25
24:10 64:17	228:2	compliment 86:15	148:17
73:6,16 82:10 107:17	compared 42:23 43:2 116:17	complimentary	169:22
132:24	147:25	41:6 159:17	187:21,23 188:8 195:15
141:18	157:22	component	196:1,14,15
173:16	158:25 227:9	41:24 57:9	conclude
1,2.10	1 10.70 77 77 77	<u> </u>	COTICIONE
	•		•

234:20	connected	constituents	161:10 162:2
Concluded	79:10 213:4	234:3 241:25	190:21
244:19	213:13,14	constituti	197:21 226:7
concrete	214:1 224:25	206:18	consuming
219:14	Connecticut	constraints	186:22
222:11	45:2 53:1,15	11:7	consumption
conditioners	55:24 56:4	constructing	142:4
78:16	113:12 122:6	107:7	contact 121:18
conditioning	connectivity	construction	239:8,9
78:13 146:9	84:22	177:14	container
146:13	connects	constructi	188:5
conditions	128:12	40:22	context 36:24
141:5	Connolly 2:6	consulting	85:20 87:4
condo 73:8	7:20,20	79:9	104:13 215:2
92:14	221:3	consume 237:22	215:3
conduct 102:12	consensus	consumer 18:4	continue 4:22
105:18 106:2	76:13,15	41:10,11	17:7 25:19
126:20	conservation	45:8,13,24	44:5,6 52:7
conducted	234:1	46:15,24	95:7 102:24
45:22	consider 24:6	94:1 103:13	103:6 104:25
conducting	67:18 154:2	112:23	105:15
24:19 94:8	174:2,23,24	113:16 114:7	124:21
conduit 95:17	186:19	116:22	156:14
177:15,15	consideration	120:20 121:1	203:15 209:9
222:11	11:13 146:5 149:3 235:24	121:8 135:20	210:3 215:17 241:6
conference 213:1	considerat	138:24 160:3 173:5 174:2	continued
confidence	26:12 69:2	174:4 175:23	79:23
106:1 191:19	112:22	175:25	continues 4:17
confident	118:22	176:16	45:25
180:10,14	128:15	183:17 190:7	continuing
configuration	considered	220:14 226:9	52:6 56:15
128:23	63:12 65:22	consumers 24:3	202:16 211:1
confirmed 13:7	71:4 175:24	46:25 47:21	contract 29:25
104:11	considering	113:5,17	143:1 239:22
conformity	27:17 228:10	114:20 116:8	contracted
87:14	consistent	116:17,25	200:8
congested	21:23 104:3	117:11,23	contracting
134:13	177:17	118:25	74:5
congestion	221:24	119:21	contrast
86:19 130:2	CONSTANCE 2:13	121:10	236:18
134:11	56:20	122:24 123:3	contribute
conjunction	constantly	155:9 157:11	18:14,15
143:8	185:5 186:23	157:12	contributes
connect 98:21	195:12 196:7	159:16	230:16
119:19	221:7	160:22	contributing
	<u> </u>	<u> </u>	<u> </u>

			<u>J</u>
60:15 64:12	37:18 202:15	136:18 139:2	162:19 183:6
67:3	Coordinated	145:3,9	206:14
contributions	36:2	147:17	208:25
127:4	coordinating	149:12 173:4	211:19 221:1
contributor	204:8	180:23	223:21
67:6	coordination	195:16	224:13 229:9
control 142:23	178:3 193:18	212:11	229:15 232:4
235:15	194:11	227:14,17	235:23
controlled	COPD 228:20	costly 109:10	242:23
17:6 48:12	copy 235:22	123:22,22	243:10,11
188:20	core 5:14	139:19	244:2,4
controls 92:1	195:6 197:4	costs 31:17	Council's 7:5
convenience	197:8,12	95:23 124:1	counsel 154:24
111:19	226:18	129:23	245:11,14
conventional	corner 10:5	145:11	counter 97:18
23:24 71:13	52:13	180:17	113:20
75:3 148:21	corporate 1:21	195:14	counties 85:21
179:1	48:13 49:1	196:17	86:7,24 88:6
conversation	corporation	219:12	230:19
102:9 132:1	58:9,18,22	222:13 223:4	countless 9:10
220:7	61:18 184:9	223:11	countries
conversations	correct 68:1	council 1:2	146:22
41:2 95:5	107:4 207:3	4:4,7 5:16	236:18
129:20	correction	7:8,11,13,17	country 79:2
148:11	13:2	7:23 8:12	102:23
conversion	correlate	10:1,9,21	108:20 110:8
188:11	175:24	11:4,11,17	127:23
204:19	corresponding	12:2,22	145:20
237:17	71:14,23	13:11,13,15	160:20 167:6
convert 195:4	corridor 5:15	13:16 14:3	209:23
204:21 238:4	210:8 213:25	15:13 19:7	county 7:19
converted	corridors	21:24 24:19	88:12,13,14
139:17 231:7	23:12 91:11	26:5,14	122:15 199:3
converting	151:23 175:6	31:22,25	207:11 209:2
193:21	198:4,18,21	53:19 67:22	couple 26:11
204:12	cosponsor	72:5 97:23	37:2,4 43:10
231:18	52:14	100:23 101:2	44:7,21
convey 236:11	cost 29:9,12	101:9,12,22	45:22 46:7
convince 143:2	31:19 77:5	102:7 112:16	50:5 56:3
convincing	113:18,19	112:19	103:10
23:25	118:16	121:14,24	106:19
cool 144:25	119:10 121:4	122:2 123:19	126:11 131:4
220:6	124:5,7,15	124:20	134:20 152:3
cooled 83:15	124:15	125:16	157:19
cooler 159:18	129:16	137:16 155:6	168:15 169:9
coordinate	131:18	161:18	172:12 173:3

12:22 20:17	CREST 1:21	225:13	233:20 243:7
23:22 43:15	crisis 229:20	227:24 241:1	245:8
50:2 60:23	criteria	customer 45:13	Dated 245:25
91:9 92:5	164:20	48:21 74:13	daughter 5:6
105:8 106:12	165:24 222:4	161:3 191:18	164:9 212:18
118:7 144:5	critical 5:11	customers 46:1	David 207:21
187:8,11	15:2 16:6	48:3 72:21	Davis 45:11,23
188:24 197:4	20:16 41:24	126:25	171:4
208:15	42:6 50:17	141:14 171:1	day 9:15 27:23
213:24 244:9	82:22 113:16	171:8,9	30:19 63:9
Court 1:20	118:15 176:8	233:25	78:16 110:25
245:3	177:1 188:24	cut 145:16,25	125:1 130:14
Covanta 67:1,5	215:2 219:20	146:2 149:13	130:18
cover 28:7	220:4,24	cycle 97:6	137:11
29:8 31:7	221:17	136:5 187:24	145:23 165:6
96:14 211:15	234:17	221:8	175:18
237:14	critically		212:25
covered 144:13	75:23 173:6	D	226:13
172:24	178:9	D 3:1	228:21
173:17,18	crossed 51:24	daily 60:25	231:14
175:22 202:5	crowded 145:19	66:13 105:18	days 21:10
202:7	145:19	128:21	56:6 83:20
crack 17:1	crucial 231:10	Dale 3:12	228:5,6
69:22	crystal 114:20	101:10,15,21	daytime 136:3
crafted 227:22	118:24	112:10,17	136:21
cranes 205:2	curb 109:5	121:15,23	DC 23:1 28:20
create 161:11	130:2,4	124:18	96:3 110:20
241:15,19	curious 32:20	150:15	174:24
242:4	33:3 80:7	Dale's 112:18	175:13,19
created 22:1	84:20 161:12	damaging 236:7	221:3 232:11
28:13 227:19	current 7:13	Dan 235:4,6	233:1
creating	16:9 52:9	239:6	DCA 85:3 97:7
141:17	57:9 73:19	Daniel 5:5	DCFC 73:19
creative	76:20 159:13	212:18	deal 75:14,15
206:11	184:18 195:1	darkened	79:16 137:2
207:25	218:7 227:25	115:15	137:6 179:11
_	currently	dashboard	dealer 48:22
206:25	18:22 133:19	213:22	53:6 179:4
credit 39:22	141:24	data 33:23	179:20
39:25 40:3	142:10 147:9	34:25 45:15	180:11
44:25 55:14	156:1 157:2	47:20 48:17	dealers 52:15
55:18 56:13	157:3 161:23		53:2,11
113:9 118:3	162:12 163:9	140:10	114:20 116:8
credits 39:5	181:11	149:18	118:25 155:9
39:17 158:10	185:20 191:1	198:20 228:4	156:20 157:7
161:22	192:8,15	date 1:14	157:10,14

158:8,10,12	deep 46:24	90:24 93:5	department 1:3
158:17	156:16	110:23 136:5	1:10 7:21
160:19 161:2	deeper 116:10	159:13,14	8:4 13:9
161:14	deferred 75:13	161:3,16	16:21,24
dealership	defined 39:5	195:8 211:22	17:17 20:25
49:10 51:9	39:16	demanding	73:13 183:15
52:9 117:10	definitely	230:7	200:3,9
161:7 179:18	6:15 35:18	demographics	205:11,21
dealerships	44:18 54:5	34:21	207:22
40:22 41:19	55:3,13	demonization	213:11
42:5 50:15	62:14 67:10	50:22	242:22
50:18,24	130:24	demonstrate	departments
51:5 52:3,11	147:22	28:12 43:5	6:20 171:24
52:24 53:5	182:12	52:21	depend 40:8
53:14 119:20	187:21 189:1	demonstrated	depending
161:7 180:2	210:4 214:7	185:2	39:19 151:4
180:8 241:3	219:25	demonstrating	depends 10:11
dealing 16:17	degradation	50:13 120:14	105:9 149:13
80:2,5,6,8	60:16 67:4	demonstration	149:13
deals 175:4	degree 44:22	54:23 106:8	deplete 221:4
debate 214:20	103:1 132:5	147:9,21	deploy 54:21
DeBlasio 2:14	Delaware 97:16	demonstrat	55:16 127:25
7:24,24	199:2	188:3	128:19
debt 209:8	deliver 11:21	Denmark 115:8	129:10
decade 159:24	20:5 82:15	120:5	130:12 133:7
237:9	126:23	denominator	197:22
decent 66:20	131:10 133:8	177:20	deployed 40:5
decide 137:3	158:7,8	dense 134:16	138:6 146:25
223:7	delivered	density 104:23	147:3
decision 86:16	156:6 191:21	198:23	deploying
100:25	delivering	DEP 6:7 9:23	137:25
decisions 4:15	106:25	10:14,24	deployment
32:3 40:8	158:12	12:14 19:9	128:24
150:18	160:21	19:19 22:1	137:21
217:10,11	delivers	25:9 31:2	147:10 163:6
deck 194:25	132:13	63:25 68:20	deployments
decks 186:3	delivery 18:12	81:9 84:16	232:11
decline 210:3	71:5 142:18	85:2 89:4,9	depots 195:9
decrease	demand 19:16	172:2 184:5	deputy 235:12
224:22	22:21 27:15	198:5,17	describe 190:6
decreased	35:18 56:17	202:17 203:8	described
241:17	75:5 77:2,3	203:13,13	57:18
decreasing	77:6,8,16	215:18,23	describes
219:17	78:11,17,19	240:6,21	114:19
dedicated	89:1,15 90:6	242:22,24	design 47:6
26:17 223:3	90:9,15,23	243:22	69:10 101:15
	<u> </u>		

			<u> </u>
113:23 114:1	190:13	138:25 139:1	215:1
115:4,17	192:12	139:20 142:8	directly 53:5
116:10	devil's 82:8	146:12,24	107:7,20
118:14,22	diagnosed 60:6	151:4 152:15	136:1 153:14
138:8 160:12	60:12	153:8 154:19	213:21
217:7 235:10	dialogue 52:7	163:5 167:11	231:15
designated	111:15 202:2	169:17,18	director 125:7
23:8	202:16	170:5,6	125:8,18,24
designed 38:16	203:15	172:17	154:24
45:3 118:18	215:16,18	173:12	163:15
despite 45:16	220:12	191:25	216:10
45:17 175:4	dictating	214:16 215:7	
destination	162:23	215:14 218:1	dirtiest 63:7
217:18	die 64:11	213:14 218:1	dirty 17:2
detail 12:20	Diego 181:12	219:25 220:1	dirty 17.2
88:24 124:3	181:21	222:1 233:3	16:7 107:17
127:7	181.21 diesel 68:4	differential	disappointing
	78:8 96:17	121:4	
detailed 25:16 171:19	127:20	differentials	155:18 disciplinary
172:15,16	127:20	113:19	79:16
223:23		differenti	
	131:14,18		discount 117:1
details 39:15	133:2 147:1	159:22	discounts
43:15,21	147:25,25	differently	21:20,22
deterrent	148:1,21	42:15	discuss 102:5
137:25	149:1 150:7	difficult	103:11 126:8
develop 77:17	152:5,12,22	26:18 73:20	163:16
160:7 171:19	153:2 230:12	159:25	discussed
174:11	231:14 236:8	difficulty	77:25 91:6
240:10	diesels 149:18	200:12	91:24 96:15
developed	151:23	dig 40:25	202:15
93:19 111:6	differences	116:10	211:16 230:8
developer 29:8	137:20	dike 67:10	discussing
140:15,21	different 6:10	diligent 9:23	197:1 213:12
developing	6:14,17,20	diminish	232:21 241:4
10:22 20:12	37:20,24,24	186:20	discussion
160:25	37:25 45:1	dioxide 120:17	12:10 57:8
172:19,25	48:9 56:25	227:8	91:8,15
173:7	58:16 68:17	direct 9:5	182:21 183:3
development	70:15 72:23	73:19 76:20	183:6 204:1
58:25 68:11	73:1,2 76:6	142:23 218:7	210:14
98:5 142:1	77:7 89:25	237:15	214:13
163:18	89:25 91:1	directed	discussions
233:16	123:9 126:11	107:13	189:15,21
234:24	128:19,24	directing 33:2	196:23
device 190:20	130:23	direction	209:24
devices 190:12	131:14 138:8	44:19 201:12	dispatch 56:23
	l	I	I

128:21 136:2	47:12 49:20	21:13 32:10	181:14,15
138:18	53:25 55:1	90:18,20	219:2,15
dispel 188:7	57:15 62:19	93:17	227:13,16
displace	70:5,23	dozen 8:22	231:13 242:6
119:12	75:25 97:20	169:23	Driveelect
disproport	97:20 142:5	Dr 6:4 7:14	46:21
241:13	169:2 187:16	8:3 10:2	driver 137:10
distance 32:8	189:10 234:1	13:18 57:13	145:11
82:14	dollar 64:24	67:23 68:7	148:22,23
distances	173:24	82:8 83:17	153:22 201:7
148:10	dollars 19:18	84:10 97:24	drivers 41:15
distinction	19:21 22:12	99:23 100:10	47:18 76:1
132:21	86:2,4,17	122:1,1	105:16,20
distinctions	132:18 143:5	123:17	110:12
42:14	170:23	138:21	145:13,21
distributed	181:13	139:24 140:8	146:3 148:18
105:24	206:24	178:21	151:3,9
distribution	219:12	181:25 182:6	175:12,14
110:15	237:12,13	182:10	216:23
143:25 148:7	240:23	211:20 229:6	227:21
154:5	door 10:5	239:7 244:13	234:13
district 32:4	11:12 52:5	drafted 243:3	drives 47:16
32:10 90:20	DOP 203:13	drained 146:7	47:16 75:3
93:15,17	Dot 84:20 85:3	dramatic	127:5 171:16
211:10	86:11 165:11	157:24	171:17
districts	182:24	dramatically	222:13
90:19 93:2	188:13,17,20	120:2 159:4	drivetrains
dive 143:20	188:24	draw 72:21	44:10
218:25	197:18,22	drawing 77:13	driveway 26:17
diverse 160:8	203:8 205:18	drayage 143:23	91:17
diversity 84:3	209:4,22	143:23 148:7	driveways
84:7 120:19	210:11 213:8	drive 5:10	26:23
divided 198:21	227:20	19:4 21:15	driving 23:16
Division	DOTs 210:9	47:25 48:7,8	24:25 30:18
183:17 224:9	double 118:10	51:15 123:6	41:12 42:20
DMV 21:18	doubt 155:10	124:10 140:5	82:12,19
dock 60:20	Douglas 3:17	146:14	105:13
docking 195:11	163:15,19,20	151:10 152:8	116:14
DOCs 225:6	172:11	161:11	117:14 121:9
dog 17:25	176:20	167:14,16,19	133:21
doing 4:17	177:11 178:7		148:12 151:5
27:5 29:1	179:15 181:1	170:16,16	181:18 215:5
31:11,23	182:4,9,12	171:16 174:4	221:13,14
32:21 37:1	182:16	176:5,5	drop 227:23
38:20 43:14	downtime 145:9	177:4,6	dropped 120:1
46:4,23	downtown 21:9	180:18,24	drove 17:23
		-55 -57 -5	
L			

DTF 207:8	145:12	56:21 80:10	97:22 100:17
dual 28:19	170:12	80:23 91:21	100:21 101:6
due 9:20 11:5	179:17 180:9		121:22
82:15 87:6	187:20	173:5 196:6	124:18 125:5
124:9 153:1	earn 145:17	234:2	137:15
236:7	158:9 161:22	educational	140:11,14
duq 99:3	ease 151:2	56:24 81:4	154:22
dumping 158:10	easier 21:2	EEs 212:5	162:18
durability	108:17 134:6	effect 124:16	163:11,14
114:22	143:3 188:25	effective 47:3	172:7 176:12
187:25	easiest 108:11	47:15 48:20	177:8,19
			178:19
durable 119:19	110:5	49:11 117:14	
durably 116:3	easily177:16	228:16	182:14,18
duties 14:16	east 1:12	effectively	183:4,5,11
duty 22:15	10:14 58:19	41:23 117:2	185:8 186:25
23:20 24:8,8	61:3 66:8	effectiveness	188:12
24:13 30:11	125:19	113:23	189:24
30:25 140:17	easy 29:2	116:14	192:23 193:1
140:24	106:9 108:21	efficiency	194:14
142:21	114:21	62:12 65:5,6	196:18
176:23,24	117:11	65:12 71:11	197:18 201:5
187:24	150:12	188:1 221:5	201:21 202:5
204:21,22	eating 84:1	234:1 235:19	202:9 203:6
205:5 230:10	EBC 224:4	efficient	203:22
230:12	echoing 229:14	71:12 155:12	204:17
235:21	economic 76:18	efficiently	205:14
dwellings 73:5	127:8 160:14	126:12	206:13
73:16 91:23	224:9	effort 25:12	207:13
91:25 94:12	economically	28:12 37:7	208:10,22
107:18 108:3	65:1	46:8 193:17	211:18
109:3 226:2	economies	198:5 237:10	212:14
dynamic 89:3	165:12	efforts 37:12	215:12 216:2
232:20	economy 126:14	40:21 97:9	220:25
	132:11	127:2 193:6	223:16 229:4
E	135:16 136:9	204:1 243:8	229:8 231:25
E 3:1 111:5	165:10,22	Egenton 2:8	235:1,3
181:17 245:1	170:20	3:5 6:3 7:1	239:10,14
245:1	231:18	7:3,6 8:11	242:10
E-bike 133:6	Ed 52:16	12:11 13:4	243:16 244:9
eager 151:10	Edelman 46:23	13:17 25:4	244:14,16
Eagles 85:25	Edison 74:10	25:18 31:24	egg 72:16
ear 61:25	199:1	35:19,24	234:6
earlier 137:19	educate 24:3	53:18 56:18	eight 28:19
212:18 234:6	52:18 92:20	58:2,7 67:21	37:8,21 38:3
early 56:6	education 24:4	68:8 84:15	40:12 140:24
118:17 145:2	41:11 46:15	85:5,7 96:25	142:21

			1490 203
167:23	81:12 83:10	134:5 135:2	232:15,20
196:10	84:6 88:18	135:4,20	235:20
206:20 207:9	89:2,8 90:23	136:10,24	236:15,21,22
either 27:2	92:11 94:10	137:4 138:1	237:3 238:9
34:2 35:15	95:14 96:14	138:6,11	238:15,24
55:14 82:21	96:20 99:15	139:18,22,22	239:23 240:2
143:24 163:4	101:13 102:5	140:4,4,24	241:2,7
198:22	102:12,13,17	141:3,6	electrical
212:22	102:18	143:19,23	17:14 25:1
217:13	103:14,14,19	144:19	28:21 77:2
236:13	103:23	145:24	78:17 82:14
elaborate	104:10,18,21	146:10,18	82:19,20
178:6 194:16	104:25	147:8 148:5	83:3 96:1
elderly 228:20	105:14,17	148:6,11,14	179:8 191:2
elected 86:6	106:2,6,9,25	149:25 150:3	194:20
160:16	107:3,6,24	152:21 154:7	222:10,23
electric 4:6	108:2,9,18	154:12 157:2	235:7
4:24 5:24	109:17,24	157:4,22	electrically
8:24 9:2,5,7	110:1,2,12	159:15	227:7
15:16 18:7	110:16,19	160:22 161:3	electricity
18:11,12,13	111:20,21	164:7 167:12	18:17 66:17
18:23 19:2	112:5,20,23	167:20	69:12 71:4,7
20:1,6 21:15	113:1,5,7,13	169:18,19	72:12 107:1
23:9,10,16	113:19,24	170:6,8	109:21 110:9
24:7 25:23	114:11,12,12	171:7 173:22	110:10 136:1
26:10,19	115:2,9,11	174:20 175:3	136:6,16,22
27:4,10,17	115:13,21,21	176:5 179:5	137:7 181:6
28:1,2,8,14	116:14,22	179:23	181:15,19
29:3,20,22	117:8,14,19	180:15,19,24	184:24 190:4
29:23 30:5,7	117:25 118:2	181:4,7,12	190:5 191:16
- I			
32:15 34:6	118:8,13,15	183:25	194:22 200:1
35:13 39:22	118:16,19	184:19,22	220:5 227:24
44:10 47:19	119:6,12,16	187:13 188:3	233:13
53:22 55:9	119:17 120:1	188:13	electrics
61:1 65:1	120:10,13,18	190:15,17	121:4 139:18
68:13,23	121:3,9,19	191:13	167:18
69:1,11 70:6	122:21 124:1	193:11,16,22	electrific
70:12 71:1,5	124:4,7,10	194:5,17	58:10,13
71:12 72:3	124:13,14	195:8 200:5	59:3,21,25
72:10,22	127:17,18	204:6,13,23	60:2 65:10
73:9,14 75:4	128:4 129:3	209:9 211:24	66:15 67:24
75:5 76:9,10	129:6,21	212:21	71:21,23
76:11 77:4	130:6 131:13	216:12	87:20 134:4
77:12,20	132:24 133:4	227:12,14	170:10,25
78:1,10,12	133:7,10,11	231:7,9,19	185:3,6
78:18 81:7	133:13,21	231:22 232:8	187:4,22
	•		

217:15	120:17 153:6	90:7	97:5 106:23
224:20	155:20 164:3	empty 215:5	111:15 187:5
225:11 231:6	164:22	enable 141:13	engaged 50:24
233:8,12	167:10 194:7	161:2	52:18 84:16
electrified	194:7 195:6	enabled 107:5	87:25 88:16
65:21 79:11	197:12	enables 106:1	196:23
82:9 163:3	236:10,13,16	enabling	engagement
electrify 61:6	237:1,5,8,17	194:16	12:9 58:4
184:13 193:7	237:19,21	enact 162:6	79:23 80:14
240:19	238:5,16	enacted 159:24	84:18 87:18
electrifying	239:3	encountered	176:7
184:11 208:2	emissions 5:19	106:18	engaging 85:1
electrolyzer	5:25 16:1	encourage 6:15	215:14
237:15	17:8 20:4	18:22 30:4	engine 139:16
element 48:4	22:14 30:22	50:3 162:9	140:6 157:21
189:4	36:4,9,16	172:22	164:5 167:15
elements 114:1	62:13,15	197:21	194:17
elephant 62:1	71:18,20	215:17	195:19,24
eligibility	78:9 87:15	218:25	196:5 227:9
114:9 119:11	87:22 102:2	encouraged	227:11
eliminate	125:11	11:8	236:25 237:5
116:24	130:15	encourages	237:16,19
126:13 152:1	133:14,18	55:16	engineer 165:1
eliminated	140:17 147:8	encouraging	235:7,7
173:20	166:4,5	44:4,8 113:4	236:3
eliminates	187:3 224:22	113:23	engineering
20:22	225:5 230:1	ended 143:16	125:9 138:16
Elizabeth	230:9,23	energy 8:20	200:19 235:9
62:24 186:4	231:11,14,19	29:13 62:12	Engineers 8:2
elusions 47:22	235:19 236:7	65:4,6,11	engines 64:11
email 11:18	238:3,20,20	66:20,22	164:18 165:9
69:15 228:24	238:23	67:1,2 68:17	167:9 180:13
emails 81:11	239:20	68:19 73:14	England 37:9
embed 154:5	241:17	82:16,23,25	98:7 211:9
embrace 76:3	emphasis 4:12	83:4 97:18	enjoy 125:1
emerging 5:2	76:17	141:16 211:7	enjoying 41:16
78:21 79:5	employee	217:13 219:4	enlightening
148:24	245:11,13	229:25	232:5
Emily 231:25	employees 22:2	231:18,23	enormous
235:1	22:4 30:4	234:1 235:15	136:21 208:3
emission 1:6	126:4	235:19,23,24	ensure 24:10
15:22 17:10	employer 126:3	236:5 238:19	109:25 119:1
20:19,21	employers	239:3,3	126:17 161:7
21:17 37:16	48:12 90:8	enforceable	190:3,7
39:2 54:11	employment	192:22	220:20
117:12	56:7 89:20	engage 40:21	231:23
	ı	ı	1

ensures 189:25	193:7,17,22	estimate	EV's 157:25
entered 11:12	193:25 194:5	156:19	evaluate
entice 27:22	194:21 217:7	170:22	129:10
entire 29:9	218:21 234:8	estimated	evaluating
61:13 88:23	equitable	158:25 228:5	27:7 186:12
121:13	64:21 67:17	228:6	186:24
169:10 195:5	equitably	et 72:25 80:4	EVC 160:7,8
entities 32:24	67:18 238:7	147:7 159:7	161:4 224:15
50:3 201:14	equity 6:9	ethanol 127:20	224:16
201:24	65:11 173:5	139:7	226:17
entity 142:19	173:13,13	ETIER 245:3	227:20
199:24 200:2	175:23 176:1	Europe 103:20	228:21
200:7 224:17	218:19	104:2 120:6	229:13
entrenched	equivalent	European 152:5	232:22
149:21	181:12	EV 9:9 19:21	EVC's 160:11
environment	225:16	20:14,23	event 49:8
8:20 87:11	era 205:25	21:2,16 22:3	events 48:8,11
158:15 215:6	errands 109:9	22:15,18	49:1,4 51:15
215:7 229:15	especially	23:11,19	51:17 230:3
229:23	4:14 99:5	29:23 46:14	230:5
environmental	110:25 112:5	53:8 54:25	eventual
1:3,11 24:11	117:22	56:16 76:1	152:12
36:16 58:8	122:19 148:4	105:5 108:12	eventually
58:24 127:1	151:16 191:7	112:12	75:12 219:10
127:4 140:2	205:5 219:18	123:21	everybody
160:10,14	240:24	150:22	26:17 82:18
173:9,16	241:14	151:10 155:2	101:1 125:1
207:19 211:7	242:24	155:21,23,25	140:20
219:4 225:2	ESQ 2:7	160:6,13,25	177:24 178:5
229:9 233:11	essence 70:24	161:5,9,10	178:15,17
environmen	essential	161:12,16	203:9 215:20
155:13	225:21	164:8,9	222:7 232:3
EPA 12:19	essentially	185:15,25	238:8 243:22
14:10,17	73:25 78:12	186:13,16,17	everybody's
16:23,24	80:3 145:8	189:12,18	232:6
22:6	146:10 195:7	197:21	everyone's
equally 54:10	200:2 204:11	198:19 200:5	12:9
77:19	225:18	200:6 202:23	evolve 104:25
equates 217:1	Essex 88:14	216:13	evolves 42:19
equip 158:13	establish	218:20 219:2	186:23
equipment 64:8	73:14	222:6,8	evolving 4:12
132:11,12,21	established	227:21	79:18 88:7
144:3 166:17	81:9 84:25	228:14	221:7
187:22,25	87:19 149:19	233:16	EVs 17:16 24:4
188:11	establishing	234:11,19,21	75:6 77:1
192:14,16	9:3 83:7	241:21,22	79:24 162:15

195:5 196:11	6:13,19	expanding	explained
197:11,16	31:12 36:7	151:20 220:8	116:11
228:16 240:4	38:5 44:21	expands 49:23	exploitation
240:14,22,24	45:5 46:5,19	49:23	63:21
240:25	52:14 102:7	expansion	exploited
241:21	145:13	22:22 196:8	63:14
exacerbated	146:18	expect 5:7	explore 4:5,23
26:21	147:17 150:6	28:9 43:10	197:17
exact 116:9	232:16	44:12 73:17	explored 15:13
exactly 38:20	exciting 8:13	104:24	exploring 4:8
42:17,17	10:3 18:16	105:15	117:18
44:22 51:4	26:7 36:8	159:16 165:3	130:25 196:8
59:4 151:12	47:15 102:14	180:18 199:8	196:13
178:7 182:9	128:9,10	205:17	197:10
examine 128:22	164:12 215:8	expectation	exponentially
example 34:12	218:24	44:9	156:11
42:4 43:11	excluding	expense 151:15	export 83:3
47:11,14	119:6	153:3	exposure 16:8
49:14,16	exclusively	expensive	30:23
51:18 52:12	180:14	31:20 61:8	expressed
52:17,25	236:14	61:10 75:19	194:2
73:7 77:10	executive	131:7 147:21	extended 159:9
77:15 83:13	100:25	149:10 237:6	extending
89:18 99:20	exemplifying	experience	162:2
99:21 109:1	115:3	140:23 141:3	extent 74:6
111:4 114:2	exempted 21:17	143:12	187:25 204:4
114:11,17	exemption	148:22	221:8
117:8 119:3	20:21 152:18	153:18,22	extra 28:24
119:14 120:4	162:3,4	208:19	150:19 172:8
126:16 130:2	exemptions	experienced	207:11
156:3 176:17	113:14	171:15	extraordin
177:2 178:25	exhaust 164:5	experiences	167:2
188:4 199:24	exhausted	161:12	extraordinary
212:17	19:15	experiment	165:21
213:18	exist 236:16	154:10	166:18
examples 37:5	existing	experiment	extreme 195:4
50:5 93:18	151:25	77:22 100:13	extremely 14:9
111:25	156:19	expert 59:7	139:12
119:25	158:20	66:6 125:21	145:20
120:16	201:17	expertise 11:2	eye 147:20
172:13	222:17,24	33:16	F
excellent	exists 209:13	experts 79:2	
122:17	exits 197:23	106:24 205:6	F245:1
exchange	exotic 167:7	expire 120:1	FAA 194:6
130:20	expand 108:23	Expires 245:24	fabulous 6:5
excited 4:4	expanded 159:4	explain 129:8	face 124:14
	I	I	I

