

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

NEW YORK STATE
DEPARTMENT OF HEALTH
EMS SYSTEMS

Wednesday, September 2, 2009 12:41 p.m.

Crown Plaza, Ballroom C
Albany, New York

1 EMS Systems - 9-2-2009
 2 ATTENDEES
 3 Martha Gohlke
 4 Andrew LaMarca
 5 Vincent Faraone
 6 Lee Burns
 7 Dana Jonas
 8 John Hassett
 9 Robert Delagi
 10 Tim Czapranski
 11 Paul Cousins
 12 Richard Brandt
 13 Alan Lewis, Sr.
 14 Warren Darby
 15 Michael Quinn
 16 Donald Faeth
 17 Michael Mastrianni
 18 Ray Serowik
 19 John Malinchock
 20 Karen Taddeo
 21 Mike Addario
 22 Michael Reid
 23 Mike Murphy
 24

1 EMS Systems - 9-2-2009
 2 responsibilities we want to make sure we're
 3 crossing our Ts and dotting our Is.
 4 Vinnie is actually going to be
 5 the new chair, we are actually co-chairing right
 6 now, but in this process, we're just trying to make
 7 sure that we cover all the cases.
 8 So Vinnie, anything?
 9 MR. FARAONE: The only thing is
 10 what I'd like to do, is Tim Czapranski sent around
 11 a sign-in sheet for the vital signs time in the
 12 booth. So would you sign up, take some time,
 13 particularly the people who got a free ride for
 14 vital signs.
 15 MR. LAMARCA: Again, we have some
 16 items before us that will take up, you know, we
 17 believe more time than we're allotted here. I
 18 guess this room is not in use again till three
 19 o'clock. We might be here for a little bit past
 20 our scheduled time. And Vinnie and I have
 21 discussed this and we would ask that the tag
 22 reports and any of the other E.M.S. for children
 23 reports, if there's anything of significance that
 24 you need to report on right now, please let us

1 EMS Systems - 9-2-2009
 2 MR. LAMARCA: May I have your
 3 attention please. We want to start the meeting.
 4 Just to let you know a couple of
 5 housekeeping items here today. We do have a
 6 stenographic record being taken today because we
 7 have some C.O.N. issues in front of us.
 8 We also are trying right now to
 9 verify the correct attendance and vetting of our
 10 voting members here. We've had some appointments.
 11 We've had some vetting go on.
 12 Technically, although our
 13 replacements in some cases are finished their
 14 vetting process, they have not formally received
 15 their letters. And in not receiving their letters,
 16 they cannot yet officially assume their role to
 17 vote.
 18 So, when you look at the sign-in
 19 sheet if you are a -- supposed to be a voting
 20 member here of this committee and you do not see an
 21 asterisk next to your name, we need to know it.
 22 Donna is trying her best right
 23 now to confirm where we are in that process. Since
 24 we do have some statutory issues and

1 EMS Systems - 9-2-2009
 2 know.
 3 If not, we need to conserve the
 4 time that's been allotted to us. Anything from
 5 communications or safety that needs to come forward
 6 at this time for action?
 7 MR. DARBY: Safety tag will be
 8 meeting at four.
 9 MR. LAMARCA: Safety tag is
 10 meeting at four. Okay, E.M.S. for children?
 11 MS. GOHLKE: I'm going to be very
 12 brief. Just to follow up on the National Ambulance
 13 equipment list that was released earlier this year.
 14 Just so you know your sister
 15 committee, the E.M.S. for children, Dr. Cooper
 16 chairs that, has endorsed that list and has
 17 recommended to the Department that they accept the
 18 list. We're in the process of looking at our part
 19 eight hundred regs, whether or not the list makes
 20 it into the part eight hundred remains to be seen.
 21 But, it is very possible the -- the list or parts
 22 thereof will be made into Department policy, if not
 23 regs.
 24 So, if you're not familiar with

1 EMS Systems - 9-2-2009
 2 the list you can find it on our website, especially
 3 if you look under E.M.S. for children.
 4 MR. LAMARCA: Thank you. Okay.
 5 We're going to dispense with the
 6 rest then and just move to the operations report.
 7 MS. BURNS: Hi. I'm going to
 8 pass out this. This is, if you are a county
 9 coordinator you would have gotten this
 10 electronically yesterday, it's an update on
 11 preparedness for influenza and other pending
 12 disasters.
 13 Jim sent it out. There's some
 14 very, very good education information on it from
 15 FEMA, so I asked him if I could copy it and provide
 16 it to you all. I'd toss it at John, but then.
 17 Dana is hiking around with the -- with the system's
 18 report.
 19 As we have discussed in a couple
 20 of other meetings, the Department has ordered us to
 21 make paper-saving measures. So, I would say to you
 22 that in December you might want to beef up your
 23 bifocals cause we're going to have to put more
 24 pages on a page. But just a quick rundown.

1 EMS Systems - 9-2-2009
 2 Sheriff's Department is going to put an ambulance
 3 on the road. They tell me it's only going to be
 4 one. I think today it's only going to be one,
 5 tomorrow it will be two or three. The City of
 6 White Plains has advised you that they are moving
 7 forward with an advanced life support,
 8 first-response service. And the Berkshire Fire
 9 District is going to put an ambulance on the road,
 10 though they're not really absolutely sure yet.
 11 I gave you some quick information
 12 with regard to planning for the H1N1. We've been
 13 working with all the Department's separate
 14 committees and those kinds of things to sort of
 15 prioritize items that you should consider at a
 16 regional and local level and I've listed them.
 17 Among them, in no small part is
 18 planning your continuance of operations for COOP.
 19 And you know planning for staffing issues should
 20 employees or family members become -- become ill,
 21 making sure that you encourage your providers to
 22 get the flu shot if that is appropriate.
 23 But probably, most importantly
 24 practicing respiratory protection policies and we

1 EMS Systems - 9-2-2009
 2 As I had talked to the -- to the
 3 conference-call group at the end -- in mid August,
 4 we inquired with our Bureau of Adjudication where
 5 the two remaining appeals are, the City of Utica
 6 North Area Volunteer Ambulance Corp. And they
 7 advised us that they would not be ready for
 8 September's meeting. They did not tell me when
 9 they'd be ready but we make the spirited guess that
 10 you'll probably see them in December. So, please
 11 be prepared.
 12 We're working with Donna and Val
 13 to try and look at how the meetings are scheduled
 14 for December because if you have to hear them, you
 15 will have to hear both of them. And, so, the
 16 question really is how best to manage that and it
 17 may be scheduling -- sorry, the day before the
 18 committee meetings to have open conversations with
 19 the committee and then a short meeting on committee
 20 day. So we're -- we're working on those logistics
 21 and you'll know well in advance.
 22 We received three more
 23 declarations from Municipal Ambulance Operating
 24 Authority, well E.M.S. authority. Albany County

1 EMS Systems - 9-2-2009
 2 call it respiratory etiquette. So, there's the
 3 policy statement on our website and I want to say
 4 it's a 2003 version, is being updated but it's
 5 not -- I think we're removing SARS and putting in
 6 respiratory illness. So there's not major
 7 renovations to that.
 8 We continue to be working with
 9 our -- our new friends at Medicaid. And I say that
 10 kind of laughingly because yesterday we sent
 11 them -- we had a spirited online conversation with
 12 them, which ended in the Medicaid people saying
 13 stop talking. And then this morning he sent a
 14 really nice e-mail note to Dana and I apologizing
 15 he didn't mean to sound rude. We sent him back a
 16 note saying okay, we'll shut up now.
 17 But honestly, from -- from our
 18 perspective, our take-home message is, there are
 19 seven of them. Dana wrote them for me. Maintain
 20 regulatory compliance with Article 30 and part 800
 21 and part 80 if it's appropriate. Not allowing the
 22 ambulance operating certificate to lapse. Let me
 23 say that again in case you missed it. Don't allow
 24 your ambulance operating certificate to lapse. I

1 EMS Systems - 9-2-2009
 2 say that and all of you are shaking your head
 3 saying that will never happen. Validate your level
 4 of care with the appropriate authority. And the
 5 level of care is -- is determined by the REMAC and
 6 if the -- if your local REMAC has not told us that
 7 you are a paramedic service, then we don't have you
 8 as a paramedic service. So that's huge. So we
 9 have ambulance services who are billing for A.L.S.
 10 one and two that our database says they're B.L.S.
 11 or E.M.T.D. Well, I got to tell you what, the
 12 Medicaid people don't see that as funny. And they
 13 don't pay the A.L.S. one or two rates.
 14 So, the ambulance services really
 15 need to understand that their level of care is
 16 really important in this. Do not -- this is a
 17 controversial one and this is our ongoing
 18 conversations with our friends in Medicaid and the
 19 Attorney General's Office and the Office of the
 20 Inspector General -- Medicaid Inspector General.
 21 Do not respond slash or bill outside your operating
 22 authority. We're working with them on -- on really
 23 clarifying issues of mutual aid. And when -- when
 24 and when not it is appropriate to respond outside