157:10				
faces 39:1 46:11 97:2 21:12 felt 52:17 fewer 124:11 facets 6:17 facilitate 23:14 families 18:3 families 18:3 families 18:3 family 19:2 23:15 26:22 33:25 faster 21:2 83:25 field 11:2 79:13 83:25 field 11:2 79:13 83:25 field 11:2 79:13 83:25 field 11:2 79:13 83:25 field 11:2 45:13,19 35:25 field 11:2 45:13,19 35:25 field 11:2 45:13,19 35:27 field 21:2 45:13,19 35:27 field 21:2 field 21:2 field 21:2 field 21:2 field 22:3 42 223:12,15 feet are 3	157:10	familiar 14:10	192:1 198:2	8:11 31:25
facets 6:17 199:15 232:11 233:12 fiction 79:12 79:13 83:25 facilitating 40:15 232:4 23:15 26:22 105:2 111:13 45:13,19 45:14 45:13,19 45:14 45:13,19 51:7 141:7 45:13,19 45:14 45:13,19 45:14 45:13,19 45:14 45:13,19 45:14 45:13,19 45:14 45:13,19 45:14 45:13,19 45:14 45:13,19 51:7 141:7 45:13,11 111:14 45:13,11 45:14 45:13,11 45:13,11 45:13,11 45:13,11 45:14 45:13,11 45:14 45:13,11 45:14 45:14 45:14 45:14 45:14 45:14 45:14 45:14 45:14		46:11 97:2	210:12	
facilitate 224:13 families 18:3 families 18:3 family 19:2 233:14 79:13 83:25 83:25 facilitating family 19:2 105:2 111:13 11:14 45:13,19 51:7 141:7 51:7 141:7 61:11:4 45:13,19 51:7 141:7 61:11:7 45:13,19 51:7 141:7 61:11:7 45:13,19 51:7 141:7 61:14:17 61:11:4 45:13,19 51:7 141:7 61:14:17 61:14:18:2 61:14:18:2 61:14:18:2 61:14:18:2 61:14:18:2 61:17:14 61:14:2 45:13,19 51:7 141:7 61:14:17 61:14:2 61:17:14 61:14:2 45:13,19 51:7 141:7 61:14:2 45:13,19 51:7:14 61:14:2 61:17:14 61:18:7 61:18:7 61:11:13 61:14:2 61:	224:13	171:10	216:15 218:7	fewer 124:11
233:14 families 18:3 family 19:2 105:2 111:13 45:13,19 51:7 141:7 45:13,19 51:7 141:7 45:13,19 51:7 141:7 51:7 141:7 61:11:13 45:13,19 51:7 141:7 61:11:13 45:13,19 51:7 141:7 61:11:13 45:13,19 51:7 141:7 61:11:13 45:13,19 51:7 141:7 61:11:13 45:13,19 51:7 141:7 61:11:13 61:12:12 62:13:12 45:13,19 51:7 141:7 61:98:12 62:19 61:11:13 62:13:19 61:13:19 61:13:19 61:14:13 61:14:13 62:13:14:14 16:13:13:14 18:13:14 <th>facets 6:17</th> <th>199:15</th> <th>232:11 233:1</th> <th>fiction 79:12</th>	facets 6:17	199:15	232:11 233:1	fiction 79:12
facilitating family19:2 105:2 111:13 field 11:2 45:13,19 233:16 60:5,11 148:21 238:6 51:7 141:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7 51:7 14:7	facilitate	224:13	234:8 237:7	79:13 83:25
40:15 232:4 23:15 26:22 111:14 45:13,19 234:23 72:24 73:16 favor244:16 favor244:16 facilities 89:12,12 favored 72:6 fight 20:19 66:5,7,11,25 90:4 91:16 favorite164:6 80:8 115:15 67:8 159:19 94:12,14 223:12,15 fex 83:24 187:9 189:2 174:18 230:2 230:11 feature241:9 filed 73:13 186:16 233:12 fam85:23,24 feature241:9 filed 73:13 186:16 fancy139:17 226:9 86:1,3,17,25 83:22 147:6 facing 48:11 facing 48:11 112:12 13:9 155:11 168:16 facing 48:11 far14:8 19:12 13:9 155:11 168:11,13 fact 26:21 far14:8 19:12 13:9 155:11 168:11,13 fact 26:21 far14:8 19:12 13:9 155:11 168:14 182:1,2 factors 9:9 127:24 feedrally filling 149:6 factors 104:2 13:12 229:21 filling 149:6 factors 9:9 127:24 126:16 13:23 120:12 factors 5:9 127:24 fee28:24 16:6 119:18 fail ure 7:9 farm 47:6 feedback 27:25 16:21 109:3 fail 19:15 <t< th=""><th>233:14</th><th>families 18:3</th><th>faster 21:2</th><th>83:25</th></t<>	233:14	families 18:3	faster 21:2	83:25
233:16 234:23 72:24 73:16 facilities 89:12,12 90:4 91:16 66:5,7,11,25 91:23,24 67:8 159:19 174:18 230:2 196:16 233:22 facility30:3 30:3 67:1 159:11 179:3 186:16 factorg 48:11 fact 26:21 fact 26:21 fact 26:21 fact 28:24 factors 95:9 116:13 138:2 238:25 factor 95:9 116:13 138:2 238:25 factor 95:9 116:13 138:2 238:25 fail 10:16 factors 104:22 facility 230:20 failing 10:20 failing 10:21 faili	facilitating	family 19:2	105:2 111:13	field 11:2
234:23 72:24 73:16 favor 244:16 fight 20:19 10:4 30:1 89:12,12 favored 72:6 figure 14:22 10:4 30:1 90:4 91:16 favorite 164:6 80:8 115:15 66:5,7,11,25 91:23,24 223:12,15 80:8 115:15 67:8 159:19 94:12,14 fear 83:24 211:13 187:9 189:2 174:18 230:2 feature 241:9 figured 171:2 196:16 230:11 feature 241:9 filled 73:13 33:22 fands:23,24 feature 241:9 filled 73:13 30:3 67:1 fanes:23,24 feature 241:9 filled 73:13 159:11 179:3 186:16 falled 73:13 118:6 facility 30:3 85:25 facture 24:9 86:1,3,17,25 filled 73:13 118:6 facility 30:3 85:25 facture 31:9:20 76:11.54:13 118:6 filled 73:13 118:6 facility 30:3 85:25 faur 42:9 87:1 91:11 160:16 198:11 160:16 198:11 160:16 198:11 160:16 198:11 160:16 198:1 178:18 179:22 <t< th=""><th>40:15 232:4</th><th>23:15 26:22</th><th>111:14</th><th>45:13,19</th></t<>	40:15 232:4	23:15 26:22	111:14	45:13,19
facilities 89:12,12 favored 72:6 figure 14:22 10:4 30:1 90:4 91:16 223:12,15 80:8 115:15 66:5,7,11,25 91:23,24 223:12,15 182:7 201:1 67:8 159:19 94:12,14 fear 83:24 211:13 187:9 189:2 174:18 230:2 feature 241:9 figured 17:2 196:16 230:11 feature 241:9 filled 73:13 30:3 67:1 fancy 139:17 20:16 23:7 filled 73:13 159:11 179:3 226:9 86:1,3,17,25 83:22 147:6 factoring 48:11 fart 4:8 19:12 160:16 198:1 168:11,31 46:20 47:21 39:14 47:15 198:2 210:12 final 142:17 155:14,18 62:15 63:15 198:2 210:12 final 142:17 168:20 228:2 127:24 16ea 198:1 filling 149:6 factor 95:9 127:24 16e 28:24 116:6 119:18 fail 80:16 16s:3 180:1 209:25 169:25 fail 80:16 70:24 144:23 235:13 16edback 27:25 206:16 fail 175:17	233:16	60:5,11	148:21 238:6	51:7 141:7
10:4 30:1 66:5,7,11,25 67:8 159:19 187:9 189:2 196:16 233:22 facility 30:3 30:3 67:1 159:11 179:3 186:16 fantastic 42:9 186:16 fact 26:21 46:20 47:21 155:14,18 157:15 168:20 228:2 factor 95:9 116:13 138:2 238:25 factor 95:9 118:7 fail 80:16 fail 1 97:15 fail 2 97:24 fail 2 97:25 fail 3 97:1 fail 2 97:24 fail 3 97:25 fail 1 97:24 fail 2 97:25 fail 1 97:25 fail 1 97:25 fail 1 97:25 fail 1 97:25 fail 3 97:1 fail 2 97:26 fail 3 97:1 fail 3 97:17 fail 4 federal 1 9:20 fail 1 97:20 fail 2 97:20 fail 3 97:1 fail 3 97:20 fail 3 97:1 fail 3 97:17 fail 4 97:20 fail 3 97:1 fail 4 97:10 fail 4 97:11 fact 2 4 97:21 fail 3 97:51 fail 4 97:10 fail 1 97:10 fail 1 97:20 fail 3 97:1 fail 4 97:10 fail 4 97:11 fact 2 19:11 fact 3 19:12 fact 4 97:12 fail 1 97:12 fail 1 97:12 fact 4 97:21 fact 5 98:22 fact 7 97:14 fact 6 198:11 fact 1 97:10	234:23	72:24 73:16	favor 244:16	fight 20:19
66:5,7,11,25 67:8 159:19 187:9 189:2 174:18 230:2 196:16 230:11 233:22 facility 30:3 30:3 67:1 159:11 179:3 186:16 faicing 48:11 fact 26:21 46:20 47:21 155:14,18 157:15 155:14,18 157:15 168:20 228:2 factor 95:9 116:13 138:2 238:25 factors 104:22 105:9 118:7 fail 80:16 failung 230:20 failung 100:7 fillung 100:7 fill 54:13 182:1, 2 18:6 federal 19:20 20:16 23:7 88::22 147:6 federal 19:20 filed 73:13 182:1, 2 18:6 federal 19:20 filed 73:13 18:6 federal 19:20 filed 73:13 18:6 federal 19:20 filed 73:13 182:1, 2 filed 73:14 18:6 federal 19:20 filed 73:14 182:16 federal 19:20 fi	facilities	89:12,12	favored 72:6	figure 14:22
67:8 159:19 94:12,14 fear 83:24 figured 171:2 187:9 189:2 174:18 230:2 feature 241:9 figured 171:2 233:22 fan 85:23,24 feature 241:9 filed 73:13 30:3 67:1 85:25 federal 19:20 filing 100:7 159:11 179:3 226:9 86:1,3,17,25 83:22 147:6 facing 48:11 factastic 42:9 87:1 91:11 168:11,3 fact 26:21 far 14:8 19:12 160:16 198:1 182:1,2 46:20 47:21 39:14 47:15 198:2 210:12 final 142:17 155:14,18 62:15 63:15 103:5 109:17 182:18 final 142:17 168:20 228:2 126:16 85:17 federally final 142:17 168:20 228:2 126:16 85:17 federally final 142:17 168:20 228:2 126:16 fee28:24 116:6 119:18 16:13 138:2 128:14 135:23 121:5 136:10 238:25 128:14 135:23 200:10 141:16 162:5 fail ning 230:20 fail ning 230:20 factors 14:4	10:4 30:1	90:4 91:16	favorite 164:6	80:8 115:15
187:9 189:2 174:18 230:2 feature 241:9 figured 171:2 196:16 230:11 fan 85:23,24 filed 73:13 30:3 67:1 fancy 139:17 20:16 23:7 fill 54:13 159:11 179:3 226:9 86:1,3,17,25 fill 54:13 186:16 fantastic 42:9 87:1 91:11 168:11,13 facing 48:11 112:12 13:9 155:11 168:11,13 fact 26:21 far 14:8 19:12 160:16 198:1 182:1,2 46:20 47:21 39:14 47:15 198:2 210:12 filling 149:6 155:14,18 62:15 63:15 198:2 210:12 final 142:17 168:20 228:2 126:16 85:17 feetarally 2:5 factor 95:9 127:24 fee 28:24 116:6 119:18 116:13 138:2 128:14 135:23 121:5 136:10 238:25 133:22 135:4 feedback 27:25 169:25 fail 80:16 168:3 180:1 19:13 230:2 169:25 fail 19;18 125:21 feedback 27:25 206:16 failure 75:9 farm 147:6 feedback 27:25 70:24 144:23 235:13 faith 29:16	66:5,7,11,25	91:23,24	223:12,15	182:7 201:1
196:16 230:11 features filed 73:13 233:22 fan 85:23,24 federal 19:20 filing 100:7 facility 30:3 67:1 fancy 139:17 20:16 23:7 filing 100:7 fsecing 48:11 fantastic 42:9 86:1,3,17,25 83:22 147:6 facing 48:11 fact 26:21 far 14:8 19:12 112:12 113:9 155:11 168:11,13 fact 26:21 far 14:8 19:12 160:16 198:1 182:1,2 final 142:17 f55:14,18 155:14 5 62:15 63:15 198:2 210:12 final 142:17 168:20 228:2 126:16 85:17 finally 42:5 factor 95:9 127:24 fee 28:24 116:6 119:18 116:13 138:2 123:14 135:23 121:5 136:10 fail 80:16 farm 147:6 feedback 27:25 169:25 fail 80:16 farm 147:6 feedback 27:25 206:16 failure 75:9 fax 9:5 23:1 feeds 73:11 113:3 116:15 faith 29:16 77:5 87:24 96:3 99:18 feeds 171:18 financial faith 29:16 77:5 87:24 96:3 99:18 183:21 234:7 financiall	67:8 159:19	94:12,14	fear 83:24	211:13
233:22 fan 85:23,24 85:25 federal 19:20 filing 100:7 30:3 67:1 159:11 179:3 226:9 86:1,3,17,25 83:22 147:6 186:16 fantastic 42:9 86:1,3,17,25 83:22 147:6 facing 48:11 112:12 160:16 198:1 168:11,13 fact 26:21 far 14:8 19:12 160:16 198:1 filling 149:6 46:20 47:21 39:14 47:15 198:2 210:12 filling 149:6 155:14,18 62:15 63:15 103:5 109:17 182:18 157:15 103:5 109:17 182:18 final 142:17 168:20 228:2 126:16 85:17 6121 109:3 factor 95:9 128:14 135:23 116:6 119:18 116:13 138:2 128:14 135:23 121:5 136:10 238:25 133:22 135:4 168:3 180:1 169:25 169:25 fail 80:16 farm 147:6 feedback 27:25 206:16 finance 158:18 fail 19:15 73:19 76:20 70:24 144:23 235:13 feeds 171:18 113:3 116:15 fairly 165:15 73:19 76:20 77:5 87:24 33:11 45:19 158:17,18 162:2 173:22	187:9 189:2	174:18 230:2	feature 241:9	figured 171:2
facility 30:3 85:25 federal 19:20 filing 100:7 30:3 67:1 226:9 86:1,3,17,25 83:22 147:6 159:11 179:3 186:16 fantastic 42:9 87:1 91:11 168:11,13 facting 48:11 112:12 13:9 155:11 168:11,13 fact 26:21 far 14:8 19:12 160:16 198:1 filling 149:6 46:20 47:21 39:14 47:15 198:2 210:12 filling 149:6 155:14,18 62:15 63:15 198:2 210:12 final 142:17 168:20 228:2 126:16 85:17 61:21 109:3 factor 95:9 127:24 fee 28:24 116:6 119:18 116:13 138:2 128:14 135:23 121:5 136:10 238:25 133:22 135:4 200:10 141:6 62:5 factors 104:22 168:3 180:1 209:25 169:25 105:9 118:7 fast 9:5 23:1 feedback 27:25 206:16 failure 75:9 fast 9:5 23:1 feeding 78:25 finance 158:18 failure 75:9 fail 19:20 financial 117:13 faith 29:16	196:16	230:11	features	filed 73:13
30:3 67:1 159:11 179:3 186:16fancy 139:17 226:920:16 23:7 86:1,3,17,25 87:1 91:11 113:9 155:11 160:16 198:1 198:2 210:12 168:20 247:21 155:14,18 155:14,18 157:15 168:20 228:2 168:20 228:2 168:20 228:2 163:15 163:15 163:18:7 163:20 228:2 164:18 19:12 165:19 165:10 166:10 167:10 168:20 228:2 168:20 228:2 168:3 180:1 168:3 180:1 168:3 180:1 168:20 228:2 168:3 180:1 168:3 180:1 168:3 180:1 168:20 168:20 168:3 169:25 160:16 198:1 160:16 198:1 160:16 198:1 168:20 228:2 168:20 228:2 168:20 228:2 168:20 228:2 168:3 180:1 169:25 160:16 199:18 160:16 198:1 160:16 198:1 160:1	233:22	fan 85:23,24	217:14	118:6
159:11 179:3 226:9 86:1,3,17,25 83:22 147:6 186:16 fantastic 42:9 87:1 91:11 168:11,13 facing 48:11 112:12 113:9 155:11 182:1,2 fact 26:21 far 14:8 19:12 160:16 198:1 182:1,2 46:20 47:21 39:14 47:15 198:2 210:12 filling 149:6 155:14,18 62:15 63:15 229:21 182:18 157:15 103:5 109:17 federally finally 42:5 168:20 228:2 126:16 85:17 61:21 109:3 factor 95:9 127:24 fee 28:24 116:6 119:18 116:13 138:2 128:14 135:23 121:5 136:10 238:25 133:22 135:4 200:10 141:16 162:5 factors 104:22 168:3 180:1 209:25 169:25 105:9 118:7 fedback 27:25 206:16 fail 80:16 farm 147:6 feedback 27:25 206:16 fail 10rg 230:20 fast 9:5 23:1 feeding 78:25 finance 158:18 fairly 165:15 fairly 165:15 fast 9:5 8:24 33:11 45:19 115:3:3 116:15 fail 38:10 77:5 87:24 <th>facility 30:3</th> <th>85:25</th> <th>federal 19:20</th> <th>filing 100:7</th>	facility 30:3	85:25	federal 19:20	filing 100:7
186:16fantastic 42:987:1 91:11168:11,13facing 48:11112:12113:9 155:11182:1,2fact 26:21far 14:8 19:12160:16 198:1182:1,246:20 47:2139:14 47:15198:2 210:12final 142:17155:14,1862:15 63:15198:2 29:21182:18157:15103:5 109:17federallyfinally 42:5168:20 228:2126:1685:1761:21 109:3factor 95:9127:24fee 28:24116:6 119:18116:13 138:2128:14135:23121:5 136:10238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2feedback 27:25206:16failure 75:9farm 147:6feedback 27:25206:16failure 75:9farmers 48:10feeding 78:25finance 158:18fairly 165:1573:19 76:20feed 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:1047:22,23105:6 110:20fees 111:13financially47:22,23105:6 110:20fees 111:13financially173:19111:9 150:5Feinberg 224:1find 4:2 26:19fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:577:4 29:3	30:3 67:1	-	20:16 23:7	fill 54:13
facing 48:11 112:12 113:9 155:11 182:1,2 fact 26:21 far 14:8 19:12 160:16 198:1 filling 149:6 46:20 47:21 39:14 47:15 198:2 210:12 final 142:17 155:14,18 62:15 63:15 229:21 182:18 157:15 103:5 109:17 federally finally 42:5 168:20 228:2 126:16 85:17 61:21 109:3 factor 95:9 127:24 fee 28:24 116:6 119:18 116:13 138:2 128:14 135:23 121:5 136:10 238:25 133:22 135:4 200:10 141:16 162:5 factors 104:22 168:3 180:1 209:25 169:25 105:9 118:7 farm 147:6 feedback 27:25 206:16 fail 80:16 farm 147:6 feedback 27:25 206:16 failure 75:9 farmers 48:10 feeding 78:25 finance 158:18 fairly 165:15 73:19 76:20 feel 18:1 113:3 116:15 faith 29:16 77:5 87:24 33:11 45:19 158:17,18 229:23 96:3 99:18 183	159:11 179:3	226:9	86:1,3,17,25	83:22 147:6
fact 26:21far 14:8 19:12160:16 198:1filling 149:646:20 47:2139:14 47:15198:2 210:12final 142:17155:14,1862:15 63:15229:21182:18157:15103:5 109:17federallyfinally 42:5168:20 228:2126:1685:1761:21 109:3factor 95:9127:24fee 28:24116:6 119:18116:13 138:2128:14135:23121:5 136:10238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failure 75:9farmers 48:10fast 9:5 23:1feeding 78:25finance 158:18fair 175:1723:5,9 28:20fast 9:5 23:1feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5fees 111:13financiallyfallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24feel 1173:2127:4 29:3	186:16	fantastic 42:9	87:1 91:11	168:11,13
46:20 47:2139:14 47:15198:2 210:12final 142:17155:14,1862:15 63:15229:21182:18157:15103:5 109:17federallyfinally 42:5168:20 228:2126:1685:1761:21 109:3factor 95:9127:24fee 28:24116:6 119:18116:13 138:2128:14135:23121:5 136:10238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failure 75:9fast 9:5 23:1feeding 78:25finance 158:18fair 175:17fast 9:5 23:1feeding 78:25financial179:1523:5,9 28:20feed 18:1113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23final 4:2 26:19fallen 227:5151:21 158:1feinberg 224:1find 4:2 26:19falls 23:5174:24feill 173:2127:4 29:3	facing 48:11		113:9 155:11	182:1,2
155:14,1862:15 63:15229:21182:18157:15103:5 109:17federallyfinally 42:5168:20 228:2126:1685:1761:21 109:3factor 95:9127:24fee 28:24116:6 119:18116:13 138:2128:14135:23121:5 136:10238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failure 75:9farmers 48:10fast 9:5 23:1feeding 78:25finance 158:18fairly 165:1573:19 76:20feeds 171:18113:3 116:15faith 29:1677:5 87:2433:11 45:19158:17,1829:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5fees 111:13financiallyfallen 227:5151:21 158:1feinberg 224:1find 4:2 26:19falls 23:5174:24feell 173:2127:4 29:3	fact 26:21	far 14:8 19:12		_
157:15103:5 109:17federallyfinally 42:5168:20 228:2126:1685:1761:21 109:3factor 95:9127:24fee 28:24116:6 119:18116:13 138:2128:14135:23121:5 136:10238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failure 75:9farmers 48:10215:21235:13fair 175:17fast 9:5 23:1feeding 78:25finance 158:18179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24feell 173:2127:4 29:3	46:20 47:21	39:14 47:15	198:2 210:12	final 142:17
168:20 228:2126:1685:1761:21 109:3factor 95:9127:24fee 28:24116:6 119:18116:13 138:2128:14135:23121:5 136:10238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failure 75:9farmers 48:1070:24 144:23235:13fair 175:17fast 9:5 23:1feeding 78:25finance 158:18179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24feell 173:2127:4 29:3	155:14,18	62:15 63:15	229:21	182:18
factor 95:9127:24fee 28:24116:6 119:18116:13 138:2128:14135:23121:5 136:10238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failure 75:9farmers 48:10fast 9:5 23:1215:21235:13fair 175:17fast 9:5 23:1feeding 78:25finance 158:18179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5151:21 158:1feinberg 224:1find 4:2 26:19fallen 227:5151:21 158:1feinberg 224:1find 4:2 26:19falls 23:5174:24feell 173:2127:4 29:3	157:15	103:5 109:17	federally	_
116:13 138:2 128:14 135:23 121:5 136:10 238:25 133:22 135:4 200:10 141:16 162:5 factors 104:22 168:3 180:1 209:25 169:25 105:9 118:7 191:13 230:2 210:11,14,21 205:25 fail 80:16 farm 147:6 feedback 27:25 206:16 failing 230:20 fast 9:5 23:1 feeding 78:25 finance 158:18 failure 75:9 fast 9:5 23:1 feeding 78:25 financial 179:15 23:5,9 28:20 feeds 171:18 113:3 116:15 fairly 165:15 73:19 76:20 feel 18:1 117:13 faith 29:16 77:5 87:24 33:11 45:19 158:17,18 229:23 96:3 99:18 183:21 234:7 162:2 173:22 fall 38:10 104:13 105:5 234:22 233:10 47:22,23 105:6 110:20 fees 111:13 financially 173:19 111:9 150:5 feinberg 224:1 find 4:2 26:19 fallen 227:5 151:21 158:1 feinberg 224:1 find 4:2 26:19 falls 23:5 174:24 feinberg 224:1 find 4:2 29:3	168:20 228:2	126:16		61:21 109:3
238:25133:22 135:4200:10141:16 162:5factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failure 75:9Farmers 48:10fast 9:5 23:1215:21235:13fair 175:1723:5,9 28:20feeds 171:18financial179:1523:5,9 28:20feel 18:1117:13fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24feell 173:2127:4 29:3	factor 95:9	127:24		
factors 104:22168:3 180:1209:25169:25105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failing 230:20168:2370:24 144:23finance 158:18fair 175:17fast 9:5 23:1feeding 78:25financial179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24fell 173:2127:4 29:3				
105:9 118:7191:13 230:2210:11,14,21205:25fail 80:16farm 147:6feedback 27:25206:16failing 230:20168:2370:24 144:23finance 158:18failure 75:9farmers 48:10215:21235:13fair 175:17fast 9:5 23:1feeding 78:25financial179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1feinberg 224:1find 4:2 26:19falls 23:5174:24fell 173:2127:4 29:3				
fail 80:16farm 147:6feedback 27:25206:16failing 230:20168:2370:24 144:23finance 158:18failure 75:9Farmers 48:10215:21235:13fair 175:17fast 9:5 23:1feeding 78:25financial179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24fell 173:2127:4 29:3				
failing 230:20168:2370:24 144:23finance 158:18failure 75:9Farmers 48:10215:21235:13fair 175:17fast 9:5 23:1feeding 78:25financial179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24fell 173:2127:4 29:3				
failure 75:9Farmers 48:10215:21235:13fair 175:17fast 9:5 23:1feeding 78:25financial179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24feell 173:2127:4 29:3				
fair 175:17fast 9:5 23:1feeding 78:25financial179:1523:5,9 28:20feeds 171:18113:3 116:15fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24feell 173:2127:4 29:3	_			
179:15 23:5,9 28:20 feeds 171:18 113:3 116:15 fairly 165:15 73:19 76:20 feel 18:1 117:13 faith 29:16 77:5 87:24 33:11 45:19 158:17,18 229:23 96:3 99:18 183:21 234:7 162:2 173:22 fall 38:10 104:13 105:5 234:22 233:10 47:22,23 105:6 110:20 fees 111:13 financially 173:19 111:9 150:5 192:3 210:23 245:14 fallen 227:5 151:21 158:1 Feinberg 224:1 find 4:2 26:19 falls 23:5 174:24 fell 173:21 27:4 29:3				
fairly 165:1573:19 76:20feel 18:1117:13faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24fell 173:2127:4 29:3			_	
faith 29:1677:5 87:2433:11 45:19158:17,18229:2396:3 99:18183:21 234:7162:2 173:22fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24fell 173:2127:4 29:3		1 · · · · · · · · · · · · · · · · · · ·		
229:23 96:3 99:18 183:21 234:7 162:2 173:22 fall 38:10 104:13 105:5 234:22 233:10 47:22,23 105:6 110:20 fees 111:13 financially 173:19 111:9 150:5 192:3 210:23 245:14 fallen 227:5 151:21 158:1 Feinberg 224:1 find 4:2 26:19 falls 23:5 174:24 fell 173:21 27:4 29:3	_			
fall 38:10104:13 105:5234:22233:1047:22,23105:6 110:20fees 111:13financially173:19111:9 150:5192:3 210:23245:14fallen 227:5151:21 158:1Feinberg 224:1find 4:2 26:19falls 23:5174:24fell 173:2127:4 29:3				· · · · · · · · · · · · · · · · · · ·
47:22,23 105:6 110:20 fees 111:13 financially 173:19 111:9 150:5 192:3 210:23 245:14 fallen 227:5 151:21 158:1 Feinberg 224:1 find 4:2 26:19 falls 23:5 174:24 fell 173:21 27:4 29:3				
173:19 111:9 150:5 192:3 210:23 245:14 fallen 227:5 151:21 158:1 Feinberg 224:1 find 4:2 26:19 falls 23:5 174:24 fell 173:21 27:4 29:3				
fallen 227:5 151:21 158:1 Feinberg 224:1 find 4:2 26:19 falls 23:5 174:24 fell 173:21 27:4 29:3	·			_
falls 23:5 174:24 fell 173:21 27:4 29:3				
			_	
230:4 175:13,19 fellow 7:10 42:10 53:10				
1 I I	230:4	175:13,19	fellow7:10	42:10 53:10
		<u> </u>		<u> </u>

			1490 270
99:23 111:1	118:18	109:4,11	follow 16:14
111:7 118:14	143:12	220:2	49:13 69:23
118:17	fit 33:12	flexible 10:10	94:20 99:21
119:18 166:7	100:14	54:1 219:22	121:16 125:3
166:18 188:6	138:22	flickering	196:18
201:22	fits 128:17	218:9	followed 104:2
finding 48:14	146:20	flight 194:18	following 11:9
77:24 115:18	five 11:15	Flint 182:25	202:25
120:13,22	23:8 40:9	183:16 190:8	food 199:16
121:1,6	58:21 91:13	202:4,7,20	footprint
151:18	132:5 138:25	204:24	126:25
findings 91:14	166:2,4	flip 153:5	137:18
115:1 118:13	168:13 172:8	floor 101:16	force 38:1
fine 40:7	216:6 218:4	Florida 210:10	40:12,15
firm 63:25	220:1	fluids 140:3	52:10 135:6
			forced 133:3
79:9 235:9	flat 181:18 192:3	flush 65:24	forces 5:20
first 4:8		fly 61:25	
12:13 13:12	fleet 29:22	focus 6:6	forcing 132:24
13:12 14:18	50:6,8 55:3	15:22 25:22	Ford 170:12
18:19 21:4	56:23,25	36:3 47:8,10	foregoing
28:14 29:1	57:8,22 63:7	56:15 57:17	245:5
33:10 37:12	114:18	58:1,9 68:12	foremost 70:25
40:3,10	125:22	73:12 85:10	foresee 185:10
59:13 60:5	127:14,14,15	91:3 101:13	foreseeable
69:21 70:8	135:4,25	126:11,23	109:24
70:25 72:17	153:22 176:4	142:2 171:8	forgive 184:3
72:19 75:10	185:18 195:5	214:3 220:24	form 40:11
81:17 88:25	197:6 204:22	226:18	formal 10:18
102:18	204:25 205:6	232:18	192:20
103:11,17	205:17,19	focused 73:15	format 10:17
116:19	fleets 41:18	93:21 94:3	formed 37:6
118:23 122:5	41:23 49:15	130:15	38:2
122:11 126:7	49:21 50:10	focusing 5:22	former 118:4
126:12	56:22 65:20	6:12 37:15	forming 166:4
135:13	65:21 91:5	42:5 70:3	166:5
141:13	95:4 131:22	128:25	formula 136:8
167:10 172:5	133:17 137:2	folds 37:3	191:10
181:9 183:22	137:2,3	folks 48:2,21	forth 33:18
183:23	142:12,24	52:20 79:8	181:10 245:9
188:22	150:11,18	97:14 100:21	Fortunately
197:24	175:12 206:8	130:7 131:11	106:15 165:5
198:11,12	218:14	198:5 203:8	forward 6:1
205:20,20	231:16	206:20	14:5,21 15:1
225:15	flexibilities	214:11	15:9 17:16
236:12,19,21	51:1	217:12	19:24 21:12
fiscal 113:6,8	flexibility	242:25	21:14 24:23
	<u> </u>	<u> </u>	<u> </u>

			1490 271
24:25 29:14	freeholders	198:4 203:2	funded 179:20
40:9 52:23	86:6	204:22 236:8	212:7
54:11 55:12	freight 87:2,3	236:20,20,24	funding 19:16
64:18 74:18	frequently	237:4 238:9	56:2 87:1
87:24 123:18	109:17	238:19 239:4	94:23 143:8
124:17,20	203:20	fueled 227:7	189:4 196:21
134:4 139:21	Friedman 9:25	fueling 131:20	198:7,10,11
200:11	243:2	131:21	205:13,14
212:17	friendly 83:10	132:20	206:7,8,12
220:11 229:6	155:13	151:20,22	206:21 207:5
231:5 240:1	friends 46:12	173:4 198:18	207:7 210:22
241:16	front 8:19	202:23	220:16,22
fossil 16:10	28:4 46:4	227:12 228:1	237:12
26:10 66:18	109:10	fuelling	funds 153:11
147:5 204:22	116:23 117:6	129:17	209:6
239:4 241:18	117:15 121:4	fuels 26:10	funning 153:13
found 103:2	133:24	42:15 66:18	funny 181:2
104:8,15	195:16	133:9 143:2	further 53:24
109:22	fuel 16:10	143:14	226:16
113:15	18:18 54:10	146:24,24	245:10
116:16 117:1	54:15,16,18	148:4 205:10	Fusion 165:17
117:21	54:21 55:4	238:1,2	future 4:6
137:25	55:10 60:20	240:18	5:12 6:6
founded 229:18	68:18 84:3	241:18	17:12 24:23
four 62:23	84:25 85:11	full 14:2	54:2 104:25
70:6 92:9	87:5 88:1	22:17 70:9	105:16
128:24	91:11 94:11	78:20 86:15	109:24
159:18	96:13,15	112:6 114:11	111:14 114:9
167:23	101:25	143:19	116:5,18
190:24	119:13	161:13	117:1,3
236:11	125:22 126:9	196:13	119:22
237:12,13	127:5,10,16	210:16 218:4	125:11
frame 44:13	129:11,15,16	full-time 31:7	135:15 155:2
171:22	129:21	fully 76:3	162:15
France 115:7	130:19 131:5	78:7 146:25	164:24
franchise	131:18	192:21 241:1	170:15
155:8	132:19 138:3	fun 47:25	185:10,12
franchisee	147:19 149:2	136:13	198:10 199:9
160:19	151:15 153:2	function	204:20
Frank 243:21	155:12,17	228:22	212:19
free 1:24	165:10,11,22	fund 19:12	214:21
23:10 159:18	167:24,25	20:1 162:8	222:12
173:23 174:1	168:4,5,6,15	194:6 206:9	231:23
183:21	168:16,22,24	206:18 209:5	232:18
190:18 217:2	174:6,13	fundamentally	238:21
237:17	177:2 184:23	116:21	futuristic
	I		I

		1	
214:5	154:8 158:25	24:7 40:3	Giants 85:23
	159:1 164:20	78:13 84:3	gift 19:1
G	165:22	generations	GIS 100:5
G 3:1 75:16	167:15 177:7	16:14	give 9:20 15:6
110:6	180:16,24	generator	18:25 25:15
gain 158:11	181:12,15,18	51:25 83:20	33:15 54:2
gallon 165:14	182:1 190:1	83:21 84:11	92:25 101:2
165:18	190:2 191:14	generic 183:21	117:7 118:23
181:13 190:1	199:16 200:5	generous 45:4	126:6 130:12
190:2 205:3	200:5,5	genoset 237:16	139:2 142:14
gallons 182:1	207:5 209:6	gentleman	142:19 172:7
205:4 217:1	210:1,3	134:18	177:2 181:22
game 160:3,7	217:2 224:22	gentlemen	215:21 218:4
213:9	227:25 230:1	124:23	218:8 229:1
games 136:13	230:23 231:8	125:13	238:16
gamut 202:6,8	238:18,20	137:15	given 10:18
gap 65:11	240:17 242:5	140:11	15:16 53:21
157:20	gasoline 71:13	183:19	74:2 104:18
211:15	84:5,8 106:3	204:18	105:7 129:5
garage 91:18	113:20 121:5	Georgia 120:3	155:12
92:1 108:6	129:15 131:6	133:19,21	gives 56:13
185:16	131:14,19	134:19	127:11
194:23	167:9 180:12	Georgia's	giving 178:9
234:16	191:13 217:2	173:19	243:19
garages 94:7	236:7 241:5	Germany 133:1	glad 18:24
194:20	gathered 27:25	get-go 219:8	20:24 23:14
197:15	102:8	getting 17:4	121:16
garbage 30:10	gear 20:18	35:6,7,7	global 46:13
30:11,24	gears 112:21	39:25 47:18	104:13 115:9
31:8	133:8,20	48:3,21 63:5	126:7 127:10
garden 21:21	general 3:19	82:21 85:10	137:18 236:6
156:6	33:15 107:2	132:23 135:6	globally
gas 16:1 36:16	109:22 124:5	136:10	120:11
71:18,20	124:14	147:16	globe 125:22
78:5 83:23	148:23 175:9	149:10 150:3	142:9
84:5,9,11,12	175:10	152:13,25	GM 44:8 139:16
87:15,18,22	182:19 206:9	165:18 167:1	170:13 241:4
88:19 96:17	generally	167:5 177:6	go 4:13 7:8,16
96:20 102:2	23:23 32:17	184:5 194:4	9:14 16:22
108:23	76:21 134:6	207:23 210:5	21:18 23:15
127:19,19	218:14	210:24	23:21 24:17
131:12 134:1	generated	214:11,13	36:18 37:4
134:2 139:6	66:17 153:11	219:10	40:8 42:18
139:14 147:2	generating	220:17	44:5,6 48:24
147:3,6	66:22	227:25	52:5 63:9
152:18 153:7	generation	GHG 233:4	68:14 70:2
	<u> </u>	<u> </u>	<u> </u>