1 EMS Systems - 9-2-2009
 2 active service bureau I.D. number. And the
 3 services need to tell us what they are. And the
 4 only -- we don't -- you know we -- we give them to
 5 Medicaid just because we can. We don't necessarily
 6 maintain that information. However we -- what
 7 we're doing is we're passively/aggressively
 8 requiring the services to know their service bureau
 9 I.D. numbers.
 10 So if you contract with the ACME,
 11 billing -- E.M.S. billing company of Trenton, New
 12 Jersey, if they can bill legally in New York State,
 13 they have to have a New York State Service Bureau
 14 I.D.
 15 So those are really the take-home
 16 messages. And again, our conversations with
 17 Medicaid are ongoing. We're working with them on
 18 trying to figure out how -- how A.L.S. First
 19 Response Services can and cannot bill. Who of
 20 A.L.S. Response Services can and cannot bill. What
 21 is an A.L.S. Response Service actually.
 22 So, we'll keep you updated with
 23 that. I know that everybody's sort of ducking for
 24 cover with that and it's been an epiphany to many

1 EMS Systems - 9-2-2009
 2 the operating territory.
 3 With that said, we also have vast
 4 areas of the state where they're new to billing for
 5 ambulance service. And they're trying -- they
 6 realize that they need a little more income. So
 7 they're kind of working up buddy deals with their
 8 ambulance services next door and they'll take care
 9 of it when they can't roll a rate. That's not
 10 mutual aid. Medicaid doesn't see it as mutual aid.
 11 And oh, by the way neither does Medicare C.M.S. So
 12 we're trying to get some of those issues clarified
 13 both locally and with those folks cause they're
 14 just learning how to spell E.M.S. quite frankly.
 15 Have valid mutual aid plan in
 16 place. That is -- dovetails with the one before.
 17 Use and understand your -- the services Medicaid
 18 provider number. That's big -- we ask our
 19 services, what is your Medicaid provider number?
 20 Most of them don't know. And if they're -- if
 21 they're involved in this, shame on them. But
 22 further, if you're using a billing company you have
 23 to have -- the service -- the client has to know
 24 that the billing company needs to have a valid and

1 EMS Systems - 9-2-2009
 2 E.M.S. agencies.
 3 So for us, we ask that -- that
 4 your services keep us updated by filling out agency
 5 update forms as they need to. We really need them
 6 to file their certificate renewals in appropriate
 7 and timely fashion. Again, you would be amazed, or
 8 not. We want the services to work with their
 9 regional councils to fix territory issues. That's
 10 happening all across the State.
 11 And, again, we'll only document
 12 the level of care as approved by the REMAC. So
 13 those are -- that's -- those are the biggies for
 14 our -- our ongoing Medicaid thing.
 15 So, dovetailing into territory,
 16 we have a couple of councils who are proactively
 17 working with their services to -- to actually the
 18 legal definition is expand their operating
 19 territory. Westchester County has a policy and
 20 they're about to hear a number of expansions. The
 21 Southwestern region is kind of the -- the
 22 forefather in developing a regional policy and
 23 managing expansion, so that -- that's kind of
 24 ongoing. E.M.S. course funding, please take this

Page 14

1 EMS Systems - 9-2-2009
 2 message home.
 3 The Bureau has just brought our
 4 course funding voucher system online in our main
 5 database. Why -- why do you want to know that?
 6 Because in the process of putting in vouchers and
 7 testing it, we found a significant amount of money
 8 has gone out for students who were not eligible for
 9 course reimbursement. Now, we see that as a plus
 10 because if we stop paying our course sponsors the
 11 money that they are not due, we would have more
 12 money and therefore, we could pay for more things
 13 that we could pay for, so that's encouraging.
 14 However, it's so, it's an incredible amount of
 15 money just in the small numbers that Andy and --
 16 and Frankie have discovered so far. So we're quite
 17 concerned about that. And we think actually once
 18 the course sponsors get a little bit more vigilant,
 19 they understand the process better. The
 20 applications are -- are scrutinized a little
 21 better. The numbers will -- will even out a little
 22 bit better. But it is the Bureau's intention in
 23 this fiscal climate not to pay for students that
 24 are not eligible to be funded. That's no surprise.