Page 273

70:20 72:19	170:13	153:9 155:1	140:19
74:11,13	191:16	159:25	146:15
81:18 82:11	going 5:4,7	161:14	151:14,20,25
88:24 96:20	6:1,23 10:10	162:23,24	152:22
112:8,20	13:21 19:3	163:3 164:1	153:14
113:5 122:11	25:15 27:12	164:16,24	154:13 155:4
126:7,9	27:12,14	165:1,2,5,19	157:1 159:20
128:24	32:22,23	169:25	165:3 177:9
129:22	33:2,4,12,15	170:23 172:6	178:25
132:24 137:5	33:17,20	172:20 173:1	194:14 198:8
139:21,22	34:9,16 35:8	175:18 176:6	201:9,11,23
145:5,14	35:9,17	179:4 180:4	207:4 229:10
149:15,16	36:18,19	180:21 183:2	230:2 231:5
152:20 159:2	37:4 38:12	184:3,23	232:2 235:5
167:24	39:12 40:2,6	185:4 190:9	243:9,23
172:10	40:7 41:22	191:14,15,19	Good's 187:3
175:14 176:6	41:22 42:11	192:6 195:4	goods 61:5
179:2,14,19	44:12 46:1	195:7,8,13	gotten 63:2
182:19	46:25 50:11	196:2,4	205:25
191:11	51:3,8 54:11	200:24 204:2	Gov 165:11
192:17 201:8	54:20 57:20	209:12,20	governing
201:8 207:1	58:15 65:2	210:3 212:13	141:10
213:6 226:20	65:10 66:10	213:10 214:6	government
227:20	68:12 70:1	215:12	6:17 20:17
228:16	74:18 79:10	221:25	70:11 106:16
233:10 234:9	79:15,18,22	222:18,22	111:16
234:23	80:11,14	223:25 224:4	125:18,24
238:24	81:15,18	225:17 227:3	161:25 162:6
goal 10:19	82:21 83:8	227:17 236:1	178:4,8
47:18 62:14	83:25 85:10	237:23	202:21
102:1 106:14	89:23 92:3	238:24	208:14 236:4
184:21	95:18 96:4	GOLDEN 1:21	governments
224:16 240:4	96:25 100:7	good 4:1 7:3	56:22 107:13
240:5 241:10	100:25	9:13 13:22	113:2 115:16
goals 9:1	103:10,11	23:7 25:15	governor 8:14
36:17 37:3	109:8,19,23	25:17 29:16	20:9 38:4
38:19 86:22	112:7 125:10	33:11,23	53:7 64:2
126:21 142:1	125:25 126:6	34:24 43:12	171:20
197:1 219:21	126:10 129:7	55:11 56:13	196:21
225:16	130:2,13,17	57:16 58:12	239:18
231:20 233:1	137:1,5,7	73:9 86:21	governor's
goes 39:3 53:4	138:7 143:20	97:12,22	40:11 86:13
84:8 86:16	147:15	111:15	196:24
132:19	148:13	125:14 128:1	governors 37:8
133:22 168:4	150:24,25	134:10	38:2,4,6
168:13	151:1,11	139:15	117:4
		<u> </u>	

	ı		ı
grace 173:19	160:13	groups 40:19	guys 4:2
grade 79:1	198:23	85:1 160:10	guzzling
230:20	greatest 236:5	228:19	240:17
Graff 97:17	greatly 25:5	grow122:24	
grandson	123:19	160:1 161:2	н
164:10	124:21	grower 121:3	hailing 73:15
grant 19:10,20	green 115:16	growing 18:10	half 16:1
73:13 78:5	126:23,24	22:24 51:14	19:17 90:3
153:25 194:6	130:11 232:1	51:23 55:2	101:4,9
194:7,9	232:7	113:21	103:24
granted 179:6	greener 46:2	120:12	238:17,18
grants 15:19	greenhouse	122:21	Hall 3:12 30:3
20:1 94:22	16:1 36:15	142:10	101:10,18,21
150:12	71:18,20	159:15	123:25
154:18	87:15,18,22	161:16	Hamilton
graph 45:10	164:20	171:11,11,12	185:24,25
70:21	165:21	171:12,13,14	Hampshire
graphic 47:5	224:22 230:1	grown 103:15	122:14
gratitude	230:9,23	103:23	hand 81:24
243:17	grew 59:1,12	grows 106:12	112:7 115:5
great 15:4	grid 72:11	growth 38:16	115:14
21:14 23:6	75:8 77:15	45:17 102:17	227:22
34:10 36:13	78:13,22,24	104:3 107:3	handbook 192:9
36:15 43:1	82:20 83:4	107:6 118:11	192:20,21
44:13 52:17	106:25	120:10,15	handful 119:24 122:25 123:5
53:13 54:4	109:18,24	123:7 156:14	handing 53:7
57:4 58:14	110:2,19	156:17,22	handling 5:21
65:15,18	111:2,8	219:2	148:16
79:6 83:24 97:4 100:17	184:19 218:17	guarantee 168:5	177:24
106:5 111:4	221:12		194:21
144:12,14	233:13	guess 60:14,14 60:25 67:7	hands 15:4
147:18	238:16,18	122:8 132:22	161:11
149:17	grocery 159:7	136:8 138:16	hanging 100:22
153:13	gross 152:17	152:17 173:6	244:10
164:14 165:6	ground 19:19	189:14	Hanna 2:3 8:1
172:13,23	193:7,16	200:13	8:1 9:25
182:14	194:5 226:18	200:13	32:1 53:20
204:17 207:9	group 48:15	202:13 204:3	243:1
220:18	52:11 61:20	guests 26:6	Hanover 132:25
233:18 234:2	85:1 89:6,7	101:8	happen 40:14
242:4,25	101:24 160:6	guidance 96:22	40:24 67:8
243:25	160:9 184:6	guidebook	90:25 109:19
greater 52:15	210:7,10	88:21 96:12	120:3 208:15
75:24 111:22	211:5 213:12	96:13	215:9
118:19	214:2,10	GUY 1:19	happened 63:10
	,-•		

			_
107:9 166:12	148:17	heck 45:17	240:25
happening	188:23	Heidi 9:25	243:25
175:20 213:6	206:21 213:6	121:12	helps 47:8
happens 55:20	heard 20:8	242:25	107:23
202:17	36:12,23	243:21	134:13 189:3
happily 181:21	42:23 49:17	held 2:1 12:10	
happy 12:21	53:13 62:8	70:6 183:3	228:22
13:7 53:16	65:15 77:25	230:3	hereinbefore
74:20 101:20	78:9 87:23	hello 224:6,14	245:8
102:4 144:10	91:22 94:25	help 5:6,11,24	hey 136:12
162:16	95:10 137:19	27:21 31:3	Hi 58:12 183:4
176:10	158:21	41:7 53:11	239:16
198:15	172:23	116:23 119:9	high 93:5
220:12 229:1	177:20	120:11	110:23
hard 20:19	hearing 6:2	121:16	111:21 112:5
25:6 27:3	7:1,5,15	123:15	131:10 141:8
45:9 46:2	9:22 10:12	126:25	175:8 230:22
52:12 140:10	10:13,17	129:11 131:3	higher 23:23
hardware 76:12	11:5,17 12:1	131:16 132:3	39:24 230:24
harmful 30:14	12:3,7 13:17	151:2,19	240:11
30:22	15:10,12,21	152:1,8	highest 67:25
hat 219:3	24:19 25:11	160:7 161:18	89:15 90:6
hate 206:6	44:4 101:10	183:24 188:7	90:15 144:11
haul 18:13	121:15 150:4	188:18	highly 117:1
he'll 163:16	216:3 236:9	197:20	231:13
head 139:14	242:25 243:7	208:16	highway 23:7
170:23 178:1	243:9,11,23	219:15	91:11 134:2
headquarters	244:1,19	231:19	134:15
185:15	heat 90:22	233:19	148:24 175:5
headway 43:7	93:2 99:10	239:24	198:2 213:19
health8:4	100:5 138:11	241:15 244:6	225:24
16:6,12 62:4	138:13	helped 94:18	highways 19:23
228:3,17	237:18	215:11	23:9,11 25:1
229:23	heated 83:15	helpful 25:10	76:22 149:20
230:17 231:3	heavier 152:19	50:12 96:2	197:23
231:22	heavily 122:5	107:11	Hilary 3:15
233:11 236:7	122:7	139:12 173:1	140:15,20
healthier	heavy 24:8,12	205:13	hill 165:20
242:1	30:11,25	helping 14:22	hired 226:17
healthy 16:13	78:1 133:12	113:17	history 203:12
61:19	140:17,24	117:24	203:21
hear 18:24	142:21	120:20,23,24	hit 178:1
20:24 23:14	158:16	121:3,8	227:3
25:14 27:16	176:24	123:1,6,13	hits 83:18
47:19 52:4	204:22 205:5	232:19	hitting 141:19
73:17 146:16	230:12	234:21	152:24

			1 490 270
holds 84:4	17:17 27:19	205:3	225:25
home 21:1,3	31:3 49:12	hundreds 42:25	195 5:15 210:8
23:15 27:24	147:7 193:24	60:25 110:8	213:25
34:2 75:4	Hornsby 3:10	219:11,11	225:25
82:1 89:21	68:10,15	hunting 21:5	IC 44:3 237:19
91:4 99:7	80:23 81:25	hurdle 147:13	ICCT 101:23
105:14	82:5,24 84:2	148:3	113:24 120:9
141:15 142:6	84:12,24	hurdles 141:6	233:17
177:25	89:4 203:17	147:11 223:8	ICCT's 102:11
180:22	horses 135:12	husband 18:25	ICE 157:22
216:14	167:4	19:25 20:23	idea 34:16
217:21 227:2	HORSNBY 80:25	22:25 23:25	74:11 75:17
234:15,17	Hospital 93:17	24:3	75:20 97:4
Homeland	host 60:18	hybrid 17:14	139:8,9
203:14	91:1 93:19	39:21 114:12	152:22
homeowner	217:14	115:21	184:21,25
177:21,22	218:23	119:16	191:6 198:8
237:17	hosting 216:21	127:20	237:20
homeowners 9:8	hosts 217:9,9	139:18 162:4	ideal 118:23
92:2,3,13,19	232:19	167:17	119:1,11,18
178:10,14	hot 78:16	169:18 177:7	ideas 143:9
homeownership	hour 10:11	235:10 241:2	151:5 172:23
90:5	165:20 182:5	hybrids 20:7	identified
homes 35:1	190:22	92:10 139:7	41:3 87:19
89:13 91:16	191:24	164:19	92:18 113:25
174:17,18	200:25 218:4	hydraulic	173:3
190:17	hourly 28:23	127:20 139:7	identify 7:11
Honda 55:1	hours 110:11	hydro 127:17	93:12,13
174:12	167:23	167:12	95:8 143:7
hone 103:10	190:20	hydrogen 53:24	154:18
honor 22:2	house 8:17	54:9 55:23	187:14 236:4
honored 12:14	28:4 33:25	56:2 96:17	Idle 146:4
hood 226:5	76:8 81:19	168:12,14	idling 146:10
hook 23:11	83:5,5 92:8	174:10	IKEA 140:16,21
188:4 219:10	128:5 174:19	202:25	141:1,10,12
hope 25:16	181:5 239:25	236:19,24	142:12,19
42:9 65:9	houses 60:23	237:22 238:2	144:7 148:5
141:25 147:4	70:9	Hyundai 55:1	150:1
164:10	housing 72:24	II ulidai 55.1	illegal 177:5
215:11 219:6	89:11 104:23	I	illnesses
hopeful 73:18	hubs 175:9	I287 199:1,6	230:25
hopefully 47:2	Hudson 88:12	I295 199 : 2	illustrating
79:20 165:8	huge 42:22	I3s 50:7	104:4
200:24	165:17	178 198:25	illustrious
215:22	human 200:21	199:5	12:18
hoping 13:7	hundred 114:4	I80 198:13	imagine 124:15
			-mag-110 121·13
Ĩ	•		•

			1490 277
immediately	111:1,14,19	134:23,23	162:4 171:21
116:16	112:6 173:6	145:21	189:12
impact 30:22	173:7 178:9	152:17	210:15
62:4 64:6	178:17	158:13 173:4	229:22
141:21 221:9	191:22	239:1	included 100:1
226:6	207:24	incentives	114:16
impacted 59:11	217:25 220:3	41:9 43:23	173:13
60:4 141:18	225:7 236:23	94:1 103:13	184:15 200:4
225:5	240:4	107:21	includes 23:1
impactful	importantly	112:24,25	108:3 132:15
61:12 224:21	24:9 40:20	113:4,7,8,16	172:14
225:9 226:15	224:24 225:8	114:3 115:19	225:24
impacts 14:12	imposed 155:11	115:23,25	including
221:18,19	imposition	116:2,6,12	13:23 40:19
222:1 228:3	162:7	116:15,18,23	77:9 84:17
230:17	impressive	116:25 117:2	89:4 113:9
impede 55:8	18:8 22:22	117:5 118:14	115:6 119:2
impeded 158:19	48:15,19	118:15,18,23	132:13 160:9
implement	49:11 55:2	119:1,8,9,15	187:23
190:3	improve 5:22	119:17,19,25	211:10
implementa	52:7 126:14	121:2 122:23	232:12
106:13	135:9,10	130:25	240:15
210:16	148:22	131:19 132:3	income 89:11
implemented	187:11	133:16 136:9	113:9 117:23
19:6 43:18	231:20,22	136:23 150:8	241:15
108:13 110:7	improved	160:3 162:2	incorporate
122:20	135:15	162:9 169:9	197:7 199:20
implementing	improvements	173:14,17,21	215:10
20:13 234:9	86:20	173:14,17,21	incorporating
241:22	improves 105:1	176:23,23	200:12
importance	221:18	179:10	incorporation
83:1 106:8	improving	219:16	194:17
113:22 117:5	37:11	241:12	increase 15:16
important 5:17	incent 43:20	incentivize	20:14 41:12
5:18 14:5	50:2 75:20	133:17	42:22 43:9
18:2 26:13	236:4	151:19	45:24 111:24
36:24 39:10	incentive 9:4	174:21,22	117:19
42:14 45:6	43:19 44:20	176:15	120:18
48:4 50:12	45:4 53:3,4	incentivizing	126:22
52:2 57:24	54:20 101:14	134:19	138:12
73:23 75:23	113:22,25	150:11 151:3	155:22,23
81:16 84:7	114:5,6,16	incinerator	186:21
85:3 102:9	114:21,23	66:2	188:14 191:8
103:6,11	115:4,18	include 9:1	207:6,7,10
105:12 106:8	118:22	14:8 93:6	211:22
106:10,23	123:23	94:5 114:17	218:19 231:9
100 10,25			

increased	industries	98:22 99:1	240:13
22:19 118:8	64:25	100:8 101:14	initiative
149:2 229:25	industry 57:3	102:6 103:12	16:23 46:6
increases	63:22 67:11	104:10	211:6
111:13 153:1	70:12 72:23	105:19,21	initiatives
209:6	124:17	106:5,10,11	19:5 53:2
increasing	146:21	107:22	87:3 121:7
20:6 39:3	164:12	108:14	208:17
45:18 57:23	235:11	109:18 110:4	inner 214:12
61:4 107:11	inequality	111:18,23	innovation
110:17	142:3	112:1,13,22	25:21 126:18
186:17 221:8	inequity	120:23	innovative
increasingly	209:13	129:17	96:7 106:20
51:13 117:4	INETS 235:16	131:20	161:1
159:20	235:24	133:22	inordinate
incredible	237:11	135:18 149:9	200:16
44:14 49:6	influencing	149:21	input 6:25
51:21 156:14	48:21	151:21	10:20 25:6
incredibly	inform 77:19	154:15	33:7 35:20
225:9	information	158:20 159:3	173:8,10
incremental	35:3 89:9	160:4,18	243:20 244:5
129:16	97:19 121:18	162:10 168:9	inside 133:1
incumbent 42:3	124:19 139:5	173:4,15	insights 165:6
independence	180:1,2,8	174:5 176:2	insofar 193:19
141:16	199:21	176:22	204:12
independent	200:22 201:1	178:22,23	217:16 228:3
179:3,25	213:21 239:8	179:1,10	inspect 192:11
180:11 217:8	informed 73:24	185:3 187:24	inspecting
indicate	Infrastruc	193:20	190:11
198:17	174:15	204:14	192:13
indicated	infrastruc	207:18	inspection
100:12	5:12 6:8	213:14,15	222:3 231:11
indicating	8:25 9:3	224:25	inspections
113:22	22:16 24:2	225:21,21	191:12
197:19	26:20 27:11	226:3 230:1	inspire 33:22
individual	28:8 34:8,10	234:10,19	141:13
92:1 216:21	41:9 42:7,16	241:20	install 27:9
individuals	43:20,25	infrastruc	27:13 35:10
11:14 159:8	45:18 54:1	72:15 148:1	94:17 107:22
224:12,18	54:25 61:4	ingredients	108:7 109:2
225:1	66:21 67:2	120:15	149:10,12
induce 27:22	68:13 72:4	122:20	150:25
industrial	72:17,20	initial 19:15	185:18 193:4
16:16 95:3	74:15 77:18	31:20 44:2	223:7 234:14
190:23	84:14 86:20	154:11	241:7
230:13	91:2 98:5,19	initially	installation
	<u> </u>	l	l

9:5,9 43:20				1490 277
185:10	9:5.9 43:20	22:21 37:11	introduce 7:15	inviting 13:11
194:20 223:5 146:3 194:3 213:23 21:13 29:7 32:13 44:10 8:16 53:20 61:15 157:5 40:16 83:6 107:24 142:17 123:21 23:21 23:23 126:24 142:17 124:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 184:24 143:18 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:8,9 176:17 176:18,9 176:17 176:18,9 176:1	-			
installed 21:3 213:23 interested 32:13 44:10 8:16 53:20 61:15 157:5 40:16 83:6 107:24		•		
21:13 29:7 32:13 44:10 8:16 53:20 61:15 157:5 introducing 107:24 122:17 122:4 176:17 184:24 143:18 176:18 189:20 185:15 204:10 213:4 122:17 101:19 172:17 112:11 174:12,12 176:18 189:20 12:17 101:19 172:17 112:11 174:12,12 176:18 189:20 12:17 101:19 172:17 112:11 174:12,12 176:18 189:20 12:17 101:19 172:17 112:11 174:12,12 176:18 189:20 12:17 101:19 172:17 112:11 174:12,12 176:18 189:20 136:11 227:6 189:21 136:11 227:6 189:21 177:8 184:7 188:19 129:2 145:12 176:8 9				
32:13 44:10 92:4 189:18 137:18 172:17 142:17 172:24 176:17 184:24 142:17 172:31 172:17 185:15 172:17 172:17 185:15 172:17 172:17 172:17 185:15 172:17				
92:4 189:18 137:18 147:23 126:24 142:17 142:17 128:24 143:18 137:18 137:18 126:24 144:17 143:18 109:5 176:1 189:20 12:17 101:19 172:17 123 124:15 194:24 245:15 109:16 136:11 227:11 158:18 136:11 227:11 136:				
installing 147:23 126:24 142:17 21:7 22:4 176:17 184:24 143:18 109:5 176:1 189:20 171:23 188:19 214:15 12:17 101:19 172:17 194:24 245:15 invention 176:8,9 203:18 interesting 198:7 214:12 instance 4:19 30:8 177:8 184:7 158:14 171:4 192:10 177:78 184:7 158:14,16 inventories 13:25 177:78 184:7 158:14,16 invest 17:25 13:25 13:25 177:6 147:13 58:17,19,22 235:10 217:16 interim 209:12 177:23 58:17,19,22 235:10 interim 209:12 investigated 66:20 instrument internal 131:1 investigated 127:23 123:21,23 157:21 internal 131:1 100:8 110:3 66:20 138:17 178:2 214:10 227:9 100:8 110:3 14:25 24:22 15suel1:1 126:20 235:14 100:8 10:3 17:25 95				
21:7 22:4			_	
109:5 176:1 189:20	_			143:18
188:15 204:10 213:4 12:17 101:19 172:17 188:19 214:15 invention 176:8,9 203:18 interesting 73:24 198:7 214:12 instance 4:19 30:8 inventories 214:14 136:11 227:6 32:16 95:11 158:18 involvement 171:4 192:10 177:8 184:7 158:14,16 ip34:21 235:13 236:2 213:5 214:5 investing* 58:17,19,22 institutions 214:20 147:13 231:21 238:4 59:1 61:18 instrumental interestingly 147:13 231:21 238:4 59:1 61:18 instrument 221:16 231:21 238:4 59:1 61:18 instrument interim 209:12 interim 209:12 investigated 66:20 instrument 157:21 100:10 irrespective 123:21,23 157:21 100:8 110:3 14:25 24:22 124:1 164:18 165:9 127:9 162:9 24:23 57:24 integrity 227:11,16 170:22 180:6 59:22 60:4 126:20 236:25 237:4 204:16 223:9 60:14 64:17	109:5 176:1			
188:19 214:15 112:11 174:12,12 194:24 245:15 invention 176:8,9 203:18 interesting 4:19 30:8 188:12 198:7 214:12 136:11 227:6 32:16 95:11 158:18 inventories 214:14 133:13 236:2 177:8 184:7 158:14,16 ip 34:21 235:13 236:2 213:5 214:5 inventory 72:4 74:3 institutions 214:20 147:13 58:17,19,22 13:25 217:16 231:21 238:4 59:1 61:18 instrument interin 209:12 235:10 interin 224:7 insurance internal 131:1 127:23 156:4 117:12 124:1 164:18 165:9 100:8 110:3 14:25 24:22 integration 213:11 170:22 180:6 59:22 60:4 126:20 236:25 237:4 204:16 223:9 60:14 64:17 intendigent 237:16,20 239:25 78:21 91:25 intendigent 101:12,22 91:20 93:14 124:22 130:3 internaln 110:15 158:2 168:24 interruption 169:4 179:8				
194:24				
203:18				=
instance 4:19 30:8 inventories 214:14 136:11 227:6 32:16 95:11 158:18 involvement 171st itute 129:2 145:12 158:14,16 ip 34:21 235:13 236:2 213:5 214:5 inventory 158:14,16 ip 34:21 institutions 214:20 147:13 ip 34:21 Ironbound 58:8 instrumental interrestingly 8:21 investigated 64:13 65:13 66:20 instrument 235:10 interim 209:12 investigated 66:20 investigated 66:20 insurance internal 131:1 157:21 investing 204:21 15land 43:17 124:1 164:18 165:9 213:11 100:8 110:3 14:25 24:22 integration 213:11 100:8 110:3 14:25 24:22 integrity 227:11,16 170:22 180:6 59:22 60:4 1ntelligent 235:14 199:11 233:24 234:7 92:25 58:8 internally 233:24 234:7 92:15 95:8 internally 233:24 234:7 109:16,23 internally 234:18 109:16,23	203:18	interesting	73:24	·
136:11 227:6 32:16 95:11 129:2 145:12 171:4 192:10 177:8 184:7 158:14,16 ip 34:21 158:15 investintivitions 214:20 213:5 214:5 147:13 231:21 238:4 59:1 61:18 investingly 194:4 8:21 216:10 intern 224:7 235:10 intern 224:7 235:10 internal 131:1 123:21,23 157:21 124:1 164:18 165:9 127:23 138:17 178:2 138:17 178:2 214:10 227:9 127:11,16 126:20 236:25 237:4 204:16 223:9 235:14 internally 126:20 236:25 237:4 235:14 internally 141:22 101:12,22 157:21 101:12,22 159:11 141:22 101:12,22 157:10 101:12,22 101:10 12:19 141:22 101:12,22 107:14 135:19 138:5 136:23 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:8 180:3 179:20 20:17,20 201:2 209:21 10:8,19 11:9 201:2 200:211:1 10:8,19 11:9 201:2 200:21:1 10:8,19 11:9		_		
Institute	136:11 227:6			involvement
235:13 236:2 213:5 214:5 invest 117:25 Tronbound 58:8 institutions 214:20 231:21 238:4 59:1 61:18 instrumental interestingly invested 161:5 64:13 65:13 investigated intering 209:12 235:10 intering 209:12 intern 224:7 investing 204:21 internal 131:1 127:23 investment 127:23 investment 127:23 investment 127:23 investment 127:23 investment 128:11 164:18 165:9 54:1 62:2,25 issue 11:1 integration 213:11 100:8 110:3 14:25 24:22 integrity 227:11,16 236:20 236:25 237:4 204:16 223:9 60:14 64:17 Intelligent 237:16,20 229:25 235:14 internally 233:24 234:7 229:15 95:8 intensive 41:1 141:22 101:12,22 19:10 107:14 135:19 138:5 interchang 236:14 interrophang 236:14 interrophang 236:14 interstate interconne 14:10 198:13 invited 9:21 intervention 12:13 100:24 210:20 211:1	Institute	129:2 145:12	inventory	72:4 74:3
235:13 236:2 213:5 214:5 invest 117:25 institutions 214:20 231:21 238:4 58:17,19,22 231:25 231:21 238:4 59:1 61:18 instrumental interestingly invested 161:5 64:13 65:13 66:20 intern 224:7 internal 131:1 127:23 investing 127:24:10 127:24:10 127:27 162:29 127:29 162:29 14:25 24:22 13:11 100:8 110:3 14:25 24:22 13:11 100:8 110:3 14:25 24:22 13:11 100:8 110:3 14:25 24:22 13:11 100:8 110:3 14:25 24:22 13:11 10:15 13	171:4 192:10	177:8 184:7	158:14,16	ip 34:21
13:25	235:13 236:2	213:5 214:5	invest 117:25	Ironbound 58:8
instrumental 194:4interestingly 8:21invested 161:5 investigated64:13 65:13 66:20instrument 235:10interim 209:12 intern 224:7 insuranceinternal 131:1 123:21,23 124:1157:21 164:18 165:9127:23 investmentIsland 43:17 56:4 117:12124:1164:18 165:954:1 62:2,25 100:8 110:3issue 11:1integration 138:17 178:2214:10 227:9 227:11,16 236:25 237:4170:22 180:6 236:25 237:459:22 60:4126:20 235:14237:16,20 intend 22:16229:25 internally 199:1178:21 234:18109:16,23 107:14intensive 41:1 187:10International interchang 236:14101:12,22 interstate interconne107:14 101:22 10:15 110:15125:19 158:2 168:24 109:17,20 10:8,19 11:9 10:8,19 11:9 10:8,19 11:9 10:8,19 11:9 10:8,19 11:9 10:8,19 11:9 201:20 21:1interconne 84:1876:22 intervention10:8,19 11:9 10:8,19 11:9 12:13 100:2410:20 21:1	institutions	214:20	147:13	58:17,19,22
194:4 instrument 235:10 insurance 123:21,23 124:1 124:1 integration 138:17 178:2 126:20 125:14 126:20 125:14 127:23 126:20 127:11,16 127:23 127:23 127:24:1 128:27:11,16 235:14 129:12 120:10 120:27:23 120:27:23 120:27:23 120:27:25 120:27:25 120:27:25 120:27:25 120:27:29 120:28:20 120:28:29 120:29 120:29 120:20 <td>13:25</td> <td>217:16</td> <td>231:21 238:4</td> <td>59:1 61:18</td>	13:25	217:16	231:21 238:4	59:1 61:18
instrumentinterim 209:12210:10irrespective235:10intern 224:7investing204:21insuranceinternal 131:1127:23Island 43:17123:21,23157:21investment56:4 117:12124:1164:18 165:954:1 62:2,25issue 11:1integration213:11100:8 110:314:25 24:22138:17 178:2214:10 227:9127:9 162:924:23 57:24integrity227:11,16170:22 180:659:22 60:4126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:1111:10,19141:22101:12,2291:20 93:14124:22 130:3intertion112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	instrumental	interestingly	invested 161:5	64:13 65:13
235:10intern 224:7investing204:21insuranceinternal 131:1127:23Island 43:17123:21,23157:21investment56:4 117:12124:1164:18 165:954:1 62:2,25issue 11:1integration213:11100:8 110:314:25 24:22138:17 178:2214:10 227:9127:9 162:924:23 57:24integrity227:11,16170:22 180:659:22 60:4126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16internally234:18109:16,23intensive 41:1101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption100:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invited 9:21200:17,203interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	194:4	8:21	investigated	66:20
insuranceinternal 131:1127:23Island 43:17123:21,23157:21investment56:4 117:12124:1164:18 165:954:1 62:2,25issue 11:1integration213:11100:8 110:314:25 24:22138:17 178:2214:10 227:9127:9 162:924:23 57:24integrity227:11,16170:22 180:659:22 60:4126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:1111:10,1912:20 93:14124:22 130:3141:22101:12,2291:20 93:14124:22 130:3intertion112:19107:14135:19 138:5187:10interruption10:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invited 9:2110:17,20127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	instrument	interim 209:12	210:10	irrespective
123:21,23 157:21 investment 56:4 117:12 124:1 164:18 165:9 54:1 62:2,25 issue 11:1 integration 213:11 100:8 110:3 14:25 24:22 138:17 178:2 214:10 227:9 127:9 162:9 24:23 57:24 integrity 227:11,16 170:22 180:6 59:22 60:4 126:20 236:25 237:4 204:16 223:9 60:14 64:17 Intelligent 237:16,20 229:25 78:21 91:25 235:14 internally 233:24 234:7 92:15 95:8 intend 22:16 199:11 234:18 109:16,23 intensive 41:1 101:12,22 91:20 93:14 124:22 130:3 intertion 112:19 107:14 135:19 138:5 187:10 interruption 10:15 158:2 168:24 interchang 84:13 invitation 169:4 179:8 236:14 interstate 163:23 179:8 180:3 interconne 76:22 10:8,19 11:9 201:2 209:21 84:18 intervention 12:13 100:24 210:20 211:1	235:10	intern 224:7	investing	204:21
124:1164:18 165:954:1 62:2,25issue 11:1integration213:11100:8 110:314:25 24:22138:17 178:2214:10 227:9127:9 162:924:23 57:24integrity227:11,16170:22 180:659:22 60:4126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:111:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	insurance	internal 131:1	127:23	Island 43:17
integration213:11100:8 110:314:25 24:22138:17 178:2214:10 227:9127:9 162:924:23 57:24integrity227:11,16170:22 180:659:22 60:4126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:1Internationalinvestments111:10,19141:22101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	123:21,23	157:21	investment	56:4 117:12
138:17 178:2214:10 227:9127:9 162:924:23 57:24integrity227:11,16170:22 180:659:22 60:4126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:1101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	124:1	164:18 165:9	54:1 62:2,25	issue 11:1
integrity227:11,16170:22 180:659:22 60:4126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:11nternationalinvestments111:10,19141:22101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	integration	213:11	100:8 110:3	14:25 24:22
126:20236:25 237:4204:16 223:960:14 64:17Intelligent237:16,20229:2578:21 91:25235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:1Internationalinvestments111:10,19141:22101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	138:17 178:2	214:10 227:9	127:9 162:9	24:23 57:24
Intelligent 235:14 intend 22:16 intensive 41:1 		•	170:22 180:6	59:22 60:4
235:14internally233:24 234:792:15 95:8intend 22:16199:11234:18109:16,23intensive 41:1Internationalinvestments111:10,19141:22101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	126:20	236:25 237:4	204:16 223:9	
intend 22:16199:11234:18109:16,23intensive 41:1Internationalinvestments111:10,19141:22101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	Intelligent	237:16,20		
intensive 41:1 141:22 intentionInternational 101:12,22 		_		
141:22101:12,2291:20 93:14124:22 130:3intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1		199:11	234:18	
intention112:19107:14135:19 138:5187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1				-
187:10interruption110:15158:2 168:24interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1	141:22			124:22 130:3
interchang84:13invitation169:4 179:8236:14interstate163:23179:8 180:3interconne14:10 198:13invite 228:23182:3 194:22127:3interstatesinvited 9:21200:17,20interconne76:2210:8,19 11:9201:2 209:2184:18intervention12:13 100:24210:20 211:1		-	_	
236:14 interstate 163:23 179:8 180:3 interconne 14:10 198:13 invite 228:23 182:3 194:22 127:3 interstates invited 9:21 200:17,20 interconne 76:22 10:8,19 11:9 201:2 209:21 84:18 intervention 12:13 100:24 210:20 211:1		_		
interconne 14:10 198:13 invite 228:23 182:3 194:22 127:3 interstates invited 9:21 200:17,20 interconne 76:22 10:8,19 11:9 201:2 209:21 84:18 intervention 12:13 100:24 210:20 211:1	_			
127:3 interstates invited 9:21 200:17,20 interconne 76:22 10:8,19 11:9 201:2 209:21 84:18 intervention 12:13 100:24 210:20 211:1				
interconne 76:22 10:8,19 11:9 201:2 209:21 84:18 intervention 12:13 100:24 210:20 211:1				
84:18 intervention 12:13 100:24 210:20 211:1				•
interest 14:3 73:22 243:18 221:22				
	interest 14:3	73:22	243:18	221:22
		I	l	I

			rage zoo
issues 14:5,7	20:3,10,14	190:14 192:8	join 183:7
37:10 59:9	20:20 21:20	192:20 203:2	239:19
59:25 61:21	22:8,24 23:8	205:18	joined 125:19
64:13 67:12	23:21 25:21	206:15	182:20
68:17 69:9	26:8,20	207:17	joining 4:3
69:10 80:2	34:23,25	209:22 211:9	20:11 58:10
92:3 131:14	36:11 37:2,8	212:8 213:2	101:16
131:25	37:22 38:6	216:18,19	124:23
158:19 176:1	39:13 42:25	217:4,4	183:19
177:6 179:12	43:11 54:8	221:22	joint 46:8
189:7 197:21	59:11,15,18	224:21	joke 85:23
220:24	62:23 64:18	226:18,19	joked 163:2
222:20 225:3	64:23 65:19	227:7,13	Jones 9:25
issuing 25:7	68:11 71:18	228:10 229:9	243:1
item 3:3 45:8	82:12 83:19	229:13,15,16	JOSEPH 2:13
items 123:19	85:9,16,19	230:4,9,20	journey 26:9
I Cellis 123.19	85:19,21	230:4,9,20	JR 2:7
J	86:9,11,12	230:21,25	juice 77:13
J 1:19	97:12 98:24	232:13 233:7	July 25:7
January 170:11			144:6
171:6 174:8	102:10 110:7	233:9 234:22	
229:19	112:15	235:8,20	jump 240:24
	113:15	236:3,17	jumping 185:13
Japan 115:6	121:13	237:8 240:22	Junction
Jason 182:25	124:20	241:6,23	203:19
183:16	125:16 126:3	242:6 245:5	juncture 5:11
189:24	134:4,17	245:23	June 19:8
201:24 206:2	137:4,14,20	Jersey's 21:16	245:24
215:16	138:1 154:25	23:18 25:1	jurisdiction
Jeff 85:10,12	155:3,5,8,16	45:1 156:4	193:20
100:19	155:19,24	158:4,17	jurisdictions
239:17	156:2,18,21	159:23	97:8 177:23
Jeffrey 3:11	158:2,6,8,11	232:15	192:5
85:8	158:16,23	JetBlue 193:15	justice 16:21
Jenks 183:14	160:20	193:21 204:6	16:24 58:8
184:2,2	161:18,19	JFK 193:13,16	58:24 173:9
185:13	162:16 166:8	194:4	173:16 225:2
194:19 197:3	166:9 167:6	job 16:22	
203:11 212:2	168:5,10	142:16	K
Jersey 1:1,2	169:17	153:20 224:4	K-cars 205:22
1:10,13,23	171:12	jobs 16:19	keep 4:11
4:23 7:6 8:2	177:23 181:7	230:2 241:16	16:13 26:1
8:4,10 9:6	181:23	241:20,24	42:10 55:11
13:23 14:1	183:15,16	242:3,4	56:14 79:19
14:25 15:25	184:3,6,16	Joe 56:19	100:18
16:18 17:19	185:22 186:9	John 2:7 7:22	147:20
18:21,24	189:25	13:15	149:10 208:7
_ ,	107.40		
<u></u>			

Page 281

215:17	41:3 42:1	22:10,10	183:22
238:25	54:14 56:8	26:14 27:18	186:19 187:1
239:18	56:10 62:17	29:4 31:22	189:6 190:19
keeping 16:12	65:11 89:24	33:20 34:23	190:21
49:21 130:22	90:12 91:18	35:11 38:9	192:17 197:1
147:22 203:3	99:9 102:15	38:11 43:25	197:15
keeps 134:14	111:10 126:1	44:23 46:3,3	199:12 201:7
Ken 45:11	127:11,24	47:12 53:21	201:20,23
kept 202:21	128:23	58:19 59:24	203:4 204:19
Kevin 216:8,9	129:23	60:19 61:2,4	206:14,24
220:25 221:2	130:14	61:5,7,7,14	208:16
223:16	131:23 133:4	61:14 62:6	209:19,20
key 26:11	136:16,23	62:16,21	210:7 216:5
27:11 29:25	137:6 138:9	63:1,19,23	219:5 224:11
76:19 102:5	139:19	63:24 64:6	228:10
112:22	144:15	64:11,12,22	242:13 244:3
113:17,25	145:14,15	65:3,16,20	knowing 105:23
115:1 116:13	146:2,3,12	65:24 66:3	145:7 152:19
118:13,22	146:16 147:5	66:11,12,13	knowledge 95:8
120:14,23	147:7,20	66:24,25	known 36:2
122:20	148:6 149:15	67:14,16	91:15 112:24
123:15 124:6	151:4,24	68:3 72:11	155:1
129:17	152:8 153:2	72:11,12	knows 61:9
146:16	153:15	77:25 81:19	97:19 198:9
187:13 189:4	166:11	84:16 85:13	kumbaya 215:21
209:19	171:17 172:4	85:15 86:2	kumbayaing
222:16 223:1	172:5 173:11	86:18 89:8	203:24
233:15,24	197:10	89:12,14	Kurani 45:11
234:3 236:11	199:20	90:2,9,12	KW 195:1,2,2
kick 12:7,16	200:18,25	95:1 97:20	
12:23 26:3	203:25	98:11 99:19	L
38:12 101:3	205:12 208:5	105:12 106:1	L1 192:1
183:20,25	211:16	132:6 135:1	L2 192:1
193:23	212:16	135:2 141:21	LA 167:1
kicked 185:9	220:10	141:21	lab 128:19
kids 17:24	222:21	144:18	labels 164:5
23:14	232:23	148:10,14	labor 8:10
kilowatt 182:5	234:20	152:4 157:24	229:23
190:3,5,20	kinds 107:1	159:11 169:3	laboratory
190:22	Kingdom 115:7	169:21	128:11,19
191:24	knew 59:13	171:19 174:3	132:10
kilowatts	60:8 151:10	175:1 176:3	lack 82:14
182:2 218:3	know 12:20	176:15	137:6 158:20
218:8	15:23 18:14	177:13 178:5	170:25 171:1
kind 9:3 29:16	19:3,15 20:3	179:22 181:6	229:21
31:21 39:11	20:15 22:6	182:24	lacking 56:23

	_	_	
lag 57:21	141:17	178:10,13	229:21
LaGuardia	160:13	191:7 198:1	levels 73:2
193:13	231:17	206:23	191:25
lamp 98:9	leader 51:19	208:10	leverage
land 93:9,25	226:23 242:7	210:13	126:13
147:6 214:24	leaders 9:12	232:24 240:3	184:21
landlords	51:6,12	240:9	License 245:4
178:10	115:10	legislative	life 16:17
Langweiler	196:24	8:18 9:12	55:8 141:15
229:8,10,12	241:21	legislatively	141:17
large 33:13,13	leadership	162:22	lifestyle 80:3
95:3 127:13	126:18 228:9	legislators	lifetime 124:8
130:16	228:15	236:4	light 22:15
134:11	229:21 243:9	legislature	23:20 164:6
146:22	leading 32:24	8:15,23	176:23
170:17 184:5	55:1 62:13	Leifsen 3:15	184:10 185:6
184:15	79:2 103:3	140:15,19,20	204:21
188:10	106:15	Len 7:14	230:10
205:17	126:16	length 42:6	235:21
largely 90:12	216:11 232:8	LEONARD 2:4	lighting 62:12
91:3	239:19	lesser 103:1	limit 10:25
larger 130:12	leaf 166:14,16	119:15,16	11:14 28:23
largest 15:25	166:19,22,25	lesson 106:21	216:6
87:21 126:3	learn 42:20	162:21	limited 98:2
128:6 135:19	106:21 208:7	lessons 55:20	limits 133:1
142:6 184:8	learned 55:20	106:20	223:2
lastly 11:23	learning 42:19	let's 18:19	Lincoln 51:15
238:14	145:8 146:17	40:13,13	line 8:13 10:3
lasts 240:5	148:18 213:3	74:16 112:20	49:8 51:24
late 193:25	lease 132:15	154:4 157:10	147:1 156:12
205:21	169:7,11	lettered	156:16
latest 34:25	leased 40:4	115:16	159:23
launch 193:16	41:24 116:2	level 14:2	166:10 199:7
launched 19:9	119:7 161:21	30:17 85:12	204:18 206:7
141:23	169:5,6,13	88:5,9 89:11	lines 100:18
launching	186:9	90:14 93:8	link 50:17
109:15	leave 126:1	100:25 105:4	86:3
LAUREN 245:3	182:22	106:16,16	linkage 104:9
law 155:11	218:22	108:19,19	linkages
156:5,18	left 10:6	111:16 141:8	112:25
158:4 159:24	16:22 115:5	174:19	linked 39:6
161:20	legal 158:1	178:15	104:6
lawn 166:16,18	legislation	185:25 186:1	liquid 127:19
166:22,25	122:16	186:2 194:25	236:20,24
lead 42:4 43:3	161:23 162:6	211:16 218:2	237:4 238:1
49:16 55:23	162:21	228:9,17	238:2
	I	l	I

			1490 203
list 11:12	living 21:4	31:16 38:25	74:8,22 88:4
19:17 43:16	load 17:2 75:8	63:12 87:6,9	89:1,7,10,18
43:24 44:19	75:17 218:16	87:22 88:2	89:19,20
94:23 123:19	loads 232:21	88:15 108:12	91:1 99:13
listed 43:21	233:13	108:22 144:2	
121:18	loan 63:22	145:21 146:6	166:8,16
literally	local 32:7	152:10 159:2	198:21
58:15,19	83:22 85:12	168:21 215:9	226:21
60:22	86:4,17 88:5	223:9 234:9	looking 4:23
literature	88:8,17 93:1	234:23	5:1,2,3,12
99:17,18,21	121:6,9	237:14 244:2	5:23 6:10
litigation	122:16,25	longer 65:2	15:9 17:16
16:23	-	98:25 134:14	19:24 34:2
little 10:10	178:3,8 179:11 207:9	169:13	41:20 43:1
26:16 31:4	209:6	170:19 218:5	61:11 79:7
36:19 42:23	localities	221:10	80:4 86:19
43:4 45:9	88:6	look 4:17 6:8	86:20 87:15
		8:21 14:5,21	87:25 88:7
50:21 61:6 61:16 62:20	locally 119:25 151:8	15:1 18:19	91:9,16
67:1 91:4	located 5:15		109:13
101:3 116:10	10:4 76:21	24:23,25 34:20 49:25	115:14
127:7,12,22	location 1:10	62:8 69:9	124:17
129:12,19	28:17 174:15	77:23 86:2	130:11 134:4
140:23 141:2	192:7 225:23	88:18 90:17	139:21
143:11,20	225:23	91:22 96:21	144:20
149:5 152:3	locations	122:4 124:22	146:19
152:8 163:24	22:25 23:3	127:10 128:8	153:21
164:17	27:11 32:22	128:15	154:17 163:4
169:20 178:6	48:9 111:7	136:15	173:12 176:2
198:6 199:11	159:10	139:11	185:5,18
200:13 201:2	189:19	146:23 148:5	189:7,12
206:11 230:4	216:15	156:11	194:12
live 21:9	lock 71:24	157:16	195:12 196:7
32:12 33:10	220:1	165:24 169:8	196:10
35:14 58:25	locked 116:3	172:22	197:13
59:1,20 60:6	lodging 199:17	174:17	204:10,13,14
60:9 62:5	Lodi 203:2	176:13,18,24	206:4,8
73:7 83:14	logical 195:3	181:14,22	207:15
85:24 133:19	logo 199:17	186:22 188:6	211:12
141:14	200:4	200:14 201:1	212:11,16
144:25	logos 46:10	205:13	213:14
183:12	199:18	208:18	214:18,21
214:23 226:2	London 98:7	210:20 215:2	219:16
230:22	99:14	220:19	220:11,15
lived 59:14	long 18:13	222:19 229:6	222:22
60:11 175:1	23:21 30:19	looked 4:9	243:12
		l	l

looks 91:17	173:11	lower 31:16	31:16 124:5
122:15	174:17	78:16 117:22	124:15 125:8
Los 143:19	175:14	119:10,17	131:1,11
144:2 145:19	177:20	121:3 124:14	139:16,23
146:8 152:9	179:19 180:4	145:3 153:6	145:2,9
166:20,24	189:19	lowering 30:23	179:6 195:18
167:6	193:18	78:24 113:18	212:11
lose 56:15	194:10	116:19	major 18:5
lost 146:3	195:18	lowest 89:16	40:10 54:14
209:11 228:6	198:17,20	luck 25:17	67:6 76:22
lot 4:18 8:19	201:14	73:9	86:22 90:8
11:20 17:2	206:10	luckily 205:24	98:24 101:25
19:16 21:11	207:11 208:5	lucky 157:17	144:19
26:24 27:16	208:12,17,19	lunch 10:7,9	147:14
30:15 31:10	213:10,23	10:16 85:14	149:20
	· ·	96:10 100:23	151:22
31:13,20	214:4,14,20 214:25 219:5		151.22
32:10,12		Lung 230:18	
33:13 34:13	220:3,18	luxury 119:6,7	
35:4 36:24	223:11	170:21	190:24
38:9 40:2	224:11,17,18	240:17	193:12
41:25 43:5	225:19	Lyft 175:9,11	maker 161:21
45:17,20,20	238:12	Lynn 224:3	170:22
45:20 46:24	242:17 244:4	232:25	makers 20:5
47:20 54:25	lots 64:1		46:9,13
56:5 57:11	65:16 92:15		47:10 158:9
59:22 63:2	94:7 158:10	M.D2:4	160:17
63:21 70:18	159:6 186:9	magic 142:15	161:15 171:6
80:1 84:17	186:10,14	magnitude	171:7 173:8
91:20 94:22	193:5,11	114:3	242:19
98:1 104:22	232:1,7	main 16:17	making 8:22
107:25	loud 14:13,19	59:24 63:6	21:2 43:8
108:16,22	love 14:2	76:17 119:2	86:16 108:17
109:10,21	21:11,21	Maine 37:22	150:9 164:14
111:25	31:11 35:15	210:9	167:3,8
131:25 132:1	166:13	mainstream	214:12 219:7
133:15 135:7	171:17	103:7	219:22
142:7,8	210:18	maintain	220:16,20
143:3,4,4,16	226:11	118:16	221:15,23
144:8 145:14	lovely 227:21	131:12 140:7	225:4,18
146:19 147:3	low 73:5 131:6	195:17 196:2	Malibu 165:17
148:21	136:5 139:15	212:9	Malloy 53:7
149:22 151:9	147:10 173:4	maintaining	malls 133:24
151:11	194:6,7	139:3 209:16	159:6
152:25	195:1,2	221:11	manage 76:14
161:14,17	231:13	maintenance	202:13
172:23	241:14	29:12 30:17	212:12

018.10	1 00.00		
217:12	mapping 90:22	marketability	maximum 74:6
232:20	99:10 100:2	146:23	Mayor's 25:22
managed 29:11	111:6 154:14	marketing	maze 97:3
75:2,12	maps 100:5	159:21 161:1	McCabe 3:6
76:18 119:17	Marai 177:4	markets 18:10	12:15 13:1,6
201:3 218:16	Marc 2:14 7:24	48:10 73:24	25:13 26:6
Management	marginal 181:5	73:25 74:4,6	26:16
36:2 75:17	Maria 2:6 7:20	102:1 103:3	McDonald 125:8
manager 36:1	marker 176:13	104:4,19	125:19 132:9
58:8 85:8	market 4:9	115:3,6,9,20	138:5 139:13
managers 94:14	6:11,22 18:3	116:2,7	139:25
managing	22:22 34:6	118:17 120:4	McFarland
154:24	38:10,15	120:5,14	239:15,16
mandate 156:10	39:1 42:19	123:3,6,7,12	McKinsey 79:9
158:8 161:23	43:8 44:17	marry 100:9	MCNALLY 2:16
mandated 85:17	45:17 51:14	Mary 44:7	mean 9:10
156:17,24	51:23 56:10	Maryland 43:16	39:12 51:9
157:13	57:21 72:6	44:25	119:5,14
mandates	73:1,1,2,20	mass 32:8,9	142:25
155:11	74:17,21	48:7 59:16	143:14 196:6
156:19	79:18 102:14	Massachusetts	197:3 208:7
162:22	103:5,7,24	43:17 45:2	214:22 222:7
manufacture	104:12,18	48:5,16	241:23
217:8	105:13	51:19 107:10	Meaning 114:6
manufacturer	106:12 107:7		138:23 142:7
18:5 39:18	107:16 108:2	122:12 219:4	211:25
39:24	108:23	massive 228:17	meaningful
manufactur	111:20,24	Master 68:19	61:23
39:7 40:8	112:3 118:7	match 27:15	meaningfully
manufacturers	118:17 119:2	237:13	24:15
38:13 40:20	120:10,13,15	material	means 16:3
41:7 42:1	122:21	201:11	23:3 95:20
49:17 51:13	123:14 141:4	math 227:18	114:23 136:3
54:20 55:14	147:24	matrix 104:5	187:12
55:16 56:11	148:18	Matt 3:8 35:25	198:23 205:7
119:20 156:6		35:25 36:4	240:15,25
157:6 158:5	157:3 160:1	53:18 58:3	measure 73:10
158:7,11	161:14	matter 98:21	76:10,11
163:16,21	163:17 170:3	230:15	measured
169:2 170:2	171:10,15	230:15	191:20
manufacturing	178:16	235:15	measures 18:21
157:25	179:17 180:5	matters 95:23	21:23 41:4,6
map 89:24 93:2		mature 111:20	55:23 63:3,6
122:4 226:14	233:19	Maven 175:9	64:5 183:18
226:16 229:1		maven 175.9	189:25 190:3
	234:22,24 240:13	204:16	190:11
mapped 89:13	<u>∠</u> 4∪·⊥3	ZU4·10	
	<u> </u>	ı	ı

202:21	101:2 121:24	meters 76:8,8	227:10,14,16
204:25	162:14	methane 127:18	231:7,8
205:11	165:25	method 117:18	mileage 227:25
measuring	208:25 221:1	191:23	miles 3:9
190:12	244:18	methods 187:12	17:18 40:2,4
mechanics	Memorandum	metric 144:16	40:4 58:7,12
124:10 145:7	20:11 38:3	metropolitan	58:17 66:24
179:11	239:21	85:17,18	68:2 129:22
mechanism	Memorial 199:2	105:8 204:8	130:5,9
210:5	mention 13:2	Metuchen 186:5	144:3 165:13
medium 24:8	17:25 66:14	Michael 2:8	165:18,20
74:20 176:23	128:14 131:3	3:5 6:24,25	167:15,16,21
230:12	176:25 178:8	7:5 13:16	167:24
meet 27:14	mentioned	125:7,19	168:13
39:18 81:12	26:16 32:21	127:6,21	175:16,18
120:20 131:9	38:22 49:1	132:6 152:6	200:25 217:2
161:2,15	49:15 50:16	183:5	225:23
196:25 218:1	55:5 92:13	Michigan 138:8	Military
231:19 233:4	94:25 97:25	micro 184:19	235:11
234:10,19	98:22 112:17	microgrid 83:8	Millburn 186:7
241:9	128:12 146:5	microgrids	Miller 216:8,9
meeting 10:20	151:4 167:11	68:17 83:7	216:10 221:6
13:13 38:21	167:25	microphone	221:23
184:5 193:23	184:18	202:10	223:14
231:10 232:5	194:24	mid 23:13	million 19:18
meetings 41:2	197:14	midday 145:25	19:21 22:12
70:7,10	203:25	middle 17:21	103:16,18,24
meets 129:8	216:19	27:6	132:18
195:6	222:14 226:1	Middlesex	216:24,25
megawatt 66:22	239:11	88:13	217:1,2
megawatts	mentioning	midst 196:20	237:12,13
66:24	150:15	midway 100:22	239:22
Melissa 3:9	Mercedes	Midwest 17:1	240:23
58:7,17	170:11	Mike 3:10 6:3	millions 17:5
67:21 68:9	Mercer 199:3	68:10,12,14	141:14
member 7:23,25	mercury 37:14	84:15 89:4	219:12
8:6,8 37:5	mess 219:14	91:22 125:15	mind 87:4
86:5 244:2	message 52:2,3		130:23 151:2
members 7:7,11	79:20 82:7	215:20	239:1
7:17 8:12	213:19	mile 23:5	minds 9:11
10:9 11:4	messages 47:1	133:5 134:7	mine 167:21
13:10 15:5,9	47:3	134:9 142:18	172:24
24:20 26:5	messaging	170:7 180:18	minimize 223:6
31:25 53:19	50:20	180:24,24	minivan 170:17
67:22 70:13	metal 66:10	209:25 227:6	minivans 17:23
97:23 100:24	meter 74:13	227:6,8,10	18:2 163:3
7, 23 100 21			

minor 228:4	183:5	138:17 170:9	215:1
minority 24:10	modest 240:15	219:25	mowers 166:17
241:14	240:25	morning 4:1	166:18,23,25
minute 168:12	modification	5:6 7:4	MPO 87:4 97:5
192:6 205:4	131:8	12:15 58:13	MPOs 97:10
216:6	modifications	87:24 91:6	MSRP 169:7
minutes 11:15	129:18 131:8	91:15 167:14	MUDs 174:23
113:6 168:14	modified 99:4	167:19	multi 26:22
172:8 182:22	118:2	motion 244:12	37:19 38:1
218:9	moment 27:8	244:13	46:21 72:24
Mirais 174:8	51:1 112:14	motor 140:4,5	73:5,16
mission 160:12	116:9 118:12	155:9,13	79:16 89:12
197:4,8	120:7 121:12	Motors 175:9	90:4 91:23
mitigate 63:3	148:2	175:10	91:24 94:12
mitigated	momentarily	MOU 38:2,16	94:14 107:18
221:19	12:6	40:11,17	108:2 109:3
mitigation	momentum	Mountainside	226:2 239:22
62:3	107:23	93:16	multiple
mix 113:3	Monday 203:16	mounted 75:9	114:24
128:1	money 54:25	98:9	171:23,24
mixed 50:20	65:17 108:16	mouth 162:1	190:25 226:5
mobile 14:12	108:22 162:1	move 21:12,22	municipal
60:14 184:25	203:21 219:6	38:21 41:22	29:25 30:6,9
mobility 107:3	238:9 241:23	52:23 129:7	56:22 65:20
215:6	242:5	134:3 135:2	91:19 94:24
mode 9:20	monies 31:2	135:3 142:8	159:5 204:15
83:14 213:3	monitored	148:7 150:5	207:10
model 45:4	190:25	154:22	municipali
68:5 74:8	monitoring	208:11 224:3	13:24 50:3
90:9,10	56:14	225:1 240:1	88:11,16,22
138:23	Montclair	241:16	89:1,14
226:19,21	65:25 88:13	moved 18:23	90:21 95:2
models 18:5	89:17 90:2,3	44:22 143:13	97:3 98:8
39:19 43:9	90:4,19	205:24	186:11 226:8
44:11 49:22	93:16,18	movement 61:6	municipality
113:20 119:6	230:3	187:4	92:18 93:12
119:7,18	month 11:19	moves 99:18	93:13,21
120:19,21	14:18 144:13	moving 6:1	94:20 95:11
121:5 146:12	173:24	29:14 36:3	95:24 96:3,5
157:2,5	223:19	40:10 42:15	96:19 186:3
169:13 170:5	242:17	42:18 44:17	Murphy 20:9
241:4	monthly 135:23	64:18 70:22	239:19
moderate 73:6	169:11	124:11	Murphy's 8:14
moderated 3:18	months 44:7	140:14	mute 9:19
182:21	45:23 49:9	143:23 144:2	mythology 48:2
moderating	95:22 99:19	196:4,4	

			1 490 200
N	19:12 22:19	240:13,21	142:11
N 3:1	230:8	241:11 242:5	146:19 147:4
	necessarily	needed 6:9	151:25
nail 178:1	28:3 35:17	58:14 91:22	154:17
name 58:16	77:14 154:11		216:12,17,23
101:21	195:19	109:16	218:18
125:17	necessary	117:25	235:14
140:20	226:3 234:10	153:24	240:11 242:3
143:25	need 4:25	193:21	networking
203:14 216:9	14:20 15:24	needle 41:22	217:12
224:5,7	16:13 17:9	44:23	networks
235:6			241:12
names 190:9	18:1 19:3	needs 18:4	
narrow96:4	23:17,25	43:25 81:22	neutral 46:14
224:19	24:5,9 28:3	82:6 83:23	46:22 96:13
National 20:18	28:7,24	86:4,17 91:2	236:20,24
46:8 192:10	35:15 38:10	91:7,7 94:20	237:4 238:1
nationwide	39:18 41:12	138:24 159:3	never 14:15
160:23	42:2,16,17	161:9 171:24	59:24 64:11
171:14	45:25 50:19	194:8 196:22	Nevertheless
natural 78:5	62:3 66:3,3	196:25 215:9	49:3
83:23 84:5	66:7 71:25	negatively	new1:1,2,10
84:11,12	72:4 73:4	230:17	1:13,23 4:7
88:18 96:17	79:19 80:9	negligent	4:23 7:6 8:2
96:20 127:19	88:7 91:20	64:15	8:4,10,14
127:19	94:19 95:6,6	neighborhood	9:6 13:23
131:12 139:6	95:15 100:12	28:6 30:19	14:1,18,24
139:14 147:2	104:17	34:1 60:24	15:25 16:18
147:3 152:18	106:11	109:7 161:2	16:25 17:19
153:7 154:8	136:25 142:8	neighborhoods	18:21,24
177:7 238:17	146:22	24:14 31:15	20:3,10,14
238:20	159:11 160:2	57:14 59:11	20:20 21:10
Naturally	162:25	67:11	21:16,20
157:6	182:22	neighboring	22:5,8,24
Navy 163:25	186:18,19	23:12	23:8,16,18
164:25	187:18	neither 245:10	23:20 24:6
near 11:12	188:15 190:2	245:13	25:1 28:16
32:18 60:6	192:18	NESCAUM 36:3	31:9 32:7
110:19	197:22	36:20 37:6	36:11 37:2,8
	203:18	37:21 40:14	37:8,9,22
140:17	207:25	58:3 172:19	38:6 39:12
157:13	210:20	Netherlands	42:25 43:11
198:18 223:8	217:25 219:9	115:7 120:6	43:17 44:22
238:21	220:2,5	network 22:23	45:1,2 46:5
nearby 143:24	226:20	23:1 24:1	46:7 47:18
144:4 197:20	228:16 233:3	73:15 105:24	50:8 52:15
nearly 8:22	240:2,8,10	120:23	52:16 54:8
16:1 18:5	110.2,0,10		
		1	1

			1496 209
57:18,19	178:16 181:7	66:8,19,22	203:7 207:19
59:2,11,12	181:23	66:23 67:4	NJTPA 85:15
59:15,18	183:15,16	85:22 86:9	nomination
62:22,23	184:2,6,14	151:7 193:13	198:12
=			
63:17 64:2	184:16	193:14 194:1	nominations
64:18,23	185:22 186:9	194:12 199:1	199:7
68:11 71:18	188:5 189:25	204:11	non 59:22
79:8 82:12	190:14 192:8	Newarkers 65:3	101:24
83:19 85:19	192:20 196:5	newer 66:5	173:22
85:19 86:11	197:6 199:7	68:5 129:6	184:20
86:11 97:12	202:18 204:4	146:11	185:17
98:24 102:9	204:5,8	newness 145:6	nonfinancial
108:23 110:6	205:17	news 20:9	113:4
112:15	206:15	21:19 23:6	Norah 229:8,11
113:12,15	207:17 208:7	44:14 157:1	normally
115:12 117:8	209:22 211:8	198:15	195:23
121:13	211:9,9	Nexus 185:23	north 85:8,16
122:13	212:8 213:2	212:4	135:3 138:18
124:20	216:18,19	NGOs 70:10	203:1 232:11
125:16 126:3	217:4,4	173:9	northeast
126:24	218:16	nice 112:11	23:13 36:1,4
128:22 130:1	221:22 222:3	130:20,21	36:10 55:5
131:12 134:4	222:5,19	137:11	103:1 122:19
134:17 137:4	224:21	146:16	123:6 171:13
137:14,20	226:18,19	150:17	northern 85:18
138:1,16	227:7,13	200:18	85:19,20
142:1 144:9	228:9 229:8	night 75:18,21	90:3 98:23
		_	
154:4,4,24	229:12,15,16	108:11	111:5
155:3,5,7,8	230:3,9,19	110:11 136:4	Norway 115:7
155:12,15,16	230:21,25	136:18	Notary 245:4
155:19,19,24	231:21	167:13	245:23
156:2,2,4,4	232:13,14	nighttime	note 16:19
156:18,21	233:7,9	136:20	22:25 25:17
157:4,7,14	234:22 235:8	nine 20:3	50:15 73:12
158:2,4,6,7	235:19 236:3	28:18 38:23	78:4 110:6
158:11,15,17	236:17 237:8	40:16 54:9	128:2 129:2
158:17,23	240:22 241:4	83:20 144:12	notes 11:25
159:23	241:6,23	169:17 170:9	noticed 80:7
160:20	242:6 245:5	ninth 38:4	95:9
161:13,18,19	245:23	NJ 63:25 89:5	notion 78:1,10
162:16 166:8	Newark 58:20	155:1,1,5,6	82:25
166:9 167:5	58:21 59:22	159:24 160:5	novel 53:1
168:5,9,10	60:7 61:2,12	160:24 161:4	November 87:10
169:17	62:24 64:6	162:13	198:14
171:12	64:21,22	183:14	NOx 17:5 22:13
177:14,23	65:19,22,25	194:15 198:5	225:6
			•

nuclear 238:19	44:1 56:17	125:23	130:23 143:9
238:19,22	obviously	244:11	154:4,4
number 9:10	33:15 43:11	officially	191:3 208:24
11:5 13:22	45:6 50:10	46:6 242:11	215:18 216:3
20:6 36:11	56:6 57:22	officials 86:6	220:21
36:16 37:10	87:13 106:24	160:16	223:19,23
37:19,20,23	122:4 126:19	offset 78:8	232:17
37:24 39:17	127:13 129:4	Offshore 68:20	242:16
40:5,7,19	129:14	oftentimes	opened 56:4
44:11 47:17	130:25	178:22	opening 13:12
48:23 49:3	131:13,19	oil 140:1,1	opens 234:16
49:22 50:7	137:22	okay 38:7	operate 72:9
51:2,10 57:6	142:14	90:22 100:21	74:18 75:2
71:24 72:23	144:18	152:20	126:12
77:7 81:10	146:21	188:12,22,23	185:24
86:23 103:3	147:25 153:8	194:14	187:17
	188:15	old 30:16 37:7	
103:22 104:5			
104:6,21 105:9 106:15	occur 57:23	58:22 68:4	223:13
	OEM 170:9,14	118:4 205:22	operated
106:19 107:5	OEMs 41:2	205:25 208:6	201:19 217:5
107:12	70:12 179:20	235:8	operates 78:5
111:12	offense 4:19	older 231:12	operating 77:5
123:20,20	offer 17:17	oldest 63:7	86:10 137:14
139:4 141:20	113:13	omitting 139:1	
148:4 156:9	133:15 160:3	on-line 137:12	186:17
156:12,17,24	162:1 240:13	144:25	195:14
159:13	offered 115:25	183:12	operation
162:11	117:15	once 27:13,22	76:24 223:5
167:20	offering 113:3	29:15 35:12	operational
173:20	117:5 121:9	47:21 52:4	124:6 145:10
188:13	159:19	66:19 80:8	153:20
200:17 231:9	office 22:5	192:19	187:21 188:8
numbers 51:21	25:21,22	210:25 227:2	195:15,22,23
57:24 71:16	68:16 83:6	ones 53:23	217:10
145:22	159:6 183:17	77:24 145:2	operations
157:13 182:8	189:25	216:18 219:2	31:17 187:10
numerous 69:1	190:10	231:12	195:17 196:1
209:24	196:24	ongoing 42:12	214:17
	202:20	95:6 210:19	operator 188:6
0	203:14	235:25	194:8
O'Sullivan	204:24 224:8	online 101:8	operators
242:21,21	officer 68:11	onset 71:22	63:12,16
243:6	163:25	open 15:10	69:11 71:2,3
obstacles	offices 30:1	34:15 56:1	71:7 151:16
202:1	224:11	100:18	187:6,19
obvious 42:6	official 11:25	121:23 126:1	188:10
	<u> </u>	<u> </u>	<u> </u>

232:19 189:23 198:3 186:11 120:12,23 0piekun 2:5 199:9 206:10 229:17,24 123:15 8:3,3 57:13 207:15,17,24 organized overcoming 97:24 99:23 208:8 209:18 40:13 242:25 111:19 100:10 214:15 243:7,24 overlaps 93:5 178:21 223:22 organizer overnight 162:20 237:3 243:17 organizing overview 7:1 0pportunities 0pposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141: 32:19 49:13 optimal 118:22 74:3,5 76:14 owned 59:13
Opiekun 2:5 199:9 206:10 229:17,24 123:15 8:3,3 57:13 207:15,17,24 organized overcoming 97:24 99:23 208:8 209:18 40:13 242:25 111:19 100:10 214:15 243:7,24 overlaps 93:5 178:21 223:22 organizer overnight opinion 48:21 234:14 229:12 191:9 162:20 237:3 243:17 organizing overview 7:1 opportunities opposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
8:3,3 57:13 207:15,17,24 organized overcoming 97:24 99:23 208:8 209:18 40:13 242:25 111:19 100:10 214:15 243:7,24 overlaps 93:5 178:21 223:22 organizer overnight opinion 48:21 234:14 229:12 191:9 162:20 237:3 243:17 organizing overview 7:1 opportunities opposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
100:10 214:15 243:7,24 overlaps 93:5 178:21 223:22 organizer overnight opinion 48:21 234:14 229:12 191:9 162:20 237:3 243:17 organizing overview 7:1 opportunities opposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
178:21 223:22 organizer overnight opinion 48:21 234:14 229:12 191:9 162:20 237:3 243:17 organizing overview 7:1 opportunities opposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
opinion 48:21 234:14 229:12 191:9 162:20 237:3 243:17 organizing overview 7:1 opportunities opposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
162:20 237:3 243:17 organizing overview 7:1 opportunities opposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
opportunities opposed 179:3 25:10 59:9 11:1 112:12 24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
24:6 25:23 210:1 217:18 ought 70:23 127:12 141:
32.10 40.13 optimal 118.22 74.2 5 76.14 optimal 50.12
32.19 49.13 Opermar 110.22 74.3,3 70.14 Owned 39.13
49:24 50:9 optimize 76:15 92:16,16
51:14 53:13 233:12 ourself 28:15 114:17,18
71:24 73:10 option 54:11 outcome 238:3 119:3,4
94:23 98:3 163:7 173:24 outdoor 91:10 186:3,9,10
141:7 143:7 options 18:9 outlets 82:14 188:24 212:
150:10 54:2 169:14 outline 36:18 217:4
153:24 197:10 outlining owner 63:12
154:18 188:7 218:25 219:1 232:25 95:14 98:13
188:17 189:1 222:21 outreach 41:11 151:16 235:
189:8,12 order 5:22 56:21 57:9 owners 21:16
201:13 202:1 24:2 38:10 57:25 81:10 28:2 90:5
202:11 67:16,17 94:8,21 92:16 94:9
204:19 72:3,21 119:20 159:11
205:18 206:2 80:20 116:22 outset 41:3 ownership
206:5 208:7 120:2 123:13 outside 9:18 29:19 90:23
210:11,20 128:5,6 54:19 88:23 114:15
214:9 219:19 131:9 132:3 122:18 200:8 owning 34:7
220:19 138:20 outstanding owns 33:21
233:12,20 224:22 91:6 92:17 92:1
234:13 225:10 233:3 209:8 ozone 15:25
240:14 234:5,19 outwards 17:6 164:20
opportunity ordering 214:11 228:11
7:10 9:22 137:11 overall 53:4 P
30.7,13 43.0 Ordinances 112.24 120.8
49:12,16 94:4 126:10 128:1 P.E 2:3
50:24 51:4 Oregon 113:11 128:15 132:8 p.m 75:5
51:11 52:18 210:17 140:25 244:19
55:4 56:23 Org 227:20 184:21 pace 49:21
57:3 89:21 organization 187:10 Pacifica
90:17 94:11
99:6 112:16
121:14,21 99:9 206:15 overburdened 176:19
125:2 162:14 211:5 24:11 240:20 packaged 128:
163:23 organizations overcome packages
186:20 13:25 160:9 113:17 131:10

			1490 272
132:13 133:8	17:4,11 18:2	particularly	206:23
136:3	33:5 45:6	14:24 16:6	passenger
page 3:3 38:17	51:23 58:23	17:5 20:16	30:17 102:20
97:13 152:9	61:17 72:5	24:12 53:23	148:23
pages 172:15	81:14,16	62:7 63:22	166:20,24
paid 75:25	82:18 83:23	64:3,13	patents 237:23
PANE 3:18	90:20 92:2		path 32:6 35:6
	93:7 97:18	77:21 80:2,3 94:13 100:6	171:7 224:19
<pre>panel 6:19 74:15 177:16</pre>			
	99:16,25	230:21	237:7
182:21	102:11	231:12	patron 193:11
paper 237:11	111:20 127:2	233:21	patterns 4:22
paperwork	127:5,23	particulate	Paul 25:14
117:12	131:20	230:15	pause 215:13
150:19	136:24 160:6	231:14	pay 28:25
para 184:11	160:24 183:6	parties 245:12	124:5 132:4
parade 66:16	185:17 187:4	partner 153:24	135:23 137:8
paradigm	189:21 198:2	187:18	190:19
217:16,20	198:16 210:8	193:15 194:2	199:25
Parcel 125:9	211:5 212:12	194:13	240:18
parcels 93:12	214:2 226:25	partnered	payers 72:8
park 28:22	232:22	160:24	76:2,19
34:22 81:17	233:15,24	partnering	224:23 233:9
92:7 159:5,9	235:8	150:21	paying 181:13
188:21 192:3	partial 43:16	161:10 188:5	209:16
192:7	44:19 162:4	204:7	227:24
parking 26:17	partially	partners 50:18	payment 169:11
26:23 27:1,2	229:20	52:16,22	pays 15:18
28:14,17	participants	65:14 204:6	19:10,14
32:2,23 33:1	70:14	partnership	43:12 209:7
92:9,15 94:6	participate	29:10 125:12	PE3s 208:13
94:7 98:2	49:8 107:6	129:13	peak 21:20
110:13	112:16	201:23 204:5	75:5,6,6,18
129:18	121:14 155:6	partnerships	75:19 76:4,7
131:24 159:5	participating	131:17 143:7	81:21 110:10
173:23 174:1	38:6	174:11	144:11
174:2 175:2	participation	208:12	Peg 9:25 89:10
185:16,21,23	117:19 232:7	parts 59:18	121:13 189:6
186:2,13,16	particular	102:3 112:2	201:21
192:3 193:5	15:22 16:4	113:20	203:20
194:25 212:3	41:1 44:16	124:11,16	215:18,23
222:5,8	55:24 104:7	179:21 196:4	243:1,21
223:3	104:12	196:5	pending 161:23
parkway 21:21	116:13	pass 130:7	162:11
191:8	128:20 134:9	passage 240:3	198:22 199:4
parody 226:22	190:20 192:7	passed 74:14	Penn 213:8
part 5:17,18	209:9	190:10	Pennsylvania
			•

			1496 273
152:15 199:5	39:1 48:23	67:8	147:10,22
213:8	48:25 49:7	permits 96:1	152:13
penny 209:16	62:22,23	permitting	182:18 241:5
people 18:1	77:4 102:16	21:1 92:4	Philadelphia
27:3,22 33:9	102:19 105:7	109:14	109:13 151:8
33:22 34:21	110:21 118:9	176:25 177:1	phone 9:17,19
34:23 35:4	120:2 127:15	person 161:5	34:14 135:23
35:11,14	144:13	183:10	182:23 183:7
49:7 62:4	155:22 156:2	228:24	187:1 192:24
75:20 76:6	156:5,14,22	personal 164:6	203:23
77:25 80:11	166:3,5,10	226:8	215:15
80:17,19	169:5,6,12	personally	phones 99:1
83:19 84:2	173:21 191:9	60:4 226:11	photographs
92:10 98:1	211:23 212:1	228:24	47:6
99:1,5	217:20,21	personnel	physician
100:12	218:6 227:8	161:8	122:3,3
107:24 109:8	227:10 228:8	perspective	139:8
110:9 124:7	230:8 231:8	52:9 89:19	physicist
133:16	percentage	89:20,21	235:6
134:21,22	81:6 115:12	91:19 93:10	pick 18:12
135:7 136:20	222:5 232:10	111:11	55:13 176:14
141:8,17	perfect 135:14	138:22	picked 88:15
147:13	performance	140:10,18	picking 53:24
167:17	55:7,9	155:2 162:15	54:5
171:15	147:24	163:8 194:24	picture 50:6
179:12,13	169:14 195:6	202:3 205:15	52:13 128:16
199:12	196:15	214:19 231:3	201:5
208:12	197:11	232:14	piece 28:11
210:25 211:4	performed	perspectives	155:15
214:23	235:16	24:22	220:14
217:17	performs 235:9	pertain 59:10	222:16
221:16	period 3:19	pertinent	pieces 38:9
224:25 225:4	15:11 67:9	130:20	132:12
225:19,22,25	80:18,19	Pete 103:9	piggy 222:24
226:2,5	132:4 159:9	112:8,9	pike 5:4
228:11,18,19	182:19	Peter 3:13	pillars 141:11
228:20 230:6	223:18	101:11,15	142:3
231:1 240:9	242:16	112:17	pilot 88:10,16
240:14,25	periods 81:21	121:22	88:25 98:12
242:4	Perlman 3:11	124:18	100:13
people's 78:15	85:8,13	petition 230:7	109:15 143:7
peoples 60:23	97:15 99:16	petroleum	143:18 144:5
151:24	99:25 100:15	241:24	144:24
percent 20:22	permanent	PG 111:5	153:25
22:15,17	203:1	PH.D 2:5	197:13
23:3,20 35:1	permit 28:24	phase 41:20,21	210:17 211:6
		<u> </u>	

pilots 77:23	plan 5:11	32:5 33:4	180:22
pioneer 31:11	11:10 68:19	34:9,24	plugs 75:4
pioneered	82:18 83:23	35:21	77:13
74:10	87:8,9,18	play 6:21 82:8	plus 40:2
pipe 133:14,18	93:4,7 95:15	88:8 108:25	132:14
164:4	95:19 96:6	131:19	142:11 211:9
pit 217:19	96:19 117:13	183:24	pockets 122:18
Pittsburgh	119:23	187:13 220:4	podium 7:12
213:2,6	144:12	233:16	pods 215:4
place 4:9 6:11	152:11 160:3	players 120:9	point 11:2
6:22 18:22	160:7 171:19	Plays 42:8	16:2 33:19
21:6 27:4	171:20	please 9:15,17	
29:23 34:6	172:14,20,25	11:11 12:12	49:9 57:5
36:10,25	173:7 181:18	25:23 26:3	98:23 100:22
38:10 41:7	187:4 209:8	112:8 172:10	108:1 114:8
46:15 54:8	209:11 215:9	216:4	115:24,24
56:14 72:1	239:12 240:6	pleased 18:20	116:16,20
72:25 73:22	planet 141:9	160:5	117:6,9,16
84:5 90:7	planner 93:9	pledged 239:19	117:18,21
91:4 98:20	95:20	plex 92:9	118:3,24
99:2,8 103:4	planning 13:25	plug 15:18	132:23
105:14 107:4	18:17 32:25	17:14 19:4	136:10
108:21 116:3	68:16 85:9	19:10,14	142:18
136:4 158:5	85:11,16,18	20:7 21:6	147:15,16
159:8 161:14		22:7 29:6	150:14,21
163:4 168:25	88:17,20	34:5 39:21	165:2 177:9
175:5 190:17	91:7 93:19	42:8 43:12	179:7 180:5
191:11 199:8	93:25 95:19	64:7 68:5,6	180:9 188:8
210:6 217:21	96:23 97:16	80:12 81:18	191:6 193:10
217:22,24	107:4 212:6	81:25 98:15	193:15 201:9
218:6 219:17	212:13,22	114:11	201:11
222:11	214:19 230:5	115:21	206:13 207:4
233:19,23	243:2	119:15	207:6 208:22
237:24 245:8	plans 88:4	135:24 157:2	209:3,18
placed 151:24	93:1,4 94:5	161:4 167:12	216:2,8,11
161:21	94:24 96:8	167:13,17,18	216:11,23
places 10:13	96:11,12	167:22	226:5 235:25
19:22 22:3	130:2 170:10	169:18	pointed 71:17
34:17 48:12	188:9 193:4	180:19	198:15
68:6 83:11	plant 14:8	185:17	233:17
107:9 111:2	37:13 66:23	200:20	pointing 44:18
130:1 138:7	plants 16:15	225:18	201:12
142:8 151:22	17:1 238:22	235:20 241:2	points 22:25
175:21	platform 46:22	plugged 28:22	103:22,25
216:14	Platt 3:7	98:18 222:8	104:6,20
placing 29:25	25:20 26:4	plugging 34:1	105:7 118:21

126:11	66:11	possibly 61:11	14:4 184:12
186:12	port 28:19,20	119:5 199:9	preeminent
pole 75:9	60:8,17,18	207:4	45:12
99:15	60:18 61:15	post 191:24	preference
police 50:6	61:20,22	posts 98:9	120:21
policies 67:17	62:15,17,17	133:23	preferential
103:4 112:2	62:21,22,24	potatoes 84:1	129:18
112:6 160:12	63:1,8,24	potential 28:2	131:24 174:1
225:11 233:3	64:2,8,14	54:12 56:5	preliminary
policy 4:15	67:25 84:21	96:16 108:22	19:20
37:18 41:4	86:12 98:15	219:12 220:8	prepared 69:13
68:16 69:2	143:18 144:1	232:15 236:6	79:14 161:9
108:21	146:5,7	238:13	preparing 43:7
123:10,23	148:7 151:7	potentially	161:15
171:6,7	151:11,13	55:6 109:8	185:16
196:24	168:21 177:3	156:13	prescriptive
211:12,16	177:4 183:8	pounds 205:2	187:12
216:10	187:2,9	pour 219:5	presence 126:4
218:24 231:5	193:3,19	poured 219:13	present 11:1
242:19	194:8 203:23	222:12	12:15 54:17
pollutants	portability	power 14:8	69:24 141:5
30:24	102:6	16:15 17:1	presentation
pollution 14:9	ported 153:12	26:10 37:13	10:18 36:19
16:4,18	portion 5:21	61:8 66:23	69:6,17,23
18:15 24:12	ports 24:14	75:18,21	70:1 111:17
30:14 31:15	61:1,19	78:25 83:20	120:8 121:20
37:13 59:23	62:13 98:15	84:8 98:20	125:6 152:7
60:3 62:3	143:24	110:23	233:18
63:4 71:14	144:20	146:13 165:2	presentations
144:18	145:18 151:6	201:11 204:5	201:11 232:6
166:19,23	240:19	210:2 218:10	presented
230:24	pose 110:18	235:15 237:8	10:23 11:4
240:20	posed 69:1	237:15,18	77:24
241:14 242:1	70:14	238:17,22	presenter
242:5	position 72:13	powered 231:8	222:14
poor 24:10	187:17	236:20,24	presently
230:16	positive 41:15	practice 115:4	236:16
poorest 64:25	107:3 141:9	115:17	preservation
pops 90:19	154:12	practices	237:15
popular 64:22	possibilities	101:15	press 50:21
64:23	130:23	126:19	pressing
populated	possibility	precipitous	160:18
231:13	74:24 237:11	173:19	pressure 66:4
population	possible 29:2	precursors	pretty 45:4,14
37:14 104:22	63:18 74:7	15:25	46:5 52:6,13
populations	223:6	predecessors	54:19 55:2
	<u> </u>		

			1490 250
59:19,21	243:8	216:20	196:20
61:9 67:9	primary 10:19	probably 12:19	199:22 200:1
71:15 107:2	64:17 97:4	19:15 20:3,8	200:10,21
108:21 128:1	224:16	31:7 33:19	200:10,21
128:9,9	prime 159:10	62:1 65:25	processes 57:1
134:10 142:2	211:17	66:2 81:11	57:1 96:23
143:17	Princeton 21:9	85:24 135:18	
	21:14 66:1	142:15	<pre>processing 151:6</pre>
144:10	203:19	_	
146:25 147:2		145:18	procurement
149:3 154:12	principals	177:22	142:23
165:21 175:4	115:4,18	178:24 180:4	150:18
180:12,17	116:11	180:9 199:19	procuring
192:17	print 46:21	200:16	49:25
200:10	prior 157:19	201:10	produce 30:13
205:17	priorities	202:13 206:4	87:21 166:1
prevailing	30:8 67:25	206:11 215:5	166:19,23
120:12	87:10 139:10	215:12 227:1	produces
prevalent	148:15	problem 45:25	238:20
233:21	prioritize	57:6 81:20	producing
previous 19:6	86:25	81:24 110:19	36:15
100:10 115:1	priority 151:6	136:7 158:3	product 135:13
128:13	Prius 134:22	170:25	157:15
210:12	134:22	181:20	161:13
price 23:23	165:13,15	183:11	243:24
44:2,23	private 26:19	200:18 231:2	production
116:20 117:9	29:7,19 34:6	problematic	142:6 237:18
129:15 131:5	74:6 91:3	179:7	productivity
131:6 149:21	106:17	procedure 7:9	145:17
150:21	107:16 108:6	proceedings	products
157:21	108:7 125:12	24:24	126:24 236:5
158:13 169:8	129:12	process 21:1	professional
169:11	131:17	27:6 28:10	8:2 235:7
180:23	133:16 135:4	29:17 31:5	236:2 237:3
181:11	137:3 138:10	32:21 33:5	professionals
191:23,25	174:11	41:3 42:7	95:21
211:13,14	186:11	45:7 50:17	profile 41:18
238:6	196:12	68:14 69:4,5	profit 101:24
priced 157:16	199:24	69:6,9,19,24	profitability
prices 44:5,6	201:15,23,24	70:2 79:21	146:3
44:17 157:25	208:12,13	80:6,13,15	program 6:5
180:16	212:3 214:13	80:22 81:22	9:4 15:19
pricing 82:6,6	218:13	84:23 88:1	19:10,11
163:5 169:3	233:24 240:9	93:1 96:6	22:2 36:1,21
primarily	privately	117:10	38:22 39:14
13:10 65:7	114:17 119:3	141:24 154:3	42:9 47:15
74:1 102:25	186:3 201:19	172:25	48:6 52:25
	<u> </u>		

53:6 54:23 projections 17:3 22:5 19:9 22:24 29:	20
64:3,4 65:7 166:7 143:17 22:24 29:	<u> </u>
	• 20
69:15 70:20 projects 19:18 provide 11:9 30:2 41:1	
82:4 86:1 57:6 83:8 24:21 67:15 52:18 68:	• 12
98:6,12 87:1 109:15 76:3 109:4 70:7,13	
114:16	
117:10,18	
153:12 161:6 proliferate 126:17 169:9 99:7 101:	
210:17 209:10 173:10 103:12,24	
239:21 promise 19:1 174:22 104:7,10	-
programs 4:18 227:1 179:20 197:4 105:12,18	=
43:11,19,19 promised 25:15 217:11 106:4 110	
44:20,24 promote 80:20 218:17 111:18,23	
45:3 48:20 121:8 160:12 220:13 112:1 120	
53:15 63:14 174:4 224:23,24 121:15 12	22:2
63:23 65:9 promoting 232:13 233:4 125:7,12	
65:12 75:2 102:2 160:21 233:5 240:12 129:12	
81:3 100:13 pronounce 241:20 244:5 131:16	
107:20 109:2 224:5 provided 24:6 133:20	
117:13 pronouncing 98:13 198:3 134:23 13	37:1
122:23 224:4 provider 232:8 150:10	
197:13 207:9 proofing providers 159:17	
209:7 220:11 232:18 174:13 160:17 1	74:1
225:10 233:2 propagation provides 76:1 174:10 1	75:5
234:2 240:16 57:22 105:25 233:8 184:8 193	1:4
240:22 propane 127:18 234:12 201:15,22	
progress 36:15 139:14 providing 208:11 23	
45:18 76:16 properly 161:8 69:20 107:20 216:7,10	
155:25 property 92:6 119:15 162:6 216:19	, – –
164:19 94:9,14 216:5 217:24	
166:11 167:3 95:13 188:20 proving 49:3 218:13	
167:8 196:16 212:8 provisions 223:17	
progresses proportional 16:25 225:20	
186:18 39:7 proximity 32:6 230:14 23	31:6
project 68:10 proposals 27:7 34:17 185:22 231:16 23	
68:23,25 32:25 65:17 186:3 233:21 23	
143:18,23 protect 206:24 pse 75:16 234:18	J 1 - 1
144:24 protected 110:6 234:18 235:11,18	8
146:17 154:1 206:18 PUBIC 3:19 236:9 245	
184:6,19 protection 1:3 public 6:24 245:23	ノ・ユ
	7
	-
203:13 220:14 8:5,7 11:8 27:9 103:	• 44
237:14 protocol 7:8 13:8 15:5,11 188:16	
projection protocols 9:15 15:12 16:6 201:19	
166:9 proud 14:14,20 16:11 18:10 218:14	

220:22	231:14	qualified 72:9	176:10
published	put 6:4 9:22	77:17,19	178:19
99:19	11:20 30:2	quality 5:23	183:21
pull 34:5,13	33:6,14 34:4	15:15 16:11	208:23
135:23	34:16 35:17	37:12 59:10	211:19
169:16	40:6 41:6	60:9,15	212:14
pulled 160:17	43:3 46:14	61:12 64:12	215:22
165:10	46:16 72:1	67:4 87:11	220:10 221:1
pulling 202:19	76:17 95:14	187:11 224:9	228:23,25
pulls 5:8	95:17,18	230:17,20	229:5 239:6
pulpit 20:20	108:14,21	231:20 233:5	queue 175:20
pump 84:9	128:5,6	quantify	quick 91:13
205:3	132:20	144:17	97:1 99:4
pumped 190:1	133:23,25	235:18	140:25
pumps 159:1	134:19	quarter 16:4	153:17
purchase 17:15	135:20,22	question 35:16	quicker 151:11
30:5 31:20	138:7,18	47:8 57:17	quickly 35:10
43:19,22	161:25 164:9	72:16 76:12	36:18 41:5
44:2,23	164:10	83:21 84:16	52:6 70:2
49:19 113:13	169:20,22	97:1,2,24	105:10 152:9
116:1,20,22	172:2 175:2	104:16 122:3	quieter 31:17
117:9,16	175:11	122:18	Quirk 51:18
118:4 150:21	176:18	123:18	quite 13:22
222:12	177:15	178:24	15:2 17:2,20
purchased 89:2	178:11	179:16 182:1	18:14 23:4
89:8 119:7	194:23 196:7	183:23 193:2	58:15 115:24
190:4	198:3,12,16	201:16	122:25 123:5
purchasers	198:25 199:4	209:20	126:4 134:24
56:25	199:9 200:7	211:20,23	189:16 214:6
purchases	212:7 213:21	questions 11:3	quote 72:8
121:10 176:4	226:14	21:5 31:22	94000 7210
purchasing	239:22	31:24 53:17	R
20:23 49:10	242:18	53:19 54:5	R3:6 245:1
140:16,22	243:25	56:18 58:2	raceway 177:14
pure 162:3	putting 48:7	67:19,22	radar 209:22
purpose 22:17	48:18 51:20	68:8 69:1	radius 23:5
purposes 13:2	54:24 134:1	70:14,16,17	raft 76:6
pursuant 38:24	154:2 177:14	70:17,21	Rahway 186:4
pursuing	177:15	79:25 94:25	rail 154:8,13
237:24	178:14 191:7	97:23 102:5	184:10,10,17
push 56:15	238:2	112:21	185:6,7,22
63:2 143:4	puzzled 198:6	121:17,25	rain 66:16
169:1		124:22 126:2	raise 15:4
pushes 133:12	Q	137:16	47:16 81:13
pushing 55:12	quadrupling	162:17,19	120:24 121:8
229:24	195:7	163:11	123:1
<u> </u>			

raised 109:17	230:24	realize 41:9	134:10
221:20	233:13	47:24 91:5	139:17 141:9
	ratio 104:24	228:4	141:19 144:9
_	reach 41:7	really 5:1,10	144:11,20,25
ramped 156:10	93:15 95:2	5:17,21 9:13	145:7,11,13
ramping 19:24	200:2 203:4	10:3 13:22	145:25
149:1	215:22	15:7 16:5	146:18 147:8
ran 144:6	240:13	17:9 18:2,16	147:16,17
	reached 10:18	18:24 22:22	148:5,13
14:5 17:18	48:16 155:21	23:6 24:9	149:9,21
	reaction 81:17	25:15 35:11	150:17,17
	read 45:9	36:7,8,13,14	151:15
	readiness	36:15 38:11	152:13,24
87:6,9 99:5	85:11 88:4	40:6,21,24	154:10,16
105:25 114:3	94:24 96:8	41:3,5,21,24	164:15 167:4
114:13		43:2,7 44:4	173:1 174:16
	96:11,12,19	44:13,21	175:10
132:6 134:8	ready 17:14 22:3 31:12	45:5 48:4,14	176:15,18
		· ·	
134:9 148:3	74:9,25,25	48:15 49:5,5	177:1,17 189:8 191:10
152:1 159:3	85:10 94:7	49:20 50:11	
161:13	168:7 198:22	50:14,16,23	193:19
169:14 170:8	198:23,25	52:2,18,23	194:10
170:20,20	211:17 222:6	53:13 54:14	199:19 202:4
-	Reagan 63:9	54:22 55:1	202:13,22
	real 9:14	55:16,22	205:4,12
186:21	12:16 14:20	59:24 60:1,7	207:8,8,11
188:19	40:6 41:11	60:15 61:21	207:15,16
197:20 215:9	43:6,8 45:16	62:2,3,20	210:15,16
rapidly 79:17	45:23 47:24	63:15 64:18	211:17 214:3
188:14	49:15 50:9	66:14 67:3	215:1,8,9
219:23	52:17 53:12	67:12,15,18	217:16 218:5
raring 145:14	55:10,11	69:6,19	218:23,24
rate 48:15	57:16 64:18	72:18 76:25	219:1,2,5,15
49:6 69:10	67:3,12	80:9 81:22	219:20
72:5,7 76:2	81:20,24	88:23 89:3	220:18 222:3
76:19 78:24	91:13 106:7	90:6 93:9,22	223:1,10
100:7 131:1	136:8 149:11	94:18 95:7	226:11 232:5
132:2 153:1	153:17	95:10 96:2,7	<u> </u>
181:18	158:13	101:20 102:4	234:7,9,23
224:23 233:9	159:22 162:1	102:7,8,14	realm 105:22
ratepayer 76:4	217:13	106:23	193:2 233:21
	real-time	107:11,23	reason 145:16
110:6,9	145:8	110:11	168:2
	realistic	111:14,18	reasons 36:11
181:24	126:21	123:4 124:24	44:1 127:8
190:24	reality 153:19	128:11 130:7	reassurance
			l

147:14	69:25 94:4	reductions	regular 30:17
rebate 233:2	140:25	17:4 130:16	35:7 84:17
rebates 113:13	163:17	reemphasize	102:12
117:22 226:4	164:25	223:18	104:13 105:4
226:6 240:16	215:19	reference	135:20
240:18 241:1	243:13	65:15	137:10
receive 69:15	recommending	references	regularly
92:22 118:6	161:19	62:8	105:21
received 19:19	record 12:10	reflective	108:10
27:6 70:24	183:3 244:11	44:14	regulated 71:2
107:25 117:3	recorded	refueling	191:1
230:20	183:12	217:17	regulation
236:17	recourses	reg 39:16 56:8	38:22 49:19
241:13	121:17	regard 59:12	51:2 54:6,8
receiving 14:6	recreational	162:15	54:17 55:13
79:20 116:15	35:9	199:10	56:9 152:4
116:18	recruited	220:13	152:16 168:3
recharge	88:10	regarding	191:10
167:23	red 90:6,6	97:25 202:1	regulations
recipient	188:4	regardless	63:11 93:23
194:9	redevelopment	119:8	120:17 122:9
recognition	5:13 93:3,4	regards 138:24	149:4 164:3
22:2 53:6	93:7 94:5	regenerated	164:8,8,10
210:2 229:19	redig 219:13	124:13	168:25
recognize 6:3	reduce 5:25	regenerative	221:24
9:24 17:12	17:8 22:13	134:12	regulators
51:13,22	24:2 53:11	region 23:13	160:16
54:9 57:19	99:5 102:2	40:23 43:14	regulatory
79:4 85:2	117:24	51:9 61:13	68:22,25
97:9 225:4	126:25 147:8	65:23 67:6	69:4 223:8
226:15 231:2	159:22 187:3	85:24 87:14	reinforce 82:7
recognized	230:1 233:13	88:11,22	reiterate
57:5 225:8	236:6 240:20	98:1 122:15	216:5 232:23
recognizing	242:5	125:19	242:15
41:19,23	reduced 124:6	regional 37:13	243:17
43:3 117:5	125:11 228:5	97:16 187:11	related 4:16
recommend 4:10	228:7	regions 138:23	99:10 145:12
recommenda	reduces 116:21	register 98:14	187:8,22,23
69:4 76:2	117:2	152:12	relationship
95:9 139:10	reducing 30:22	registration	15:13
171:18	37:13	210:23	relationships
recommenda	reduction	registrations	233:25
6:6 10:22	31:14 144:16	22:18 115:10	relative
15:21 19:7	144:18 228:8	115:11	114:23
21:24 64:1	228:18	regretting	245:11,13
65:18 69:20	231:19	46:16	relatively
	<u> </u>	<u> </u>	<u> </u>

116:7	repairs 179:18	32:25 237:12	32:3,5,18
released 46:7	repeat 49:4	requests	34:1 75:17
226:16	206:6	152:25	89:19 91:16
relentless	repeatedly	require 24:4	190:22
160:21	104:8 106:22	54:18 75:10	218:13
relevant	replace 68:4	79:15 108:12	219:18 222:6
121:19	replacement	110:3 118:5	233:22
reliability	64:4,7	156:20 158:5	residents
114:23	replacing	161:20	27:16 30:24
145:10 234:3	118:4	177:13	31:14 32:12
reliable	replenishing	required	33:8 34:19
105:23 197:5	206:17	116:21 131:1	77:20 92:23
reliance 16:10	report 10:23	132:2 178:11	92:25 94:12
82:22	11:21 18:20	requirement	107:21 108:5
relied 63:15	24:16 25:7	39:2,4 83:9	108:17 109:7
reluctant	25:16 68:22	154:5	230:17,21
147:13	69:13 170:4	requirements	resilience
rely119:21	229:7 230:19	21:17 36:22	68:18 82:25
remain 156:23	235:23 239:8	38:12 39:4,8	184:21
220:10	242:18	51:8 117:24	resiliency
remains 79:5	243:12	120:18 154:3	184:25
remarks 12:16	reported 45:22	172:15 222:2	233:14
13:12 44:9	Reporter 245:4	requires 20:5	resilient
remember 22:8	REPORTERS 1:20	156:5 158:7	84:13 184:23
48:2 66:16	reports 21:25	240:5	resource 78:19
205:19,23	152:9 235:17	requiring 9:8	83:3 141:15
242:15	represent 7:21	research 13:25	141:22
remind 25:24	8:9 11:3	46:24 101:24	228:22
reminder 106:5	97:11 110:11	104:7 113:21	resources
Renew 229:13	111:10	113:25 115:1	42:10 68:3
229:16	224:15 228:7	115:19	94:16 117:21
renewable	representa	116:12	166:15 170:1
239:3,3	86:6,8,10	118:21 120:8	227:21
renewal 67:9	representa	123:8 147:21	234:17
renewed 63:6	7:19 209:2	researcher	respect 9:16
rent 211:21	representa	101:11,11,22	9:20 13:5
renters 65:7	13:23 70:10	researchers	68:23 70:6
91:23 92:5	92:19	45:12	75:7 244:4
renting 178:12	represented	resell 71:6	respectful
RENZI 1:19	226:24	reselling	11:6
rep 86:13,14	representing	69:12 71:4	respectfully
repair 86:21	8:1,4 163:21	residence	11:18 172:8
123:22,22	represents	108:5	216:4
178:25 179:3	89:25 105:6	resident	respiratory
179:13,25	155:8	125:21	230:25
180:3,15	requesting	residential	respond 46:25
	<u> </u>	<u> </u>	<u> </u>

78:19 229:20	161:19	210:19 212:3	67:17 81:2,3
responses 83:2	revisit 4:14	212:13 213:2	rolled 88:21
responsible	15:20	214:20	96:11
171:25 172:2	RFP 27:6 32:21	217:25 219:8	rolling 69:10
172:18	56:1 57:1	219:11,24	80:15 128:11
responsibly	RGGI 68:19	221:14 224:2	128:18
126:20	Rhode 43:17	225:15 228:4	132:10
rest 10:4	56:4 117:12	240:8 242:13	Ron 97:17
90:16 125:1	Richard 2:5	rights 90:5	room 10:4,5
159:17	8:3	riled 176:16	14:2 26:14
188:20 189:2	rid140:2	rise 155:12	132:1 159:17
189:10,13,17	205:25	RLM 75:17	243:1
215:18,23	ride 47:16	road 31:21	rooms 48:22
restrictive	73:14,15	54:3 58:16	rose 41:5
228:4	161:11	77:1 104:24	Ross 2:10 8:5
result 66:18	rides 159:5	129:8 148:23	8:5
75:8 112:4	188:21	168:14	roughly 227:10
resulting	right 4:24	188:14	round 198:11
230:24	5:10 28:9,18	199:15	198:12,13,24
results 69:18	30:10 31:3	226:14,16	route 1:22
126:22	36:10 42:21	229:1 231:10	54:21 128:23
143:22	44:18 54:23	240:4	199:3
154:13	55:25 56:9,9	roads 9:7	routes 128:20
retailer 142:7	58:16 60:1	39:12 98:24	129:1,4
Retailers	66:18 67:9	103:19 207:1	routines
154:25	70:19 71:4	209:15	105:18
retain 55:15	72:13 75:16	212:22	rubber 129:8
retired 238:22	81:18 92:1,9	239:23	rule 36:23
retrofit	93:22 94:7	Robert 2:11	38:8 54:16
222:21	99:14 101:18	3:16 154:23	161:24
return 131:2	104:16 105:3	162:18	ruled 55:21
132:2	115:14 122:6		rules 114:10
rev 184:20	133:19 135:1	robust 49:4	177:25
185:17	135:2,19	54:22 160:4	run 16:23
revenue 51:25	136:7 147:9	220:12	60:23 87:22
209:12	147:20 148:6	role 74:4,12	99:3 133:17
reverse 20:17	157:12,16	74:12,20,21	134:6 136:1
review 16:25	158:23 163:1		136:20
69:14,22	163:9 165:14		180:13
99:17,18	166:10	183:23 184:7	running 109:8
215:19	168:22	185:1 187:14	146:9 147:4
reviewing	172:20 178:7		151:17
217:19	179:16	234:23	207:23
revise 46:18	192:13	roles 6:21 9:4	runs 138:11
revised 141:25	196:19	85:4	rural 215:8
revisions	209:14	roll 20:18	

Sacramento 242:4 Secaucus 88:12 97:12 102:7 sad 155:14 saving 108:16 second 25:19 103:21 104:3 safety 148:23 124:8 195:23 28:11 43:24 103:21 104:3 sale 20:6 124:8 115:24 115:25 116:23 117:1,22 116:16,20 117:6,9,18 117:6,9,18 115:11,20 125:11,20 125:11,20 125:12,12,14,23 150:15 156:6 158:8 191:23 224:17 244:3 226:6 241:7 241:7 244:3 226:6 241:7 241:1,20 14:14:146:25 39:1,6,8 15:19 57:18 102:17,23,24 122:13 224:17 244:3 224:17 244:3 224:17 244:3 224:17 244:3 224:16 125:9,23 23:4,10 125:12 126:14 11:17 154:6 125:9,23 126:14 11:17 154:16 153:4,10 154:16 159:16 158:17 168:17 17:10 87:20 129:12,15 188:17 17:10 87:20 129:14,16 129:14,16 129:14,16 129:14,16 129:14,16 129:14,16 129:14,16 129:14,16 129:14,16 129:14,16 1		100.00	G	07.10 100.7
Sactable 173:25 Sad 155:14 Saving 108:16 Saving 108:16 Saving 107:15 Sad 155:14 Safet 173:25 124:8 195:22 195:23 124:8 195:22 195:23 101:4,9 111:21,22 Saying 14:15 16:16,20 17:6,9,18 17:6,9,18 17:6,9,18 17:6,9,18 17:62 18:24 15:25 16:16:16,20 155:11,20 154:6 197:25 125:11,20 154:6 197:25 126:16 129:7 198:13,24 129:12,14,23 126:16 129:7 198:13,24 129:12,14,23 129:12,14,23 129:25 138:8 19:23 226:6 241:7 Sale s 20:14 , 22 39:1,6,8 51:19 57:18 102:17,23,24 103:14 111:22 112:5 13:14,24 135:12 136:14 135:15 137:9 13:14,24 135:12 136:14 135:15 137:9 13:14,24 135:12 16:14 135:15 137:9 13:14,24 155:12 16:14 135:15 137:9 160:13 161:5 161:14 Scales 147:7 Scarier 148:25 206:10 195:21,25 128:223:2 25:20 23:14 20:16 129:7 13:14,24 135:15 137:9 13:14,24 135:15 137:9 13:14,24 135:15 137:9 160:13 161:5 161:14 Scales 147:7 Scarier 148:25 20:10 155:2 20:22	S	save 108:22	Seattle 109:12	97:12 102:7
sad 155:14 sade 197:5 safety 148:23 148:23 234:4 108:25 safety 148:23 148:23 234:4 195:23 70:8 83:6 110:16,23 110:16,23 144:8 115:25 124:8 195:23 101:4,9 111:21,22 117:6,9,18 16:16,20 154:6 197:25 198:13,24 129:12,14,23 117:22 188:24 150:15 156:6 158:8 191:23 224:17 244:3 144:4 146:25 182:0:14 223 35:4 95:25 122:13 224:17 244:3 155:29 147:2,9 36:4 95:25 122:13 224:17 244:3 166:15 168:17,23 35:4 95:25 168:17,23 35:25 36:24 150:5,9 36:20:14 111:17 154:16 155:49 155:49 166:17,23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23 36:47:23	Sacramento			•
safe 197:5 safe 197:5 safe 197:5 safe 233:41 safe 233:31 195:23 70:8 83:6 110:16,23 sale 20:6 114:8 115:24 saw 187:20 saw 187:20 saw 187:20 saw 187:20 saw 187:20 say 11:21,22 122:10 say 16:16,20 17:6,9,18 15:25:11,20 128:16 129:7 129:12,14,23 129:12,14,123 129:12,14,123 129:12,14,23 129:12,14,23 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123 129:12,14,123	173:25	_		
safety148:23 195:23 70:8 83:6 110:16,23 148:23 234:4 sawl87:20 116:23 127:1,16 114:8 115:24 115:25 125:11,20 125:11,20 129:12,14,23 117:6,9,18 154:6 197:25 236:23 129:12,14,23 117:22 201:8 206:2 236:23 138:19 140:9 117:22 35:4 95:25 35:4 95:25 secondary 76:7 147:2,9 18:24 35:4 95:25 secondary 76:7 147:2,9 sale's 20:21 35:4 95:25 secondary 76:7 147:2,9 sale's 20:21 36:23 149:1,5,22 sale's 20:21 31:0	sad 155:14	_		
148:23 234:4	safe 197:5			
sale 20:6 114:8 115:24 sawing 14:15 118:25 128:16 129:7 115:25 126:16,20 152:11,20 129:22 132:25 198:13,24 129:12,14,23 117:6,9,18 117:6,9,18 154:6 197:25 236:23 138:19 140:9 118:24 150:15 156:6 35:4 95:25 224:14:4,15 141:4 146:25 158:8 191:23 224:17 244:3 35:4 95:25 5econdary 76:7 147:2,9 sale's 20:21 382:25 scales 20:22 scales 20:14,22 scales 20:23 150:5,9 sale's 20:14,22 224:17 244:3 224:17 244:3 225:20 147:4 146:25 sale's 20:21 35:4 95:25 scondary 76:7 147:2,9 5econdly 149:1,5,22 sale's 20:14,22 224:17 244:3 secret 202:22 150:5,9 150:5,9 150:5,9 scales 20:14,23 126:14 132:11 184:15 170:10 154:16 150:5,9 150:5,9 150:5,9 150:5,9 150:5,9 150:5,9 160:12,5 161:25 161:25 161:25 161:25 161:25 161:25	safety 148:23			-
114:8 115:24 115:25 116:16,20 117:6,9,18 117:22 118:24 150:15 156:6 158:8 191:23 226:6 241:7 321:6,8 51:19 57:18 102:17,23,24 103:14 111:22 112:5 113:14,24 115:12 116:16,8 102:17,23,24 103:14 111:22 112:5 116:16 158:19 17:10 17:	148:23 234:4			•
115:25	sale 20:6			
116:16,20 117:6,9,18 117:22 118:24 118:24 150:15 156:6 158:8 191:23 226:6 241:7 sale's 20:21 ssles 20:14,22 39:1,6,8 51:19 57:18 102:17,23,24 103:14 11:22 112:5 113:14,24 115:12 116:14 117:15 118:8 120:1 155:2 126:14 17:15 118:8 120:1 155:2 126:14 17:15 118:8 120:1 155:2 155:18,21,23 156:10 158:19 160:13 161:5 161:8 162:3 173:21 Sample 45:10 San181:11,21 Sample 45:10 San181:11,21 Sara 2:9 3:4 4:3 7:12 8:12,16 10:1 13:14 77:17 212:14 satisfies 197:8,12 152:11,20 225:20 224:17,23 224:17,25 236:23 244:14,15 secondary 76:7 141:4 14:4 146:25 secondary 76:7 141:2,19 149:1,5,22 150:5,9 secondly 11:17 164:15 161:25 secondly 11:17 164:15 161:25 secondly 11:17 164:15 168:17,23 section 38:24 153:4,10 11:17 184:15 108:11 11:17 184:15 108:11 108:11 108:11 119:14,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:4,16 199:25 138:8 138:19 140:9 141:4 14:4:4:6:25 secondary 76:7 149:1,2,9 149:1,5,22 150:5,9 secondly 149:1,5,22 150:5,9 161:25 section 38:24 150:16,125 100:18 11:17 108:11 108:	114:8 115:24			
117:6,9,18 117:22 118:24 150:15 156:6 158:8 191:23 226:6 241:7 sale's 20:21 sales 20:14,22 39:1,6,8 51:19 57:18 51:19 57:18 102:17,23,24 103:14 111:22 112:5 113:14,24 115:12 116:14 117:15 118:8 120:1 155:2 116:14 117:15 118:8 120:1 155:2 156:10 158:19 160:13 161:5 161:8 162:3 173:21 sample 45:10 san 181:11,21 sample 45:10 san 181:11 satisfies 197:8,12	115:25		<u>-</u>	
117:22 118:24 150:15 156:6 158:8 191:23 226:6 241:7 sale's 20:21 sales 20:14,22 39:1,6,8 51:19 57:18 102:17,23,24 103:14 111:22 112:5 113:14,24 115:12 116:14 117:15 118:8 120:1 155:2 155:18,21,23 156:10 158:19 160:13 161:5 161:8 162:3 173:21 sample 45:10 san 181:11,21 sample 45:10 san 181:11 satisfies 197:8,12	116:16,20	_		
117:22	117:6,9,18			
150:15 156:6 158:8 191:23 224:17 244:3 35:4 95:25 161:25 35:5,9 35:4 95:25 35:6 10.5,9 35:4 95:25 35:6 10.5,9 35:25 35:22:25 35:10.38:24 35:4,10 3	117:22			
158:8 191:23 226:6 241:7 sale's 20:21 sales 20:14,22 39:1,6,8 51:19 57:18 102:17,23,24 103:14 111:22 112:5 113:14,24 115:12 116:14 117:15 118:8 120:1 155:2 155:18,21,23 156:10 158:19 158:11 158:19 158:11 158:11 158:11 158:11 159:10 158:11 158:11 158:11 158:11 159:10 158:11 158:11 159:10 158:11 158:11 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 199:14,16 188:11 199:14,16 199:14,	118:24	_	_	
226:6 241:7 244:3	150:15 156:6		-	
226:6 241:7 241:7 244:3 secret 202:22 152:9,23 sale's 20:14,22 39:1,6,8 168:17,23 184:15 170:10 51:19 57:18 102:17,23,24 126:14 17:10 87:20 188:17 189:1 103:14 132:11 108:11 191:14,16 113:14,24 135:15 137:9 138:10 192:4,16 115:12 188:11 150:10 195:21,25 113:14,24 115:12 188:11 192:4,16 115:12 188:11 150:10 195:21,25 115:18:8 120:1 155:2 158:22 199:16,18 155:18,21,23 214:13 202:11 156:10 214:13 202:11 158:19 214:13 202:11 156:10 204:20 203:14 204:20 158:19 214:13 204:20 158:19 203:14 210:18 160:13 161:5 25chool 9:7 14:2 27:23 221:21 18:11 30:21 31:13 224:23 18:11 30:21 31:13 224:22 18:11 30:21 31:13 224:22 18:11 20:21:21 224:22 18:21 20:21:21 224:22 20:21:21 224:22 226:22 226:22<	158:8 191:23			150:5,9
sale's 20:21 SB 232:25 section 38:24 153:4,10 sales 20:14,22 39:1,6,8 scale 72:3 168:17,23 sector 16:3,5 181:23 185:1 51:19 57:18 102:17,23,24 132:11 17:10 87:20 188:17 189:1 103:14 132:11 135:15 137:9 138:10 19:14,16 113:14,24 188:11 scales 147:7 176:22 208:2 199:16,18 115:12 scales 147:7 scales 147:7 208:14 201:6,12,25 115:12 scarier 148:25 scenarios 214:13 202:11 120:1 155:2 218:2 223:2 208:14 201:6,12,25 155:18,21,23 schedule 50:9 schedule 50:9 scurity 208:15 158:19 school 9:7 14:2 27:23 224:13 224:13 157:5 school 9:7 14:2 27:23 224:13 227:21 san 181:11,21 school 56:10 31:15 34:15 227:21 sara 2:9 3:4 4:3 7:12 scince 79:12 35:12 40:1 228:12 24:2 scince 79:12 scince 79:12		224:17 244:3		-
sales 20:14,22 scalable 111:17 154:16 39:1,6,8 168:17,23 sector 16:3,5 181:23 185:1 102:17,23,24 103:14 132:11 108:11 19:114,16 111:22 112:5 135:15 137:9 138:10 192:4,16 113:14,24 115:12 138:11 150:10 195:21,25 116:14 117:15 118:8 20:1 155:2 176:22 208:2 199:16,18 120:1 155:2 218:2 223:2 208:14 201:6,12,25 155:18,21,23 226:22 schedule 50:9 scdans 205:1 208:15 156:10 schedule 50:9 scdans 205:1 214:22 156:10 157:5 sce4:16 14:1 214:22 160:13 161:5 157:5 sce4:16 14:1 224:23 173:21 school 9:7 14:2 27:23 221:21 224:2 183:12 30:21 31:13 227:21 182:12 30:21 31:13 227:21 183:14 71:12 35:12 40:1 228:12 24:2 183:14 31:15 34:15 227:21			section 38:24	153:4,10
39:1,6,8 168:17,23 scale 72:3 184:15 170:10 51:19 57:18 102:17,23,24 132:11 108:11 188:17 189:1 103:14 132:11 108:11 191:14,16 111:22 112:5 188:11 150:10 195:21,25 113:14,24 188:11 150:10 195:21,25 116:14 scales 147:7 176:22 208:2 199:16,18 120:1 155:2 scenarios 214:13 202:11 155:18,21,23 226:22 schedule 50:9 203:14 204:20 158:19 schedule 50:9 schedule 50:9 schedule 50:1 214:13 202:11 158:19 157:5 school 9:7 14:2 27:23 214:12 161:8 162:3 173:21 school 9:7 14:2 27:23 224:13 sample 45:10 schools 66:10 31:15 34:15 227:21 sara 2:9 3:4 4:3 7:12 83:24 40:13,23 227:21 8:12,16 10:1 scott 2:10 8:5 51:14 52:12 52:4 105:22 12:14 scrupulously 51:14 52:12 52:14 105:22 12:14 53:6 59:4 207:16 222:1 13:15fis 59:4 207:16 222:1		scalable	111:17	154:16
51:19 57:18 126:14 17:10 87:20 188:17 189:1 102:17,23,24 132:11 108:11 191:14,16 111:22 112:5 135:15 137:9 188:10 192:4,16 113:14,24 15:12 150:10 195:21,25 116:14 scales 147:7 208:14 201:6,12,25 117:15 118:8 scenarios 214:13 202:11 120:1 155:2 226:22 230:10,16 204:20 155:18,21,23 26:22 schedule 50:9 203:14 210:18 158:19 157:5 schedule 50:9 203:14 214:22 161:8 162:3 157:5 school 9:7 14:2 27:23 221:21 224:2 sample 45:10 schools 66:10 science 79:12 35:12 40:1 228:12 24:2 sara 2:9 3:4 4:3 7:12 83:25 40:13,23 227:21 8:12,16 10:1 13:14 71:17 5cott 2:10 8:5 47:5 49:13 22:4 105:22 13:14 71:17 48:18 53:6 59:4 49:5 51:12 13:14 71:17 5cott 2:10 8:5 53:6 5	· · · · · · · · · · · · · · · · · · ·	168:17,23	184:15	170:10
102:17,23,24 126:14 13:10 87:20 188:17 189:1 103:14 111:22 112:5 135:15 137:9 138:10 19:14,16 113:14,24 115:12 188:11 150:10 195:21,25 116:14 scales 147:7 208:14 201:6,12,25 117:15 118:8 218:2 223:2 208:14 202:11 120:1 155:2 218:2 223:2 230:10,16 204:20 155:18,21,23 218:2 223:2 203:14 208:15 156:10 schedule 50:9 schedule 50:9 203:14 213:19 160:13 161:5 157:5 sce 4:16 14:1 214:22 161:8 162:3 18:11 30:21 31:13 224:13 176:22 208:2 208:14 201:6,12,25 204:20 203:14 204:20 203:14 213:19 214:22 203:14 214:22 221:21 224:22 203:14 213:19 224:13 204:20 225:2 221:21 224:22 203:14 213:19 224:12 224:13 227:21 228:12 224:12 224:13 23:11 224:12 224:12 28:12 3:1 24:11 228:12 226:22 29:12 3:4 40:1			sector 16:3,5	181:23 185:1
103:14 111:22 112:5 113:14,24 115:12 116:14 117:15 118:8 120:1 155:2 155:18,21,23 156:10 158:19 160:13 161:5 161:8 162:3 173:21 sample 45:10 San 181:11,21 Sara 2:9 3:4 4:3 7:12 8:12,16 10:1 132:11 135:15 137:9 188:11 176:22 208:2 176:22 208:2 176:22 208:2 208:14 201:6,12,25 202:11 202:11 202:11 204:20 208:15 202:11 204:20 208:15 203:14 200:18 204:20 208:15 203:14 200:18 204:20 208:15 203:14 200:18 204:20 208:15 203:14 200:18 204:20 208:15 203:14 200:18 201:6,12,25 202:11 204:20 208:15 203:14 200:18 201:10,16 204:20 208:15 203:14 210:18 224:13 224:22 225:121:24:2 225:123:4 40:13,23 43:10 45:25 47:5 49:13 52:4 105:22 122:18,22,23 122:18,22,23 122:18,22,23 122:18,22,23 122:18,22,23 122:18,22,23 122:18,22,23 122:18,22,23 122:12,13 22:11,18 22:11 22:12,13 23:10 24:13 224:22 225:12 22:12:12:12 22:12:12		126:14	17:10 87:20	188:17 189:1
111:22 112:5 113:14,24 115:12 116:14 117:15 118:8 120:1 155:2 155:18,21,23 156:10 158:19 160:13 161:5 161:8 162:3 173:21 sample 45:10 san 181:11,21 Sara 2:9 3:4 4:3 7:12 8:12,16 10:1 13:14 71:17 212:14 sat 28t:11 satisfies 197:8,12 135:15 137:9 188:10 150:10 150:10 176:22 208:2 176:22 208:2 176:22 208:14 201:6,12,25 202:11 202:11 204:20 208:15 210:18 210:18 210:18 221:21 224:22 221:21 224:22 224:22 226:22 226:22 22 208:24 202:11 204:20 208:15 202:11 204:20 208:15 202:11 204:20 208:15 202:11 212:12 224:22 226:22 226:22 228:24 210:18 21:12 224:22 226:22 226:22 226:22 226:22 228:14 210:18 210:18 210:18 211:19 211:12 224:22 226:22 226:22 226:22 228:14 210:18 201:6,12,25 202:11 202:11 204:20 208:15 202:11 204:20 208:15 202:11 204:20 208:15 202:11 204:20 208:15 202:11 204:20 208:15 202:11 224:22 226:22 228:14 210:18 214:13 220:16,12,25 202:11 224:20 226:22 226:2			108:11	191:14,16
113:14,24 188:11 150:10 195:21,25 115:12 scales 147:7 176:22 208:2 199:16,18 117:15 118:8 20:1 155:2 218:2 223:2 208:14 201:6,12,25 155:18,21,23 218:2 223:2 230:10,16 204:20 158:19 schedule 50:9 schedule 50:9 203:14 210:18 160:13 161:5 scheduled sedans 205:1 213:19 161:8 162:3 157:5 school 9:7 214:2 27:23 221:21 224:2 173:21 school 9:7 14:2 27:23 221:21 224:2 183:11 30:21 31:13 227:21 183:11 30:21 31:13 227:21 183:11 30:21 31:13 227:21 183:11 30:21 31:13 227:21 183:11 227:21 228:12 24:2 183:12 31:15 34:15 227:21 183:25 40:13,23 49:5 51:12 18:12 52:4 105:22 52:4 105:22 18:14 51:14 52:12 122:18,22,23 18:18 53:6 59:4 207:16 222:1 18:18 53:6 59:4 207:16 222:1 18:19 51:14 52:12 52:4 105:22 18:11 51:14 52:12 52:4 105:22 18:11 51:14 52:		135:15 137:9	138:10	192:4,16
115:12 scales 147:7 176:22 208:2 199:16,18 116:14 scarier 148:25 208:14 201:6,12,25 117:15 118:8 218:2 223:2 230:10,16 204:20 155:18,21,23 226:22 schedule 50:9 203:14 210:18 158:19 schedule 50:9 schedule 50:1 203:14 210:18 160:13 161:5 school 9:7 203:14 210:18 161:8 162:3 school 9:7 14:2 27:23 221:21 224:2 173:21 school 9:7 14:2 27:23 221:21 224:2 153:14 science 79:12 35:12 40:1 228:12 24:2 153:24 40:13,23 32:12 40:1 228:12 24:2 13:14 71:17 scott 2:10 8:5 47:5 49:13 52:4 105:22 13:14 71:17 scrupulously 51:14 52:12 52:4 105:22 12:12:14 sat 228:11 53:6 59:4 207:16 222:1 satisfies 197:8,12 12:12,13 65:10,11,18 33:7		188:11	150:10	195:21,25
116:14 scarier148:25 208:14 201:6,12,25 117:15 118:8 218:2 223:2 230:10,16 204:20 155:18,21,23 226:22 schedule 50:9 203:14 210:18 156:10 schedule 50:9 schedule 50:9 203:14 210:18 158:19 157:5 schedule 4 214:12 210:18 160:13 161:5 school 9:7 14:2 27:23 221:21 224:2 173:21 school 9:7 14:2 27:23 221:21 224:2 sample 45:10 schools 66:10 31:15 34:15 227:21 san 181:11,21 science 79:12 35:12 40:1 228:12 24:2 8:12,16 10:1 79:12 83:24 40:13,23 seeing 24:24 4:3 7:12 scott 2:10 8:5 47:5 49:13 52:4 105:22 8:12,16 10:1 scrupulously 51:14 52:12 52:4 105:22 12:12:14 scrupulously 53:6 59:4 207:16 222:1 satisfies 63:24 65:3 5eeking 27:9 197:8,12 12:12,13 65:10,11,18 33:7	<u> </u>	scales 147:7	176:22 208:2	199:16,18
117:15 118:8 scenarios 214:13 202:11 120:1 155:2 218:2 223:2 230:10,16 204:20 155:18,21,23 226:22 schedule 50:9 203:14 210:18 158:19 scheduled sedans 205:1 213:19 160:13 161:5 157:5 see 4:16 14:1 214:22 161:8 162:3 18:11 30:21 31:13 224:13 sample 45:10 schools 66:10 31:15 34:15 227:21 san 181:11,21 science 79:12 35:12 40:1 228:12 242:2 sara 2:9 3:4 4:3 7:12 40:13,23 seeing 24:24 4:3 7:12 scott 2:10 8:5 47:5 49:13 52:4 105:22 8:12,16 10:1 scrupulously 51:14 52:12 122:18,22,23 12:12 48:18 53:6 59:4 122:25 123:4 sat 228:11 seats 4:2 63:24 65:3 5eeking 27:9 197:8,12 12:12,13 65:10,11,18 33:7		scarier 148:25	208:14	201:6,12,25
120:1 155:2 218:2 223:2 230:10,16 204:20 155:18,21,23 226:22 schedule 50:9 203:14 210:18 158:19 scheduled sedans 205:1 213:19 160:13 161:5 157:5 see 4:16 14:1 214:22 161:8 162:3 18:11 30:21 31:13 224:13 173:21 schools 66:10 31:15 34:15 227:21 san 181:11,21 science 79:12 35:12 40:1 228:12 242:2 sara 2:9 3:4 79:12 83:24 40:13,23 seeing 24:24 4:3 7:12 83:25 43:10 45:25 49:5 51:12 8:12,16 10:1 scrupulously 51:14 52:12 52:4 105:22 12:14 scrupulously 53:6 59:4 122:25 123:4 sat 228:11 seats 4:2 63:24 65:3 207:16 222:1 satisfies 12:12,13 65:10,11,18 33:7		scenarios	214:13	202:11
155:18,21,23 226:22 schedule 50:9 203:14 210:18 158:19 157:5 sedans 205:1 213:19 160:13 161:5 157:5 see 4:16 14:1 214:22 173:21 18:11 30:21 31:13 224:13 sample 45:10 schools 66:10 31:15 34:15 227:21 san 181:11,21 science 79:12 35:12 40:1 228:12 242:2 sara 2:9 3:4 79:12 83:24 40:13,23 seeing 24:24 4:3 7:12 83:25 43:10 45:25 49:5 51:12 8:12,16 10:1 scrupulously 51:14 52:12 52:4 105:22 12:14 48:18 53:6 59:4 122:25 123:4 sat 228:11 seats 4:2 63:24 65:3 207:16 222:1 satisfies 12:12,13 65:10,11,18 33:7		218:2 223:2	230:10,16	204:20
156:10schedule 50:9203:14210:18158:19157:5sedans 205:1213:19160:13 161:5157:5see 4:16 14:1214:22161:8 162:318:1130:21 31:13224:13173:21schools 66:1031:15 34:15227:21sample 45:10science 79:1235:12 40:1228:12 242:2Sara 2:9 3:479:12 83:2440:13,23seeing 24:244:3 7:1283:2543:10 45:2549:5 51:128:12,16 10:1scott 2:10 8:547:5 49:1352:4 105:2213:14 71:17scrupulously51:14 52:12122:18,22,23212:1453:6 59:4122:25 123:4sat 228:11seats 4:263:24 65:3207:16 222:1satisfies197:8,1212:12,1365:10,11,1833:7		226:22	Security	208:15
158:19 160:13 161:5 161:8 162:3 173:21 Sample 45:10school 9:7 18:11 Schools 66:10 179:12 83:24 18:12 18:12 19:12 83:24 19:12 83:24 19:12 83:24 19:12 83:24 19:12 83:24 19:12 83:24 19:12 83:25 10:13:14 71:17 10:13:14 71:17 10:14 sat 228:11 10:15 seats 4:2 10:16 10:15 seats 4:2 10:17 seats 4:2 10:18 12:12,13sedans 205:1 14:2 27:23 30:21 31:13 31:15 34:15 34:15 35:12 40:1 40:13,23 40:13,23 40:13,23 40:13,23 40:13,23 40:13,23 40:13,23 40:13,23 40:13,23 40:13,23 40:13,23 47:5 49:13 52:4 105:22 51:14 52:12 52:2 12:18,22,23 12:22:18,22,23 12:12,13		schedule 50:9	203:14	210:18
160:13 161:5157:5see 4:16 14:1214:22161:8 162:318:1130:21 31:13224:13173:21schools 66:1031:15 34:15227:21sample 45:10science 79:1235:12 40:1228:12 242:2sara 2:9 3:479:12 83:2440:13,23seeing 24:244:3 7:1283:2543:10 45:2549:5 51:128:12,16 10:1scott 2:10 8:547:5 49:1352:4 105:2213:14 71:17scrupulously51:14 52:12122:18,22,23212:1453:6 59:4122:25 123:4sat 228:11seats 4:263:24 65:3207:16 222:1satisfies12:12,1365:10,11,1833:7		scheduled	sedans 205:1	213:19
161:8 162:3 school 9:7 14:2 27:23 221:21 224:2 173:21 30:21 31:13 224:13 sample 45:10 schools 66:10 31:15 34:15 227:21 san 181:11,21 science 79:12 35:12 40:1 228:12 242:2 sara 2:9 3:4 79:12 83:24 40:13,23 seeing 24:24 4:3 7:12 83:25 43:10 45:25 49:5 51:12 8:12,16 10:1 scrupulously 51:14 52:12 52:4 105:22 13:14 71:17 48:18 53:6 59:4 122:25 123:4 sat 228:11 seats 4:2 62:3 63:6,23 207:16 222:1 satisfies 12:12,13 65:10,11,18 33:7		157:5	see 4:16 14:1	214:22
173:21 18:11 30:21 31:13 224:13 sample 45:10 schools 66:10 31:15 34:15 227:21 san 181:11,21 science 79:12 35:12 40:1 228:12 242:2 sara 2:9 3:4 79:12 83:24 40:13,23 seeing 24:24 4:3 7:12 83:25 43:10 45:25 49:5 51:12 8:12,16 10:1 scott 2:10 8:5 47:5 49:13 52:4 105:22 13:14 71:17 scrupulously 51:14 52:12 122:18,22,23 212:14 48:18 53:6 59:4 122:25 123:4 sat 228:11 seats 4:2 62:3 63:6,23 207:16 222:1 satisfies 12:12,13 65:10,11,18 33:7		school 9:7	14:2 27:23	221:21 224:2
sample 45:10schools 66:1031:15 34:15227:21san 181:11,21science 79:1235:12 40:1228:12 242:2sara 2:9 3:479:12 83:2440:13,23seeing 24:244:3 7:1283:2543:10 45:2549:5 51:128:12,16 10:1scott 2:10 8:547:5 49:1352:4 105:2213:14 71:17scrupulously51:14 52:12122:18,22,23212:1448:1853:6 59:4122:25 123:4sat 228:11seats 4:262:3 63:6,23207:16 222:1satisfies197:8,1212:12,1365:10,11,1833:7		18:11	30:21 31:13	224:13
San 181:11,21 science 79:12 35:12 40:1 228:12 242:2 Sara 2:9 3:4 79:12 83:24 40:13,23 seeing 24:24 4:3 7:12 83:25 43:10 45:25 49:5 51:12 8:12,16 10:1 Scott 2:10 8:5 47:5 49:13 52:4 105:22 13:14 71:17 scrupulously 51:14 52:12 122:18,22,23 212:14 SDG 181:17 62:3 63:6,23 207:16 222:1 satisfies 197:8,12 12:12,13 65:10,11,18 33:7		schools 66:10	31:15 34:15	227:21
Sara 2:9 3:4 79:12 83:24 40:13,23 seeing 24:24 4:3 7:12 83:25 43:10 45:25 49:5 51:12 8:12,16 10:1 Scott 2:10 8:5 47:5 49:13 52:4 105:22 13:14 71:17 scrupulously 51:14 52:12 122:18,22,23 212:14 48:18 53:6 59:4 122:25 123:4 sat 228:11 seats 4:2 62:3 63:6,23 207:16 222:1 satisfies 12:12,13 65:10,11,18 33:7	_	science 79:12	35:12 40:1	228:12 242:2
4:3 7:12 83:25 43:10 45:25 49:5 51:12 8:12,16 10:1 Scott 2:10 8:5 47:5 49:13 52:4 105:22 13:14 71:17 52:14 51:14 52:12 122:18,22,23 212:14 53:6 59:4 122:25 123:4 32:28:11 53:6 59:4 207:16 222:1 32:24 65:3 53:24 65:3 56:10,11,18 33:7 33:7	<u> </u>	79:12 83:24	40:13,23	seeing 24:24
8:12,16 10:1 Scott 2:10 8:5 47:5 49:13 52:4 105:22 13:14 71:17 50:114 52:12 122:18,22,23 212:14 48:18 53:6 59:4 122:25 123:4 50G 181:17 62:3 63:6,23 207:16 222:1 50G 181:17 63:24 65:3 50:10,11,18 50:10,11,18		83:25	43:10 45:25	49:5 51:12
13:14 71:17 scrupulously 51:14 52:12 122:18,22,23 212:14 48:18 53:6 59:4 122:25 123:4 sat 228:11 spg 181:17 62:3 63:6,23 207:16 222:1 satisfies 63:24 65:3 seeking 27:9 197:8,12 12:12,13 65:10,11,18 33:7		Scott 2:10 8:5	47:5 49:13	52:4 105:22
212:14 48:18 53:6 59:4 122:25 123:4 sat 228:11 50G 181:17 62:3 63:6,23 207:16 222:1 satisfies 63:24 65:3 53:6 59:4 307:16 222:1 197:8,12 12:12,13 65:10,11,18 33:7	<u> </u>	scrupulously	51:14 52:12	122:18,22,23
sat 228:11 SDG 181:17 62:3 63:6,23 207:16 222:1 satisfies 63:24 65:3 seeking 27:9 197:8,12 12:12,13 65:10,11,18 33:7		48:18	53:6 59:4	122:25 123:4
satisfies seats 4:2 63:24 65:3 seeking 27:9 197:8,12 12:12,13 65:10,11,18 33:7		SDG 181:17	62:3 63:6,23	207:16 222:1
197:8,12 12:12,13 65:10,11,18 33:7		seats 4:2	63:24 65:3	seeking 27:9
195:20 89:17 96:14 seen 62:2		12:12,13	65:10,11,18	33:7
	107.0712	195:20	89:17 96:14	seen 62:2

63:15 81:11	separate	settlement	short 38:25
102:15	142:19 200:6	4:15 22:11	63:13 80:25
104:19 105:5	September 70:7	22:14 31:2	108:24 136:9
105:13	144:6,14	189:22	148:10
106:22 107:2	185:19	203:20	209:18
107:19	226:17	settlements	239:18
108:18	series 41:1	240:24	shorter 170:20
111:25 112:4	70:14 190:8	seven 20:22	shortly 60:10
119:25 120:3	serious 50:1	40:9 218:3	shot 126:6
120:5 128:3	218:11	shaft 140:5	shout 224:1
133:6 147:17	serve 37:17	shaping 187:13	show 25:25
154:10	66:11 83:3	share 24:14	29:16 34:11
189:18 193:6	235:12	162:14 180:5	41:10 46:8
201:6	served 100:23	202:3 241:14	48:22 52:20
segment 11:10	serves 64:8	shared 50:10	115:5 231:16
73:23 216:7	service 9:6	79:11 97:19	showing 45:23
segments 6:10	13:7 27:21	215:6	116:12 120:9
49:23 72:23	58:23 78:14	shares 156:16	shown 114:1
73:2,3,4	125:10 158:6	sharing 32:16	115:15
select 56:11	161:21	73:15 84:22	shows 45:16
sell 42:2 51:4	179:14 180:2	shed 65:22	115:2 127:3
155:9 156:20	184:12,14	Shell 133:25	157:20 228:1
157:7,11	194:21	shift 76:6	shuffled
158:13 217:8	242:24	112:21	224:10
seller 53:8	243:14	217:16	side 5:8 16:19
sellers 178:4	services	shifts 5:24	28:11 29:18
selling 39:20	126:23,24	52:6	29:19 56:16
51:10,25	140:16,22	shiny 226:10	56:16 67:15
160:21 168:7	192:2 232:9	shipments	73:12 78:4
sells 39:24	serving 63:8	143:13 144:7	91:17 109:6
Senate 8:20	244:2	144:13	115:5,15
162:12	sessions	shipper 142:22	130:3,4
225:13	216:25 217:1	Shipper's	152:4 153:5
send 100:5	set 10:25	140:18	165:24
182:10	33:17 39:9	ships 60:17,20	184:17,20
239:24	119:11	64:10	192:22
sending 239:7	126:21	shop 129:17	195:15
senior 125:8	136:15 151:2	131:7	200:17 204:4
163:15	183:2 208:6	shopping 4:21	204:11
sense 92:25	221:24 245:8	89:23 90:18	213:14 214:4
201:17 206:3	sets 240:3	159:6	214:19
208:3	setting 9:1	Shoprite	220:14
sensitive	49:18 161:13	218:10	sides 67:19
66:12	173:14,14	shops 179:25	sidewalks
sent 69:13	219:21	180:3	33:13
241:23	settings 129:5	shore 184:16	Sierra 239:15
	l	l	l

			1496 303
sign 11:11	single 17:18	122:5,11	232:8
20:10 49:8	28:20 30:21	156:12	solar 82:16
200:4,20	51:9 87:21	157:16,17,20	237:15
signage 198:22	89:12 90:4	166:13	sold 54:19
198:22,23,25	91:16 104:16	slides 59:2	102:20,20
199:4	105:3 174:18	125:25	134:24 156:3
signal 239:25	194:23	128:13 165:1	156:9,13,17
signed 22:8	228:24	172:5,6,10	156:25
38:3 171:20	singular 71:19	176:6	161:20 169:7
230:7 242:11	sir 239:14	slightly	174:8
242:13	sister 203:12	119:15,16	solely 81:7
significant	sit 60:21	sliver 217:23	solid 48:19
5:20 195:13	61:18	217:25	Solomon 3:8
195:16	site 12:2	slow 27:12	35:25 36:6
196:15,19	18:21 95:15	28:10 107:16	54:4 57:4,16
222:23	95:19 96:5	Slowik 101:11	solution 60:1
232:10	131:22	112:8,10,17	72:7 108:11
significantly		122:17	solutions
222:14 236:6	165:22	124:25	67:13 106:20
signing 239:20	184:23 217:9	SLOWIK(App	112:13
signs 44:4	217:9 232:19	3:13	216:13 218:1
197:19,23	sites 17:9	sludge 66:10	219:24
199:10,16,18	82:12 143:25	small 151:17	somebody 98:22
199:19 201:7	191:2	155:15	226:7 227:11
213:19	sitting 139:8	165:15	son 60:5
silent 9:20	146:9 243:1	166:17	soon 53:25
Silicon 217:3	243:3	168:17	82:1 215:10
sill 155:15	situation	170:17 205:1	sorry 43:19
similar 43:14	50:22 64:21	217:23 238:5	47:12 66:15
65:4 120:4,5	75:3,7,11	smaller 179:11	67:12 183:9
142:2 151:23	six 22:23 31:6	smart 76:8	239:16
152:21 166:8	37:9 49:9	98:16 212:25	sort 27:14
194:3	75:5 95:21	217:12	28:6,10,13
similarly	181:13	218:17	32:17 33:11
43:22 78:17	185:15 186:6	smog 164:21	41:17 45:12
105:3 146:20	194:24	165:24 166:4	47:8 49:2
simple 81:19	219:25	166:5	55:15 56:24
116:7 173:4	size 31:19	smoke 16:16	86:4 89:22
simpler 124:10	128:16	snapshot 47:3	89:24 90:25
simply 133:13	138:22	snow 169:21	91:14 92:20
158:6,10,12	146:20	snows 137:23	93:8,11
162:22	sizes 238:5	soccer 17:25	97:17 108:1
simulated	sleep 83:15	social 127:4	145:9 148:19
154:16	slide 46:17	162:7	151:2 152:16
sincerely	87:7 96:15	Society 8:2	179:8 180:22
163:22	103:21 114:2	software 76:12	193:2 200:14
	1	<u> </u>	<u> </u>

			
200:17 214:5	223:17	163:24	72:18 73:5
sorts 89:12	speakers 6:14	spike 77:2	73:11,21
227:3	9:16,21 10:8	spoke 132:10	74:2,23 75:1
sound 144:8	10:19,21	134:18 135:5	75:22 78:3
227:3	11:5 13:20	135:6 203:16	79:4,17,21
sounding	13:22 15:3	225:19	82:5 88:17
218:24 219:1	24:20 26:7	spoken 225:2	93:15 102:8
sounds 58:14	100:11,24	242:12	106:17 160:6
source 15:25	137:19	sponsored	161:11
16:25 59:24	157:19	51:16,16	224:18
82:23 108:5	158:22	spot 122:7	stance 63:25
189:4 234:2	177:21	222:9	stand 11:1
sources 14:12	242:23	spots 211:21	70:19 85:14
16:15,18	243:18	211:22,25	127:12 132:8
17:8 60:15	speaking 113:6	216:17 222:5	standard 20:5
84:3,4 147:5	145:3 153:17	spouse 137:10	230:11
206:12	212:4 228:2	spread 29:15	standards
220:16 239:4	239:17	129:15 131:5	20:19 101:25
south 60:6	special 98:13	157:23	131:10
135:1 138:19	153:23	spreadsheet	192:10
southern 74:10	specific 37:4	182:7	232:18
196:8 197:14	45:15 47:8	Springfield	standing
SOx 225:6	53:2 57:8,14	83:19	216:25
DO11 225 0] 33 2 3, 0, 1	03.17	210.23
space 26:18	58:1 69:9	spurred 103:5	standpoint
space 26:18	58:1 69:9 93:12 111:7	spurred 103:5	standpoint 76:24 200:20
29:4 34:15	93:12 111:7	stability	76:24 200:20
29:4 34:15 72:9 73:22	93:12 111:7 122:14	stability 109:19	76:24 200:20 star169:20,22
29:4 34:15 72:9 73:22 87:5,12	93:12 111:7 122:14 138:25	stability 109:19 stacks16:16	76:24 200:20 star169:20,22 start5:13
29:4 34:15 72:9 73:22 87:5,12 130:3,4	93:12 111:7 122:14 138:25 143:15	stability 109:19 stacks16:16 staff9:24	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12	93:12 111:7 122:14 138:25 143:15 171:21 179:9	stability 109:19 stacks16:16 staff 9:24 25:9 154:24	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21	stability 109:19 stacks16:16 staff9:24 25:9 154:24 196:3 215:23	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9	stability 109:19 stacks16:16 staff9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22	stability 109:19 stacks16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24 227:13	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13 spend 8:19	stability 109:19 stacks16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15 80:22 81:1	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24 started 4:8
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24 227:13 229:11	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13 spend 8:19 70:3 110:13	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15 80:22 81:1 81:22 84:22	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24 started 4:8 40:25 70:18
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24 227:13 229:11 speaker 10:25	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13 spend 8:19 70:3 110:13 137:11 180:4	stability 109:19 stacks16:16 staff9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15 80:22 81:1 81:22 84:22 89:3 94:2	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24 started 4:8 40:25 70:18 80:21 87:13
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24 227:13 229:11 speaker 10:25 11:9 12:13	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13 spend 8:19 70:3 110:13 137:11 180:4 spending	stability 109:19 stacks16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15 80:22 81:1 81:22 84:22 89:3 94:2 stakeholders	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24 started 4:8 40:25 70:18 80:21 87:13 87:14,16,17
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24 227:13 229:11 speaker 10:25 11:9 12:13 25:19 26:1	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13 spend 8:19 70:3 110:13 137:11 180:4 spending 243:19	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15 80:22 81:1 81:22 84:22 89:3 94:2 stakeholders 69:7 70:4,15	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24 started 4:8 40:25 70:18 80:21 87:13 87:14,16,17 87:24 88:1
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24 227:13 229:11 speaker 10:25 11:9 12:13	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13 spend 8:19 70:3 110:13 137:11 180:4 spending 243:19 spent 16:16	stability 109:19 stacks16:16 staff9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15 80:22 81:1 81:22 84:22 89:3 94:2 stakeholders 69:7 70:4,15 70:22 71:1,9	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24 started 4:8 40:25 70:18 80:21 87:13 87:14,16,17 87:24 88:1 91:12 99:18
29:4 34:15 72:9 73:22 87:5,12 130:3,4 226:12 spaces 185:21 185:25 186:2 186:5,6,7,8 186:8,10,16 spanned 146:21 207:19 spare 179:21 speak 65:14 127:6,22 149:24 227:13 229:11 speaker 10:25 11:9 12:13 25:19 26:1 35:24 125:5	93:12 111:7 122:14 138:25 143:15 171:21 179:9 181:21 187:14 188:9 specifically 39:9 67:24 115:19 122:9 187:9 speech 243:4 speed 200:22 240:11 speeds 231:13 spend 8:19 70:3 110:13 137:11 180:4 spending 243:19	stability 109:19 stacks 16:16 staff 9:24 25:9 154:24 196:3 215:23 243:22 staffed 86:24 stages 212:6 stagnant 155:19 stakeholder 40:19 68:14 69:3,18,24 80:6,13,15 80:22 81:1 81:22 84:22 89:3 94:2 stakeholders 69:7 70:4,15	76:24 200:20 star 169:20,22 start 5:13 17:21 23:7 25:19 30:6 31:6 38:12 38:17 52:4 69:8 93:2 95:5 133:7 135:8 156:10 197:24 200:12 208:4 214:10,21,22 215:1 217:3 228:8 240:24 started 4:8 40:25 70:18 80:21 87:13 87:14,16,17 87:24 88:1

			1490 307
164.0 166.0	160.10 176.4	154.16 10	150.1 10 14
164:8 166:2	162:10 176:4	154:16,19	159:1,10,14
184:13	178:15	176:14,14,17	159:15
205:20	182:20	198:3 213:9	178:15
213:10	190:14 192:8	220:19	185:11,11,16
starting 42:7	199:7 210:9	223:14	185:20,22
70:7 90:10	223:13,15	226:23,24	186:13
129:7,19,25	227:7 229:17	236:18	188:16,20
133:10 144:1	230:7,19	239:19 240:1	190:16 191:3
152:13,23	231:17	241:5	192:14 193:5
154:9 208:11	232:12	statewide	193:11
211:12	233:17 234:8	155:7 209:14	194:25
212:19	234:10	222:4 242:3	198:18,19,24
starts 167:15	236:18	station 27:24	199:25
186:21	239:20,22	28:3 34:4	201:18
state 1:1,12	241:16,20,24	69:11 70:11	203:19 212:3
3:18 4:6,17	241:24 245:5	71:24 72:15	212:8 216:12
6:17 7:6	245:23	72:22 108:7	217:4 218:3
8:10,17,23	state's16:4	135:24	218:15
9:1 10:14	174:10	168:12	220:22
13:24 19:13	231:10	178:12	222:13
19:25 20:21	statement 97:1	180:20 190:4	240:10,12
21:21 22:12	states 20:3,12	197:19 203:2	241:8 242:4
22:18 23:4	23:12 36:1	216:22	statistical
31:3 36:14	37:1,5,8,9	219:10	104:9
37:19 38:1	37:18,21,21	stationary	stats 145:1
39:8 42:10	38:17,23	5:20 16:15	statutory
50:4,11 51:6	39:13 40:12	17:8 77:11	207:8
51:16 52:16	40:16,16	stations 19:13	stay 25:14
52:25 53:8	41:25 42:1,3	22:4,23 23:2	101:1
54:24 64:24	42:13 43:2	28:18,21	stayed 237:2
66:17 70:5	43:13 46:9	29:7,23	stead 183:24
79:14 83:9	46:14 49:13	32:13,23	steady 104:4
86:21 88:23	49:18,24	33:1,2,6	steal 6:23
93:18,23	50:1,2,14	34:11 35:12	stenographer
97:5 105:25	51:5 54:9	56:3,3 64:7	11:24 244:7
106:16	55:18,21,25	76:10 83:21	stenograph
107:13	64:23 102:13	84:8 99:12	245:7
108:19	102:21	104:17 107:8	step 21:14
113:16	103:21 104:2	107:12,15	40:11 50:13
117:17,23	104:12,19	109:3,6,14	51:12 69:19
118:2,2	107:5,19	110:22,22	71:25 75:10
123:10 125:7	113:8,11	111:9,12	93:1 150:5
125:17	129:9 131:3	131:21	185:14
155:11 156:7	131:16	132:20 134:1	226:16
158:24	132:22	134:2 135:21	231:10
160:15	150:13	137:1 158:24	stepping 40:21
100.12	130.13	13/.1 130.74	prebbind 40.71
	·	·	·

55:22	4:10 15:14	29:12 222:25	102:23
steps 5:7	20:13 48:17	structuring	115:20
190:6 192:18	93:19 161:1	34:3	207:10 233:9
Steve 3:17	strategy 56:11	struggle 151:9	suburban 129:1
163:14,20	87:21 126:8	stub 74:16	129:5
172:7 177:20	126:9,10	studies 86:18	suburbs 215:7
178:20 184:2	127:3,6	121:19 171:5	subway 32:7
185:8 186:25	128:25 141:9	studio 183:12	success 15:18
194:15	141:10,23	study 33:20	154:11 205:8
202:17 203:6	142:2 187:3	45:11 87:25	successful
215:15	187:8	87:25 88:3	17:4 19:11
Steven 183:14	stream 119:2	91:12 92:18	52:25 53:16
Stevens 235:13	streamline	93:20 99:13	188:2
236:1	153:15	99:17 166:16	successfully
stick 6:15	streamlined	181:3,22	241:22
sticker 23:23	21:1	226:17,24	sufficient
150:20	street 1:12	227:2,5	222:10
sticking 108:1	10:15,15	229:2	suggested 77:8
stock 104:23	26:23 27:23	stuff 32:10	suggestion
222:17	33:14 60:7	38:14 90:16	57:11 97:7
stone's 60:7	92:7,8,9	91:18 94:17	151:12
stones 26:22	98:2	94:25 99:17	suggestions
stop 53:16	streets 27:20	144:22	143:10
134:14,14	30:15	152:21	215:19
217:19	stressful	223:10	suite 1:22
stopped 14:15	158:2	stump 74:16	112:6 119:4
stops 74:13	stretch 173:11	sub 93:13	233:3
189:17	strict 149:3	subject 71:7	suited 218:5
storage 77:10	strictly	71:10 230:22	summarize
store 154:4	142:20	235:14	67:23 118:13
stores 142:10	strides 5:20	submarines	165:8
159:7,7	164:14	163:25	summarized
storm 82:10	strive 141:15	submit 95:19	170:4
83:18	stroke 76:13	223:20,23	summarizes
story 26:25	strong 54:20	235:22	69:18 114:25
38:25 59:17	74:4 77:22	239:10	summer 78:16
67:7,16	85:4 112:25	submitted 31:1	138:9 144:7
78:20 88:15	strongly 37:15	235:17	super 145:19
165:23	81:1	237:11	146:6
straight	structural	submitting	suppliers
127:18	158:19	227:1	190:25
200:11	structurally	subscribed	supply 27:14
strategic	33:12	78:7	168:25
153:25	structured	subset 48:25	184:10
188:15	181:7	substantial	supplying
strategies	structures	47:25 56:2	220:5

support 38:15	surge 82:10	235:14,15	215:13 223:4
50:19 56:2	survey 45:21		236:11
61:5 66:4	47:20	T	243:16
77:22 104:18	sustainabi	T 245:1,1	takeaways
108:15 112:2	125:9,24	table 61:22	76:20
123:14	126:7,10	98:16 114:25	taken 12:12
150:13	127:2 140:15	115:2 173:8	88:2 101:5
184:20 193:7	140:21 141:1	176:19 183:1	124:16 190:7
193:17 194:5	141:10 142:1	tabs 147:22	225:13 245:7
225:3,10	sustainable	tackle6:14	takes 105:14
231:5 232:10	126:18	tackling 153:9	167:23
232:24 241:6	141:14	tail 133:13,18	168:12
supporting	220:15 241:8	tailor 148:9	217:20,21,24
107:24	sustaining	take 5:9 7:9	talk 26:12
120:10 121:2	230:2	9:17,17,21	36:21,25
supportive	SUV 168:18	10:20 11:13	54:6 59:22
41:6	170:17	12:12 27:12	60:16 64:16
supposed	SUVs 18:3	29:13 38:11	65:6,9 66:15
139:23,24	Sweden 115:8	53:17,21	67:24 82:13
140:7 207:1	switch 18:6	57:10 63:3	84:2 94:13
supposedly	133:8,20	69:19 95:21	94:13 96:10
77:17 140:8	151:19	112:14 116:9	103:13 112:7
212:24	188:13	118:12 120:7	125:10
sure 7:18 15:3	Swords 182:24	121:11	129:21
45:14 46:11	183:15	127:10	133:10,20
46:18 49:20	188:22	128:15 133:9	134:1,3
57:12 61:7	197:24	133:22	136:17
67:14 95:12	201:10	135:11 136:4	140:22
100:4 119:9	205:16 207:3	136:13	143:11
126:9,13	207:14	137:18 139:6	150:12,16
151:9 189:15	208:18	139:7,11	155:1 164:23
190:8 191:17	209:17	140:1 141:16	178:21,22
191:24	212:24	142:20	203:19
194:19 197:3	synergies	146:22	204:18
197:7,12	204:15	148:11	talked 34:12
199:14 203:7	system 32:7	150:24,25	42:8 44:2
203:11 205:6	74:18 80:21	156:11	94:15 97:18
205:16	118:5 158:11	157:16	152:6 170:2
207:20	224:25	172:22	174:6,16
208:18,21	235:10	176:18	188:18 189:6
211:3 218:18	241:22	181:22 182:1	199:11 209:4
219:8 220:6	systems 72:12	182:2 184:22	209:5 220:3
220:16,20	110:15	192:18	talking 42:14
221:15,23	139:20	194:10 195:3	51:21 62:6
222:9 225:4	146:13	202:11	83:18 84:10
241:11	185:23	205:12	84:11 98:4

138:3 140:16	technical 13:1	TEL 1:24	178:22
145:3 197:9	33:16 37:17	tele 164:4	185:19
199:23	39:10 99:25	Telephone 3:12	195:11,22
200:15 206:9	196:14 205:6	Telephone)112	199:10 206:3
208:12 220:8	technically	3:13	206:11
220:15	80:9 140:6	tell 15:24	207:11
tall 26:24	157:18	33:6,8 36:19	210:16
tandem 103:23	technicians	57:25 63:20	212:11,20
tank 182:2	179:22	70:22 90:13	221:11
tanks 149:2,7	180:11 196:3	160:15	terrific 43:13
152:19	technological	telling 42:1	Tesla 83:13,14
tap 206:25	5:3	51:22 73:11	128:7,7
target 33:10	technologies	203:18	135:7,7
39:19 101:1	53:23 61:10	temptation	136:19
107:14	62:7 96:21	214:3	148:20 150:4
109:15	128:20,22	tenants 187:5	226:10
targeted 48:8	167:11	tend 115:20,23	Teslas 135:12
94:20 241:12	187:15	115:25 116:3	test 21:19
targeting 30:9	218:12	116:7	28:17,25
57:13 90:7	235:21 237:2	tended 115:17	47:16 48:8
targets 41:8	technology	tending 17:7	51:15 192:11
42:18 49:19	4:21 31:9	tends 199:23	testifying
50:12 233:4	44:15 47:9	tentative	236:1,2
234:11,19	55:12,14	192:12,19	testimony 11:9
tariffs 71:6	56:7 65:4	tenths 156:1	216:4,7
task 38:1	88:7,8 105:1	tenure 89:11	236:12 245:6
40:11,15	105:9 106:7	term 31:16	testing 21:17
52:10 70:17	114:10	108:12,22,25	135:5 168:21
70:17,21	126:14	110:19	190:11
tasked190:11	127:11,16,24	221:10 223:8	192:13,16
tax 20:21,22	127:24	223:9 236:12	tests 191:12
44:25 113:9	129:11 144:9	236:14	Texas 148:12
113:14 118:3	147:14	terminal 187:6	thank 4:3 7:1
153:2 162:3	155:14 160:9	188:5,10	7:3,4 8:11
207:5 209:6	162:5,23	terminals	11:24 12:7
210:1,3	164:13 167:7	187:18	12:24 13:10
240:17,18	170:19,24	terms 34:3,21	13:11,18,18
taxes 118:6	186:18,23	39:5,9,17	13:20 15:4,6
152:22 153:5	192:10 195:5	41:5 46:24	21:25 24:18
153:6	197:6,11	54:12 55:2	24:20 25:2,4
Taylor 239:15	214:18 221:4	•	25:13,17
team 17:25	221:6,18	71:10 72:14	26:4,5 35:19
57:10	235:25	90:6 94:22	35:21 36:4,6
Teamsters	236:22	115:10	53:18,20
63:20	237:17,25	137:21,25	58:4,10,12
tear 222:18	241:22 242:7	138:21 163:6	67:19,21
	<u> </u>		

68:7,9,14	83:6 88:3	208:15,17	174:14,17
85:5,13	95:8,10	210:23	175:21 179:2
89:10 96:25	99:12 128:9	211:15	179:16
100:18 101:4	135:17 137:7	212:10	181:25
101:15,17,18	143:15	214:24	185:25 186:1
101:19	148:17	218:22 219:7	189:8,20
112:10,14	149:15,24	219:14	198:14 201:3
121:12,20,22	150:17,23	224:21 225:9	201:13,14
121:23	154:1,13	225:25 226:6	206:1 207:15
124:23,25	172:5 175:5	226:14 227:4	207:16,25,25
125:15,15	177:25 194:4	229:14	208:8,23
132:9 137:15	200:13 207:9	238:11	209:19
140:11	210:21 211:2	think 5:6,17	210:25
154:20,22	211:11	6:13,16 10:3	212:19 214:9
155:5 162:14	213:22 225:7	15:23 18:7	214:14,25
162:18	225:20	22:21 26:13	219:19,21
163:12,19	228:14	30:10 42:18	221:23
172:11 176:9	things 4:11	43:6 45:24	222:14,20
178:1 182:15	12:7,23	47:14 48:6	236:23
182:16	21:11 26:3	48:24 50:5	238:12,14,25
183:19	29:18 31:19	50:20 51:19	239:1 243:6
186:25	31:23 33:14	52:1,5 54:5	244:10
189:24	33:17 34:13	55:24 56:1,5	thinking 15:2
192:23	35:16 43:14	56:8,13,22	29:21 31:4,6
194:15	53:14 57:19	57:2,4,11	80:22 82:17
204:17 209:1	77:21 79:11	59:16 65:14	148:8 212:17
211:18	80:12 88:4	67:14 79:5	215:11
215:13,24	88:25 93:25	79:15 81:15	222:16 223:2
220:23,25	94:3 100:9	81:21,23	third 48:6
223:16 229:2	128:13 131:2	86:5 89:15	116:25
229:11	136:25 141:4	89:16 90:14	119:10 126:3
231:23 232:3		90:23 91:3	163:7 166:1
234:24 235:1	147:6 149:1	94:18 96:7	184:8 226:4
239:4,14	149:14	96:22 98:12	thought 4:13
242:8,23	153:16	99:20 100:13	4:22 31:13
243:13 244:7	159:12	103:5 106:7	58:14 79:21
thankfully	168:15	123:8 134:3	154:13 190:9
38:5	172:12,12	134:19,20,21	198:8 214:25
thanks 32:1	173:2,2	136:25 137:5	thoughts 242:20
100:22 183:7	176:24,25	151:13,21	
243:20	177:24 179:21	152:6 153:9 153:13	thousand 50:8 134:21
thing 22:7 28:13 33:24	183:20 185:9	166:10	137:13 169:9
40:14 56:10	187:23 189:3	169:23 171:9	230:6
62:19 66:14	199:12 205:9	172:20,25	thousands
80:7 81:19	207:6,12	173:11 174:5	60:25 241:19
	201.0,12	1 112.11 11.1.2	00.77 741.17
	•	•	

			1490 312
threat 16:11	80:18 88:2	timing 114:5	243:18,23
three 17:24	98:18 102:14	116:12 189:9	today's 6:6
41:4 43:18	102:18	tin 48:1	7:15 13:17
62:22,23	103:17	tiny 46:20	17:16 24:24
67:7 70:15	108:15	180:5	25:10
70:21 71:5	109:20 110:5	title 125:23	toilet 65:24
71:12,14	114:9 116:18	236:9	told 67:5 70:4
88:10,16	117:3 121:21	titled 237:14	71:11 72:2,8
103:18	126:1 129:20	Tittel 239:17	72:14,18
141:11,20	130:16	Toby 2:3 8:1	73:21 74:2
156:1 159:11	132:16	today 4:5 6:5	75:1,22 78:3
159:15	136:18 145:4	6:13 7:9	79:17 80:11
167:11 186:5	145:15 146:1		81:1 82:5
193:12 225:9	146:4,4	10:20 11:6	146:11
225:12	147:18	11:10 13:22	228:11
226:14,21	154:20 159:9		toll 1:24 9:6
227:15 237:1	164:12	44:2 54:7	21:20
243:8	171:21	58:4 77:25	ton 86:18
threes 141:11	173:23	78:9 84:20	tonight 227:2
throttle 78:15	174:21	87:24 101:21	tons 65:17
throw 60:7	179:16 180:4	102:4 103:9	144:16
66:1	181:24	112:16 113:9	tool 111:6
thumb 67:10	186:17	121:15	159:21
thunder 6:24	191:15,25	140:22	tools 109:25
tie 206:7	192:3 193:25	147:12	180:8 217:12
tied 207:8	197:5 199:8	153:10 155:6	222:19
tier 64:9	211:17	158:21 160:1	top17:19 40:1
109:18	217:13	163:23	41:5 53:8
tiered 181:8	221:13	164:15,23	57:24 62:21
Tiger 5:5	234:25	165:16 166:2	
212:18	243:19 245:8	168:8 169:15	156:16 181:6
tight 130:8	timeline	169:19	192:6 203:3
time 8:19 10:9	172:18	170:14,18	topic 4:7,14
10:25 11:7	timely 4:13	172:23	6:6 8:13,16
15:20 18:16	8:13 9:13	177:20	9:11,13
20:7,16 22:6	24:22 101:7	180:12	53:22 205:15
25:11,25	timer 82:2	188:19 197:2	topics 84:17
26:2 29:1	times 17:5	202:2 215:16	total 39:6,7
36:8 44:13	28:22 47:22	215:19,24	40:5 50:10
46:2 47:13	71:12,14	216:3 223:22	
47:20 51:1	80:4 110:24	224:15 225:2	123:9 144:8
54:13 56:19	128:10 143:4	225:20	166:3,5
57:21 60:8	143:5 145:20	228:13,25	186:8
70:3 75:5,15	146:1,2,6	230:8 231:4	totaled 144:15
76:8,9 77:21	151:8 156:9	232:14,21	totaling 19:20
79:24 80:12	158:21 218:5	234:7 236:12	totally 28:7

64:15,20	146:14	126:22	traveling
touch 93:23	184:13	transparent	130:6 200:22
131:24 149:4	185:11,19	82:6 223:24	travelling
164:15,17,21	trained 161:8	transport	130:9
167:3 174:14	training 94:2	14:11 140:21	Treasury 85:2
175:7 200:7	161:1,5	142:5,6	trench 95:17
touching 209:3	179:10,19,20	175:8	trenches 99:2
tough 210:24	196:3,5	transporta	trend 155:17
tours 62:17	trains 60:22	5:18,21	trends 5:3
town 88:11	transaction	14:25 15:14	Trenton 1:13
92:14 135:21	169:8	15:24 16:2,5	1:23 185:24
216:15	transcript	16:10 17:10	186:1 196:20
Township 88:12	12:1 245:6	17:11 18:7	206:22 230:4
88:14 199:1	transfer	18:18 23:19	tri-state
199:5	143:24 144:3	24:15 35:25	61:20 177:10
toxics 4:19	transferring	71:19,22	trials 206:21
14:12	202:12	84:4,7 85:9	tribulations
Toyota 54:25	transform	85:16,20	206:22
168:20	23:18	86:1,25 87:9	tried 34:22
170:12 174:8	transformer	87:20 90:9	64:15 153:16
177:4	75:9	101:13,23	154:2 169:16
Toyota's	transit 18:11	102:3 112:19	trigger 77:3
174:12	32:8,9 59:16	130:13,17	triggering
track 89:11	86:12,19	141:19	222:23
90:14	183:14 184:3	153:12 171:5	tripling 195:7
tracker 144:24	184:6,6,11	183:16,25	trips 90:10,13
traction	186:9 194:15	184:8 197:5	90:17
210:15	194:18	198:1 204:9	trolley 5:8
tractor-tr	196:21,23	206:17	truck 61:15
128:7 132:14	203:7,13	207:18 208:2	63:7,14,16
142:21	204:15 207:2	209:5 211:6	63:17,18
tractors	209:7 211:21	211:8,14	64:3,3,6
136:19	212:8,23	224:20	68:3 129:17
137:13 188:3	231:21	225:12	133:2 143:20
trade 153:10	transition	230:10,14,16	
153:11 155:7	14:18 29:21	231:6 233:8	145:5,14,24
190:13	30:7 183:24	241:9	146:10
traditional	231:17	transporta	148:21 150:4
74:12 220:9	transitioning	71:21 217:15	151:10
Traditionally	26:9 231:15	traunches	truckers 63:11
74:12	translate	70:16	68:3
traffic 200:19	228:17	travel 23:10	trucking 153:4
214:17	transmission	172:9 225:22	trucks 18:12
train 35:6,7	124:12	236:8	18:12,13
124:10	195:19,24	traveled 231:7	24:7 30:10
131:11	transparency	237:8	30:11,25
	<u> </u>		

31:8 60:24	twice 166:23	205:10 218:2	13:16,21
61:1,14 62:8	181:19	236:15	14:7 15:11
63:8 65:15	two 8:22 43:18	typical 26:9	17:16 18:1
68:4,5,6	45:4 53:1	typically 8:17	19:7 21:16
136:2,14,16	54:15 59:9	16:7 110:11	53:12 114:22
142:12 147:3	61:23 66:24	110:24 114:3	116:8 129:9
149:6 151:18	70:8,8,17	116:19	153:20 227:4
152:18	78:22 83:5	118:18	understand
153:21	88:4 104:5	131:21 132:5	72:5,7
165:25	105:5 123:20	195:20,21	understanding
168:24 205:1	138:17	typing 244:7	20:11 38:3
205:2 230:13	139:19	cyping Zii.	52:8 61:7
true 84:4	141:20	U	153:19 210:4
130:10 245:6	146:22	U.S 39:1 51:20	224:17
	159:14	102:17	239:21
Trust 206:17		103:15 109:5	
207:19 209:5	170:16	103:13 109:3	undertaken
trusted 228:22	172:10	118:10	19:6
Trustees 86:17	174:19	120:11 142:9	underwent 70:3
try 27:14	182:22	184:9 241:3	undoubtedly
52:23 95:2	185:25 186:2		164:11
143:1,6	186:8 193:14	Uber 175:9	unfairly 49:18
145:13	194:25	UC 45:11,23	unfortunate
201:22	211:23 212:1	Udovic 235:4,5	50:22
207:25	218:2,4	235:6 239:6	unfortunately
211:12,15	224:8 236:15	239:12	43:1 124:2
trying 33:22	237:2,14	ultimate 88:1	142:22
53:10 135:2	238:25	umbrella 203:9	143:16
135:3 150:18	twofer 193:8	UN 141:25	uniform 73:1
203:3,8	type 40:4	unable 84:9	unimaginable
208:8	49:14,23	108:10	164:19
Tuesday 97:17	62:2,6 64:5	uncertainties	unique 123:9
97:19	65:4 89:25	51:3	161:9 181:20
tug 64:10	90:1 99:11	uncertainty	185:1 187:17
tunnel 177:5	99:11,12	105:11	uniquely 72:9
turn 17:9	104:23,23	116:24	77:17
48:15 49:6	114:10	uncomfortable	unit 73:5
63:16 158:14	128:22	43:4	107:18 108:2
205:19	129:13 138:3	uncommon 59:17	109:3 226:2
turned 65:21	146:21	59:19	United 102:13
69:2,3	152:15	underlying	102:21
turnpike 21:21	types 17:23	219:9	103:21 104:2
82:13 189:16	30:9 43:9	underpaid	104:12,19
191:8 203:25	91:1 109:14	63:14	113:8 115:7
turns 145:22	110:9 114:15	underserved	125:9 132:22
202:11	131:12 139:1	57:14 74:1	154:15
TV 183:13	146:24 179:9	understand	226:24

	 I	 I	ı
units 155:21	175:8 215:3	107:5,13,20	243:20
universities	219:18 225:5	108:25 109:1	value 28:13
13:24	230:22	110:8,14	79:4 114:19
University	urgency 229:19	111:1,15	114:21 116:9
93:18 171:3	URL 46:17 96:9	149:14	116:24 117:2
unlock 223:11	use 9:7 18:22	150:22	118:24 130:5
unnecessary	22:16 29:20	160:10,17	218:17
126:13	35:5,5,9	173:9 174:21	223:11
unpeaked 21:22	36:2 66:5	176:8 190:24	variables
unplug 22:7	75:15,24	190:25 220:4	77:23
unsold 158:16	76:8,9,11,11	232:19	varied 84:14
unsustainable	77:9,21	233:15,18,23	204:25
142:4	78:18 80:20	235:18	varies 127:21
unveiled 46:6	93:9,25	240:11	127:22
46:16	105:20	utility 9:5	variety 113:8
unwielding	109:20 110:5	51:16 72:4	121:6 169:13
89:6	128:10 129:4	73:21,24	187:23
update 104:11	133:2,7	74:3,12,13	214:24
163:17	136:11 137:3	75:10,24	various 8:18
updated 235:22	138:3 139:16	77:4,16 89:5	120:21 138:4
updates 102:12	143:2 144:11	99:15 100:1	157:6
222:23	175:13	110:3 111:5	vary 39:19
upfront 113:18	181:24	111:10,16	40:6 43:15
113:18	185:12	122:23	104:22
117:24	190:23	123:10 162:8	127:25
118:23	192:11	176:7 234:22	vehicle 15:17
upgrade 63:17	214:23	utilization	17:23 19:2
189:10 195:9	217:11	109:11	20:1,4,18
196:16	230:13 240:9	110:17	21:15 22:13
upgrades 75:10	240:23	126:15 175:8	23:9 25:1
194:21	useful 227:20	utilize 208:13	26:19 27:4
ups 81:12	243:12	Utopia 62:11	27:10,17
125:18	user 89:25		28:2,8,14,21
126:16	users 98:17		30:7,9,15
127:13	uses 127:15	V2H 83:5	39:22 42:15
129:10 130:4	129:10	Valeri 2:7	44:3,11 45:5
131:21	usually 187:15	7:22,22	47:19 49:10
133:17 135:5	utilities 19:9	13:15 32:20	49:22,23
135:8 146:20	68:12 69:10	80:1,24	55:10 57:18
upstairs 184:4	71:2 72:8	81:15 82:3	68:13 69:11
upstate 23:16	74:5,11,22	valid 54:10	70:12 71:1
upwards 216:25	75:1 76:14	143:4	72:3 73:14
urban 5:13	78:14 81:2,5	Valley 97:16	76:9 77:13
25:22 73:16	81:8 98:8	217:3	78:22,23
131:25	100:4 106:23	valuable 25:6	79:1 81:12
134:16 152:5	106:24 107:2	219:15 222:3	82:2 83:5,10

83:12,13 84:25 85:11 84:25 88:11 87:5 91:11 96:20 98:14 101:14,25 102:5,13,17 102:5,13,17 103:14,23 104:10,18 105:1,14 105:1,14 107:6 108:2 109:18 11:22 112:5 112:20,23 113:1,13,19 113:24 114:8 115:21,6,9,10 115:11,12 116:14,22 116:14,22 116:14,22 117:13,14 117:14,20,25 118:23 20:7 118:31,14,15 118:22 17:10 118:19 119:6 118:12,17 120:11,3,17 120:12,3 131:13,15 131:13,19 132:1 132:14:14:8 133:14:15 133:14:14:15 133:14:14:15 135:15:15 136:12 136:12 137:13:14 138:13 139:138:13 131:13,19 138:13 131:13,19 138:13 131:13,19 138:13 131:13,19 138:13 131:13,19 138:13 131:13,19 138:13 131:13,19 138:13 131:13,14,15 131:14				
84:25 85:11 216:12 89:2,8 90:23 177:3 179:5 87:5 91:11 219:16 92:11 94:10 179:9,23 96:20 98:14 220:17 94:11 95:14 185:27 101:14,25 227:14,17 96:14,16 185:17 102:5,13,17 228:1 232:8 102:20 205:10 206:3 104:10,18 235:21 236:8 103:14 104:5 209:9,14 107:6 108:2 237:1,3,5 106:6,9 212:20 213:5 109:18 239:20 107:24 110:1 213:24 214:2 111:22 112:5 vehicle's 107:24 110:1 213:23 220:15 113:24,114:8 4:6,24 5:24 118:8,16 212:20 213:5 115:12,10,23 vehicle's 113:7 114:11 213:22 216:1 115:14,20,23 17:13,14 116:14,22 17:13,14 124:2,4,7,14 237:12 116:14,22 17:13,14 124:2,4,7,14 235:20 227:12 235:20 118:19,119:6 23:24 24:8 128:12 129:3 235:12 235:20 118:19,12,17 26:10 27:20 130:19 131:7 236:10,16,21 12:19,2 23:22 30:5 131:19	02.10 12	212.1 214.21	00.1 10 10	174.7 175.17
87:5 91:11 219:16 92:11 94:10 179:9,23 96:20 98:14 220:17 94:11 95:14 184:22 101:14,25 227:14,17 96:14,16 185:17 102:5,13,17 228:1 232:8 102:12,18,20 188:14 204:7 103:14,23 235:21 236:8 103:14 104:5 209:9,14 105:1,14 236:13,15,22 104:21,24 211:24 107:6 108:2 237:1,3,5 106:6,9 212:20 213:5 111:22 112:5 239:20 107:24 110:1 213:3,16,16 111:22,0,23 114:10,13,13 114:12,18,18 217:17 113:24 114:8 4:6,24 5:24 118:8,16 230:12 231:9 115:11,12 15:22 17:10 121:3 123:21 235:20 115:11,12 15:22 17:10 121:3 123:21 235:20 117:14,20,25 18:23 20:7 126:5 127:8 237:19,21,22 118:3,14,15 20:22 23:20 127:9,11,14 238:5,6,9,10 119:12,17 24:13 25:23 129:6,21 239:23 240:2 120:1,3,17 26:10 27:20 130:19 131:7 240:17 241:2 120:19,21 29:22 30:5 <t< td=""><td></td><td></td><td></td><td></td></t<>				
96:20 98:14 101:14,25 102:5,13,17 102:15,13,17 103:14,23 104:10,18 235:21 236:8 103:14 104:5 105:1,14 107:6 108:2 237:13,5 109:18 111:22 112:5 112:20,23 113:1,13,19 113:24 114:8 115:2,6,9,10 115:11,12 116:14,22 117:14,20,25 118:19 119:6 118:19 119:6 118:19 119:6 118:19 119:6 118:19 119:6 118:19 119:6 118:19 119:6 113:19 138:13 141:13 152:18 155:18 157:4 161:3 164:2 166:13 164:2 166:13 164:2 166:14,22 17:17,7 17:18:18 157:4 161:3 164:2 17:17,7 17:17,7 17:18:18 157:4 161:3 164:2 169:3 173:23 174:10 175:4 175:15,15 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 181:5 177:7,7 179:2 180:19 180:25 70:20,78:1,6 169:15,7,17 179:20,78:1,6 169:15,7,17 191:19 192:14 184:22 185:14,16 186:14,16 188:14 204:7 205:10,210 100:14,16 100:14,16 100:14,16 100:14,16 100:14,16 100:14,16 100:14,16 100:14,16 100:12,18,20 100:14,10,16 100:14,10,16 100:14,10,16 100:14,10,16 100:14,10,16 100:14,10,16 100:14,10,16 110:14,10,16 113:14,10,10:1 113:7 114:11 121:24 112:14 113:7 114:11 121:21 123:22 123:13:13 114:12,18,18 125:22 116:1 1220,23 114:10,13,13 114:12,18,18 115:22 116:1 1223:12,13 123:12 123:12,23 123:12 123:12,23 123:12 123:12,13 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:13,16,16 113:7 114:11 121:21 1220:223:1 1222 116:1 123:14,10,16 113:7 114:11 121:12 123:13:1,13,16 16 121:24,14,15 113:7 114:11 121:21,18,18 121:21,10,16 113:7 114:11 121:21,18,18 115:22 116:1 123:14,10,16 113:7 114:11 121:21,14 114:12,18,18 115:22 116:1 123:14,10,16 113:7 114:11 121:21,24 123:12 123:13:13,16,16 121:24 123:12,21 122:12,13 123:12 123:12,13 124:12,23 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 123:12 124			· · · · · · · · · · · · · · · · · · ·	
101:14,25				· ·
102:5,13,17				
103:14,23 104:10,18 105:1,14 107:6 108:2 237:1,3,5 106:6,9 239:20 107:24 110:1 11:22 112:5 112:20,23 113:1,13,19 113:24 114:8 115:2,6,9,10 115:11,12 116:14,22 117:14,20,25 118:3,14,15 118:19 119:6 118:19 119:6 118:19 119:6 120:19,21 120:19,21 120:21 120:22 130:10 120:20 100:20 11:10:10 100:20 100:20 100:20 100:20 100:20 100:20 11:24 100:10 110:11 11:11 11:21 11:24 12:10:11 11:11 11:11 11:11 11:11 11:12 11:14 12:11:14 12:11:14 12:12:12 11:14 12:12:10 11:14 11:14:10,13,13 11:17:14:11 11:11 11:12 11:14 11:14 11:14:10,13,13 11:17:14:11 11:11 11:12 11:24 110:11 11:14 110:11 11:14 11:14 11:14 11:14:10,13,13 114:10:14 110:11 11:14 110:11 11:14 110:11 11:14 110:11 11:14 110:11 11:14 110:11 11:12 11:24 11:24 11:24 11:24 11:24 11:24 11:24 11:20 12:30:13:16 11:12:20,23 114:10,13,13 114:10,13,13 114:10,13,13 114:10,13,13 114:10,13,13 114:10,13,13 114:10 11:21 11:24 110:1 11:21 11:21 11:21 11:21 11:21 11:21 11:21 11:21 11:21 11:21 11:21 11:24 11:24 11:24 11:24 11:24 11:24 11:24 11:24 12:20 21:20 12:30:13:16 12:20 12:30:12 12:20 11:21 12:20:13:5 12:20 11:21 12:20:13:5 12:20:10,14 12:20 12:21 12:20 12:20:13:5 12:20 12:20:10,17,20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:22 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:22:21 12:20 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:21 12:20 12:22 12:20	=		<u>-</u>	
104:10,18 105:1,14 107:6 108:2 139:18 111:22 112:5 112:20,23 113:1,13,19 113:24 114:8 115:2,6,9,10 115:11,12 116:14,22 117:14,20,25 118:3,14,15 119:19:2,17 120:19,21 28:1 29:3,20 120:19,21 29:22 30:5 130:19,21 20:10,10,10 20:10,10,10 20:10,10,10 20:10,10,10 20:10,10,10 20:	· ·			
105:1,14 107:6 108:2 109:18 109:18 111:22 112:5 112:20,23 113:1,13,19 113:24 114:8 115:2,6,9,10 115:11,12 116:14,22 117:14,20,25 118:3,14,15 1218:19 119:6 119:12,17 120:19,21 120:19,20 120:10,20 130:10,20 130:12,25 134:24,25 135:20 135:20 130:12,25 134:24,25 135:20 130:19,21 130:12,25 134:24,25 135:20 130:19,21 130:12,13,18 120:19,21 130:12,25 130:19,21 130:12,25 130:19,21 130:19,21 130:19,21 130:19,21 130:20 121:24 121:24 123:22 121:22 123:24 121:22 123:19 122:21 123:22 123:19 122:21 1230:12 123:22 123:19 122:21 123:22 123:19 124:10,16,16 123:22,11:10 121:3,123:11 122:22,12 123:22 123:20 127:17 120:13,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,1,7,14 126:5 127:8 123:21 123:22 123:19 123:21 123:22 123:19 124:10,16,21 124:22,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 124:2,4,7,14 123:13:12 123:22 123:20 123:19 124:13 123:21 123:21 123:22 123:20 123:19 126:5 127:8 129:4,10,16 123:3123 123:12 123:22 123:19 124:21 123:12 123:22 123:22 123:20 123:22 123:20 123:22 123:20 123:21 123:22 123:22 123:20 123:22 123:20 123:22 123:20 123:22 123:20 123:22 123:20 123:22 123:20 123:22 123:20 123:22 123:20 123:22 123:20 123:20 123:20 123:20 123:20 123:20 123:20 123:20 123:20	=			
107:6 108:2	=			·
109:18	· ·		-	
111:22 112:5			•	
112:20,23 113:1,13,19 113:24 114:8 115:2,6,9,10 115:1,12 115:22 17:10 115:11,12 116:14,22 116:14,22 117:13,14 118:3,14,15 118:3,14,15 118:19 119:6 119:12,17 120:19,21 121:19 122:21 120:1,13,17 120:19,21 120:19,21 120:1,25 131:9 122:21 120:1,25 131:9 131:19 132:21 131:19 132:21 131:19 132:21 132:21 132:21 132:21 132:21 132:22 130:6 131:19 132:22 130:10 131:12 131:19 131:10 131:1				
113:1,13,19 113:24 114:8 115:22,6,9,10 115:21,12 115:21,12 115:22,17:10 115:11,12 116:14,22 117:13,14 126:14,22 117:13,14 127:14,20,25 118:3,14,15 128:23 20:7 126:5 127:8 129:2,17:10 118:19 119:6 129:22 23:20 127:9,11,14 128:12 129:3 120:1,13,17 120:19,21 120:1,13,17 120:19,21 121:19 122:21 121:19 122:21 121:19 122:21 131:24 141:3 152:18 139:25 131:19 122:21 130:6 131:19 132:19 131:12,13,18 131:19 132:19 132:19 132:19 132:19 132:19 132:19 132:10 132:19 132:19 132:19 132:19 132:19 132:19 132:19 132:19 132:21 130:6:10,16,21 124:2,4,7,14 236:10,16,21 127:9,11,14 238:5,6,9,10 127:9,11,14 238:5,6,9,10 128:12,129:3 129:6,21 239:23 240:2 127:9,11,14 238:5,6,9,10 128:12,129:3 129:6,21 129:32 240:2 129:3,20 130:19 131:7 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 240:17 241:2 238:5,6,9,10 128:12,13,18 129:6,21 130:19 131:7 240:17 241:2 238:5,6,9,10 238:16 121:9 238:16 121:3 122:12,13 236:10,16,21 236:10,16,21 235:20 235:20 237:19,21 236:10,16,21 236:10,1				213:24 214:2
113:24 114:8	112:20,23	114:10,13,13	114:12,18,18	217:17
115:2,6,9,10 8:25 9:2 119:4,10,16 232:16 115:11,12 15:22 17:10 121:3 123:21 235:20 116:14,22 17:13,14 124:2,4,7,14 236:10,16,21 117:14,20,25 18:23 20:7 126:5 127:8 237:19,21,22 118:3,14,15 20:22 23:20 127:9,11,14 238:5,6,9,10 118:19 119:6 23:24 24:8 128:12 129:3 238:15,17,24 119:2,17 24:13 25:23 129:6,21 239:23 240:2 120:1,13,17 26:10 27:20 130:19 131:7 240:17 241:2 120:19,21 28:1 29:3,20 131:12,13,18 241:7,25 121:19 29:22 30:5 131:19 vendor 200:8 129:22 130:6 33:9 36:9 135:6 137:4 vendors 192:16 129:22 2 130:6 33:9 36:9 135:6 137:4 vernont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 180:24 22:1 164:7 167:20 54:10,15,17 155:9,13,14 180:24 22:1 169:3 1	113:1,13,19	vehicles 1:6	115:22 116:1	227:12
115:11,12	113:24 114:8	4:6,24 5:24	118:8,16	230:12 231:9
116:14,22 17:13,14 124:2,4,7,14 236:10,16,21 117:14,20,25 18:23 20:7 126:5 127:8 237:19,21,22 118:3,14,15 20:22 23:20 127:9,11,14 238:5,6,9,10 118:19 119:6 23:24 24:8 128:12 129:3 238:15,17,24 119:12,17 24:13 25:23 129:6,21 239:23 240:2 120:1,13,17 26:10 27:20 130:19 131:7 240:17 241:2 120:19,21 28:1 29:3,20 131:12,13,18 241:7,25 121:19 29:22 30:5 131:19 240:17 241:2 129:22 130:6 33:9 36:9 135:6 137:4 Vermort 122:8 131:9 138:13 37:17 39:2 138:1,4,6 Vermort 122:8 125:18 157:4 41:14 45:14 139:1 140:18 Version 28:25 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 169:3 173:23 55:4,10,21 156:5,8,24 213:19 177:7,7 66:5 68:18 158:6,7 Vertical 179:2 180:19 68:24 69:1 159:9 160:22 Vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 Victorian 34:2 191:1	115:2,6,9,10	8:25 9:2	119:4,10,16	232:16
117:14,20,25	115:11,12	15:22 17:10	121:3 123:21	235:20
118:3,14,15 20:22 23:20 127:9,11,14 238:5,6,9,10 118:19 119:6 23:24 24:8 128:12 129:3 238:15,17,24 119:12,17 24:13 25:23 129:6,21 239:23 240:2 120:1,13,17 26:10 27:20 130:19 131:7 240:17 241:2 120:19,21 28:1 29:3,20 131:12,13,18 241:7,25 121:19 29:22 30:5 131:19 vendor 200:8 122:21 30:12,25 134:24,25 vendors 192:16 129:22 130:6 33:9 36:9 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 version 28:25 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 180:24 222:1 177:7,7 58:13 65:2 157:3,11,22 vertical 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25	116:14,22	17:13,14	124:2,4,7,14	236:10,16,21
118:19 119:6 23:24 24:8 128:12 129:3 238:15,17,24 119:12,17 24:13 25:23 129:6,21 239:23 240:2 120:19,21 28:1 29:3,20 131:12,13,18 241:7,25 121:19 29:22 30:5 131:19 vendor 200:8 122:21 30:12,25 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 versus 53:22 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 168:16,22 54:10,15,17 155:9,13,14 180:24 222:1 166:16,23 55:4,10,21 155:59,13,14 180:24 222:1 175:15,15 58:13 65:2 157:3,11,22 vertical 177:7,7 66:5 68:18 157:22,23 viable 18:10 177:7,7 66:5 68:18 159:9 160:22 13:16 184:19 71:13,25 163:5 164:22 13:16 190:15 191:3 72:10,17,22 167:10,12,25 Victorian 34:2 Victorian 34:2 191:1	117:14,20,25	18:23 20:7	126:5 127:8	237:19,21,22
119:12,17 24:13 25:23 129:6,21 239:23 240:2 120:19,21 28:1 29:3,20 131:12,13,18 241:7,25 121:19 29:22 30:5 131:19 vendor 200:8 122:21 30:12,25 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 version 28:25 166:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 168:16,22 54:10,15,17 155:9,13,14 180:24 222:1 169:3 173:23 55:4,10,21 156:5,8,24 213:19 175:15,15 58:13 65:2 157:22,23 vettical 177:7,7 66:5 68:18 157:22,23 viable 18:10 179:2 180:19 68:24 69:1 159:9 160:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 Victorian 34:2 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18	118:3,14,15	20:22 23:20	127:9,11,14	238:5,6,9,10
119:12,17	118:19 119:6	23:24 24:8	128:12 129:3	238:15,17,24
120:1,13,17 26:10 27:20 130:19 131:7 240:17 241:2 120:19,21 28:1 29:3,20 131:12,13,18 241:7,25 121:19 29:22 30:5 131:19 vendor 200:8 122:21 30:12,25 134:24,25 vendors 192:16 129:22 130:6 33:9 36:9 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 versus 53:22 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 213:19 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 vice 7:23 184:19 71:13,25 165:25 Victorian 34:2 191:15,17,17 75:21 76	119:12,17	24:13 25:23	129:6,21	
120:19,21 28:1 29:3,20 131:12,13,18 241:7,25 121:19 29:22 30:5 131:19 vendor 200:8 122:21 30:12,25 134:24,25 vendors 192:16 129:22 130:6 33:9 36:9 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 versus 53:22 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 vertical 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 1			· ·	
121:19 29:22 30:5 131:19 vendor 200:8 122:21 30:12,25 134:24,25 vendors 192:16 129:22 130:6 33:9 36:9 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 version 28:25 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 180:24 222:1 169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 1520 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6				
122:21 30:12,25 134:24,25 vendors 192:16 129:22 130:6 33:9 36:9 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 versus 53:22 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 191:15,17,17 75:21 76:11 168:1,7,15 1:20 viewed 74:19 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 <td></td> <td><u>-</u></td> <td></td> <td></td>		<u>-</u>		
129:22 130:6 33:9 36:9 135:6 137:4 Vermont 122:8 131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 versus 53:22 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 ViDEOGRAPHERS 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
131:9 138:13 37:17 39:2 137:13,22 122:12,13 141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 versus 53:22 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 180:24 222:1 169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4		<u>-</u>		
141:3 152:18 39:25 40:4 138:1,4,6 version 28:25 155:18 157:4 41:14 45:14 139:1 140:18 versus 53:22 161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 184:19 71:13,25 165:25 Victorian 34:2 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 viewed 74:19 <				
155:18 157:4				-
161:3 164:2 49:25 53:22 141:6 152:12 76:12 166:14 164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 213:19 vetting 192:15 174:20 175:4 57:2,20 157:22,23 viable 18:10 205:7 177:7,7 66:5 68:18 158:6,7 205:7 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 Victorian 34:2 184:19 71:13,25 165:25 Victorian 34:2 VIDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
164:7 167:20 54:10,15,17 155:9,13,14 180:24 222:1 168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 VIDEOGRAPHERS 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
168:16,22 54:18,21 155:20 156:4 vertical 169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 ViDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
169:3 173:23 55:4,10,21 156:5,8,24 213:19 174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 ViDEOGRAPHERS 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
174:20 175:4 57:2,20 157:3,11,22 vetting 192:15 175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 ViDEOGRAPHERS 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4	-	<u>-</u>		
175:15,15 58:13 65:2 157:22,23 viable 18:10 177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 VIDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
177:7,7 66:5 68:18 158:6,7 205:7 179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 VIDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				_
179:2 180:19 68:24 69:1 159:9 160:22 vice 7:23 180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 VIDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4	· ·			
180:25 181:5 70:6 71:12 163:5 164:22 13:16 184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 VIDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4			•	
184:19 71:13,25 165:25 Victorian 34:2 190:15 191:3 72:10,17,22 167:10,12,25 VIDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
190:15 191:3 72:10,17,22 167:10,12,25 VIDEOGRAPHERS 191:15,17,17 75:21 76:11 168:1,7,15 1:20 191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4				
191:15,17,17		-		
191:19 77:20 78:1,6 169:1,5,6,12 viewed 74:19 192:14 78:10,18 169:18,19 views 133:4		-		
192:14 78:10,18 169:18,19 views 133:4				
		=		
100.11 1C 00.10 01.0 100.C 101.1 " " " " " " " " "		<u>-</u>		
·	193:11,16	79:10 81:7	170:6 171:1	virtually
194:5 205:5 82:19 84:6,6 171:8,14 159:8 170:9	194:5 205:5	82:19 84:6,6	171:8,14	159:8 170:9
		l		I

visibility	27:3 33:9	214:7 223:22	177:24
50:13	34:4,17,22	223:25	196:12
visit 23:14	35:11,13	238:10	197:25
visited 24:13	48:24 51:11	243:16	199:20,22
visiting 34:18	51:23 59:3	wants 96:19	200:1,11
visual 106:5	63:6,23,24	183:22 226:9	201:8,8
vital 17:11	66:14 71:1,3	Ward 58:20	217:19
24:22	73:8 80:17	61:3 66:8	231:17 234:9
Volkswagon	80:18 81:18	wards 58:21	234:23
4:15 22:11	82:19 92:23	warming 236:6	ways 37:19
240:23	93:6,14	warming 236:6 warned 159:25	47:17 48:9
	•		50:2 53:10
voluntary	95:12,14,17	Warren 10:15	
193:6 194:6	97:12 107:21	198:25 199:5	76:6 77:7
volunteers	126:9,12	Washington	123:14
145:14	128:13 132:7	23:15 107:10	151:18
vouchers	136:12 137:3	113:15 115:8	200:19 208:6
150:13,14	139:9 140:22	wasn't 60:3	210:22
153:14	141:15,22	waste 65:15,20	we'll 7:16
vulnerable	142:13	65:21,22,23	25:7 33:10
67:11	150:19,20	66:4,7,25	69:23 125:2
vw 31:2 65:17	157:7,10,11	140:2 147:6	138:17,18
189:22	157:12	147:6	161:10
203:20	164:15,17,21	watching 5:5	215:10 224:3
	164:22 167:2	55:19 56:14	we're 4:4 5:22
W	172:7 174:14	water 159:18	6:1,12,18
wait 12:5	175:10	wave 142:15	10:10 12:14
118:5 145:20	191:17,24	Wawa 96:4	12:20 17:7
146:1,5	192:17 200:3	way 8:23 17:15	21:4 23:6
151:8 175:19	202:3,10	23:4,21 27:3	27:5,7,12,12
waiting 13:6	215:4,5,13	30:20,20,21	27:14,19
19:17 146:7	218:25 220:1	35:8 38:18	30:9 31:4,5
waiving 153:5	222:9 223:17	50:1 54:16	31:12,12,23
153:5	226:15	54:23 59:2	33:5,7,19
wake 167:13	227:18	61:23 62:13	34:9,16 35:9
walk 21:11	232:13 241:5	64:18 67:3	35:17 36:17
27:23 224:18	241:9 242:15	71:19 74:16	36:20 37:6
walkability	242:23	75:14 78:7	37:15 38:5
21:12	243:20 244:6	78:18,22	39:11 42:4
walking 32:8	wanted 7:9	80:13,19	42:14,18
wand 142:15	25:8 29:2,16	86:4 92:21	43:1 44:1,4
waned 145:16	62:10 93:9	100:8 126:2	44:20 45:5
want 9:21,24	101:10	138:11	46:5,19,22
11:24 13:4	123:18 172:9		
13:19 19:18	175:7 178:5	153:15 159:2	55:19 56:13
25:24 26:1	178:5 187:1	171:17	65:10,13
26:12,18	193:1 209:3	176:13	67:9 73:18
	173.1 203.3	1,0.12	07.7 73.10
L	•	•	•

79:7,20,21	204.7 10 12	216:16 220:3	122.4 10
79:7,20,21	204:7,10,12 204:13,14	226:19 230:2	122:4,19 Weston 2:15
85:1 91:9	204:13,14	232:21 243:7	
	•		7:18,18
97:20,20	207:15,16	wear 124:12	25:25 137:17
98:4 100:21	212:6,10,22	219:3	162:20 163:1
101:20 102:4	213:3 214:2	weather 55:6,8	180:16 209:1
102:7 115:18	214:6,15	137:22 138:2	244:15
120:13,22	217:3 219:24	169:21	WEYDIG 183:9
121:1,5	220:6,8,11	web12:2	187:7 192:25
122:22,25	220:15	Weber 2:12 8:9	193:9 204:3
123:4 125:25	221:13,14,17	8:9	wheel 47:19,21
126:2 127:23	222:18	webinar 101:8	48:4 169:21
128:21 129:6	223:23,23	101:16	169:24
129:25 130:6	225:17	124:24	170:16,16
130:24	229:17,22,24	website 68:21	235:18
133:10 135:6	230:4 232:7	69:14 81:9	wheeler 168:19
138:6 140:9	232:16,21	96:8 165:11	168:21
141:19	242:14	223:21	whichever 53:8
142:17,24	we've 5:19	239:11	White 239:25
143:17	14:25 15:17	websites 43:21	wholeheart
146:18,18,21	18:19 24:16	Wednesday 1:14	225:3
147:7,16,23	27:6,25 31:1	weeds 39:11	wholesale
148:8,13	31:13 38:4,7	week 20:9	233:13
150:4,6	38:11 41:17	133:12	wide 14:4
152:13,22,25	42:8 53:13	193:23	17:22 20:13
153:9 154:9	57:5,7 63:2	203:18	70:13 121:6
164:14,16,23	63:15 78:9	weeks 46:7	widespread
166:1,2,4,10	100:4 104:19	weighed 74:23	210:2
167:3,8	105:5,13	79:2	Wier 231:25
183:1 184:7	107:2,19	weight 149:2,7	232:2
184:23,24	108:18	152:18,20	WiFi 159:18
185:5,18	111:25	190:12	wild 62:18
186:23	119:25 120:3	weights 183:18	willing 128:22
187:11,15,16	120:5 121:17	189:25	130:18
188:9 189:9	124:3 132:17		197:17 223:4
189:20 192:2	133:5 147:17		win-win 110:12
193:24	149:8 153:16	204:24	130:14,21
193:24	154:10	204.24	Wind 68:20
· ·			
195:4,6,8,12	166:11 173:3	welcome 6:25	wing 58:25
196:2,4,6,10	174:6,15	13:18 15:8	winner 53:25
196:12,19	184:11	85:12 101:6	54:6
197:1,9,10	188:18	went 47:5	winners 55:13
197:17	189:21 202:7	62:24 69:7	wipes 169:10
199:23 202:2	202:24,25	208:23	wire 74:15
202:18 203:2	205:24,25	west 10:14	wires 99:3
203:3 204:7	207:21 212:4	62:18 102:25	wiring 219:9
	l	l	l

222:11	202:24 203:4	168:23 189:9	yards 143:24
wise 137:9	203:13 205:4		yeah 32:17
138:16	212:2 216:14	199:22 200:1	34:16 58:14
139:23 150:5	217:22	219:6	59:12,20
wish 25:14	219:17	world 79:8	60:13 82:4
236:11	220:11 228:6	97:6 102:1	177:11
woman 175:1	229:13,15,15		178:13 181:3
wondered	232:7 235:24		182:12
194:16	237:23 240:1	117:4 118:20	189:20 197:3
wonderful	240:21	142:7 208:1	197:13,15
224:12	242:17	216:13 237:9	202:7,22
Woodbridge	243:14 244:5	238:7,8	202:7,22
88:13 94:13	worked 37:9	world's163:21	207:14,24
word 68:15	57:7 89:9	worried 82:22	=
			year 14:16
137:6	164:1 175:1	83:17	38:13 39:4
work 8:17 9:23	188:4 198:4	worry 23:10	41:17 48:6
11:20 19:22	198:5,11	29:5 82:20	53:8 58:22
21:25 22:3	202:22	worse 83:12,12	84:24 102:16
35:5,8 37:23	203:15 212:5	worst 75:7	102:16,16
38:18 40:16	working 6:18	worth 19:18	103:17,17
42:22 43:5	16:20 20:18	113:10 130:7	118:9,9
47:7 48:12	24:5 25:6	180:6	132:5 143:12
52:11,22	36:9 40:18	worthwhile	143:12,17
53:11 55:2	46:22 48:5	79:22	150:1,2
63:19 68:16	48:16 61:20	wouldn't 111:9	155:21,23,23
68:17 72:24	65:13 87:12	142:16	156:3,4,9,15
73:22 75:4	92:24 97:3	190:16	156:18,22,22
76:16 82:21	98:8 100:4	Wow 165:14	156:23 170:4
84:25 88:20	120:18	wrap 120:7	170:11
90:7,21 91:4	139:20 140:9	written 11:16	172:21 174:9
97:6 99:8	144:11	38:23 223:18	177:18,18
101:24	149:25	226:25 229:7	187:3 193:25
102:11,15	150:23	242:16,20	206:20
106:22 109:6	151:13 160:5	www.renzia	210:25 228:6
109:8 111:1	161:3 194:1	1:25	230:5 235:8
126:13 128:5	203:12	www.state	237:14 244:1
135:5,12	207:22	12:4	244:1
136:9 138:15	213:11 214:2		year's 156:14
142:11 143:1	214:10	X	yearly 37:12
144:21 151:7	workplace	x 1:4,8 136:13	years 5:1 14:4
161:17	15:19 19:10	190:19 192:6	16:20,22
162:22 167:4	89:22 90:15	XI 245:4	22:23 24:5
175:4 180:17	93:5		37:2,7 38:2
180:20	works 30:3	Y	39:14 40:9
198:17	56:11 153:19	Yankees 85:24	42:24 43:10
199:23	168:17,18,19	yard 66:21	43:18 48:3

			1496 320
50.0 15	237:21 238:3	1 2 227·10	1622.17
59:9,15		1.2 237:19	163 3:17
61:21,23	238:5,16	10 110:21	17 143:13
87:12 103:8	239:3,20	115:5,9	177 38:24
106:19	241:17	127:15	18 99:18
114:24 116:4	ZEV 20:10	155:20 166:3	166:10
116:4,19	36:21,23	170:11,12	168:19,20
119:22	38:1,7,22	182:1 186:4	183 3:18
134:20 139:5	42:13 43:20	186:7 187:3	186 19:12
163:24 164:1	49:19 51:2,8	196:11 218:9	1900 155:21
166:2 167:21	52:10,14	10,000114:4	1910 184:13
173:3,20	54:6,8 55:3	100 40:4	185:4
206:16 220:1	56:16 156:10	170:23	1920 41:21
224:8	157:15	100,000127:14	1967 37:6
York 21:10	158:19 160:1	101 3:12	1975 232:25
22:6 23:16	162:10	102 23:2	1980s 184:15
32:7 37:9	163:17	11 61:21	
43:17 45:2	169:16	230:19	2
46:7 50:8	171:10,20	11:30 10:8	2,000 134:21
52:15,16	172:14,19	116,000 132:12	20 16:21 31:8
59:2,12	225:18	12 1:14 48:23	35:2 48:2
62:22 113:13	226:22 233:4	49:7 101:2	59:15 86:5
117:8 130:1	ZEVs 43:9	156:8 163:21	101:2 104:20
168:10	51:10 139:1	186:8 227:17	105:7 110:21
184:14 188:5	156:7,13,17	12,000 240:7	123:13
199:7 204:4	156:21	12.5 48:25	167:14
204:5,8	157:12	1223 161:24	170:13
211:9	158:10,13	125 3:14 128:7	193:10 241:1
211.9	161:20 162:3	13 3:6 83:8	20,000159:1
	170:14 209:8	85:20 86:7	200 17:18 40:2
zero 1:6 15:22	241:19	163:24 231:1	134:7,9
17:10 20:4	Zimmer 207:21	16 3.24 231.1 14 144:2	170:7 173:24
20:21 36:3,9			200,000 78:6
37:16 39:2	zone 28:17	245:24	200,000 78:0 2000 166:1
54:10 61:2	32:2	14,000 63:8	205:22
	zones 130:11	140 3:15	
62:13,15	zoning 93:2,3	141 240 : 23	2008 155:19 2009 87:17
117:12	93:10,10	15 22:15,17	
120:17	94:4 222:20	105:6 144:3	132:17
133:13,18	0	144:6 166:3	165:13 187:2
139:1 140:17		15,0004:24	2010 87:15,17
140:17	02211 245:4	150 66:23	2011 22:19
148:20	08625 1:13	167:24	103:16 166:9
155:20	08690 1:23	150,000 150:4	166:11
164:22	1	155 3:16	2012 141:24
167:10		16 170:12	2013 38:4 88:2
236:10,13,16	1 199:3	194:19	2014 4:8 15:12
237:1,5,7,18	1,181 228:7	16,000 22:19	15:21 21:24
	<u> </u>	<u> </u>	<u> </u>

Guy J. Renzi & Associates (609) 989-9199 www.renziassociates.com

Page 321

88:2	225:22	40 18:4 35:1	217:20
2016 19:8 22:1	250 167:22	123:9,19	229:17
118:9 144:14	175:18 195:2	157:2 165:18	600 167:16
155:22 170:1	250,000 4:25	235:8	609)989-9199
172:13	2500 137:12	400 167:16	1:24
2017 19:19	169:9	400,000 150:3	625 66:22
22:20 70:7	26 3 : 7	401 1:12	670 216:17
118:1,10	275 144:7	41 169:15	68 3:10
226:17	27th 73:18	410 1:22	69 227:8
229:19	28 39:1	42 23:2 165:13	
230:18	29 169:18	44 192:9	7
2018 1:14		45 155:22	7 3 : 5
38:13 41:21	3	156:14,22	7,087 228:5
156:21 157:5	3,000 45:5	47 172:15	7,500 113:10
245:24,25	174:8 196:4	47,000 216:16	70 26:25 169:4
201st 242:6	3,500 158:25	48 195:1	169:5 170:5
2020 44:13	3.3 144:16	49 58:22	227:10 231:7
2021 44:13	239:22		700 196:4
157:6 166:18	3.6 19:21	5	72.2 22:12
170:5	3:32 244:19	50 26:25 118:9	750 132:18
2022 170:12,12	30 35:2 48:3	128:4 135:5	195:2
2023 152:13	66:7 102:16	165:18,20	79 227:8
2025 39:3	104:21	167:15 230:8	
55:15 156:15	142:11 165:1	500 132:14	8
156:21,23	172:4,6	167:16 205:3	8,000 143:13
160:2 170:22	181:13	218:8	80 40:4 120:2
225:18 240:5	217:21	51 37:7	169:4,12
2031 166:22	245:25	517 22:24	173:21
2035 166:4	300 168:13	158:24	80,000 205:2
2045 87:8	175:18	520 22:19	800)368-7652
2050 228:6	300,000 233:4	530 155:8	1:24
20s 170:13	30th 223:20	162:13	800,000 18:6
216 3:19	227:1	55 200:24	803217:2
22 164:1	32 228:8	550,000 156:3	80s 63:9
220 22:25	33 1:22 216:24	156:20	205:21,23
2277 1:22	216:25 217:1	565 97:3,8	85 3:11 167:21
23 164:1	330,000 225:17	177:23	167:24
170:13	240:4	570 20:2	169:12
230 191:2	350 168:13	58 3 : 9	850,000 19:12
238 175:16	36 3 : 8		9
24 170:7	37 170:6	6	
24,000 156:8	186:10	6,000 209:13	9,000127:15
244 3:20		60 26:25	128:12
25 23:5 31:8	4	142:10	132:11
123:13,19	43:4	148:20 157:4	9,300144:8
191:9 205:3	4.5 156:5	182:4 200:24	9:37 1:15

Guy J. Renzi & Associates (609) 989-9199 www.renziassociates.com

		1 490	<u> </u>
90 77:4 120:2 169:5 173:21 218:6 90s 228:12 95 23:3 198:13			