Page 15

1 EMS Systems - 9-2-2009
 2 It's clear in the funding policy statement. But it
 3 does not bode well for course sponsors to be
 4 submitting vouchers for students that are not
 5 eligible. That becomes, you know, fraud. So, I
 6 would ask you to kind of discuss this locally. Be
 7 sure your education sponsors kind of have a good
 8 understanding of it. And, again, more information
 9 as we uncover it. EpiPens: As a result of some
 10 torture that New York City had faced regarding
 11 putting EpiPens on all of their ambulances, we did
 12 some studies to figure out how many ambulance
 13 services across the State were either not A.L.S. or
 14 did not already declare an EpiPen. And we found,
 15 actually a pretty small number of them that were
 16 not already -- either had not already submitted an
 17 N.O.I. or were not A.L.S. So what we did is we
 18 sent them all a letter saying, hey how about using
 19 the EpiPen and the EpiPen Jr. And if we sent you
 20 this letter, one of two things is going on. One,
 21 is that we don't have an N.O.I. on file so could
 22 you send us your N.O.I., or a copy, and the other
 23 is, we really think you should put EpiPens on your
 24 ambulances.

Page 16

1 EMS Systems - 9-2-2009
 2 So, we've gotten really a
 3 surprisingly positive response from that. Most of
 4 it is that services have just submitted their
 5 N.O.I.s. They've been carrying EpiPens for a
 6 while. So, that is -- that's -- we're very pleased
 7 about that.
 8 Another big thing that we
 9 discussed and we'll talk probably about this in the
 10 safety tag, has to do with the question of bucket
 11 seats or transporting a second patient in an
 12 ambulance. New York State's eight hundred twenty
 13 two reg, which requires you to be able to
 14 accommodate two recumbent patients, after reaching
 15 out to a couple of people who have weighed too
 16 much, they could recite to you the triple K specs,
 17 which I was frightened by a little bit. I -- I
 18 got -- I've got some really good information.
 19 So, I sort of boiled it down for
 20 you in the report, but I also have had discussions
 21 with our surveillance staff, our E.M.S. inspectors.
 22 We -- we'll continue working on a
 23 regulatory change. However, this is, the current
 24 triple K specifications are F and G, as in George,

Page 17

1 EMS Systems - 9-2-2009
 2 is pending. And there's rumor that suggest that
 3 George will require recumbent patients two
 4 recumbent patients, because in this climate of
 5 multi-casualty incidents and the ability to
 6 transport more than one patient safely and all of
 7 those things, there is talk that the next version
 8 of the K.K.K. will require the transport of a
 9 second recumbent patient.
 10 So, with that said, we have to
 11 revisit our regs, there's no question about that.
 12 But I'm wondering whether we don't want to kind of
 13 slow down, I mean not that we're moving fast
 14 anyway, it is regs. But, this -- this kind of
 15 gives you a thumbnail sketch of what our staff is
 16 doing. We know that it's difficult. Manufacturers
 17 design ambulances to make the triple K spec. We
 18 know that. We don't want to discourage agencies
 19 from buying new ambulances. And, we don't want
 20 them to specially order ambulances that comply with
 21 our somewhat antique regulation with regard to
 22 that.
 23 So, what we've asked for is that,
 24 excuse me, that the crew bench comply with the

5 (Pages 14 to 17)

Page 18

1 EMS Systems - 9-2-2009
 2 current specification as -- as best as possible. I
 3 mean I don't want our guys spending time measuring
 4 the seats. The spec has seat sizes. I want our
 5 staff to write a note on the bottom of the
 6 inspection sheet so that we have record that this
 7 vehicle meets current specifications, but may not
 8 meet eight hundred twenty-two. And we don't -- we
 9 will not -- clearly will not issue statements of
 10 deficiency to ambulance services because their a
 11 hundred and fifty thousand dollar pride of their
 12 fleet does not meet our regulation.
 13 So that's where we're going with
 14 that. We think, you know in the spirit of
 15 encouraging that services think in a safety
 16 environment for their staff, they're doing that
 17 with these vehicles. So, we just need to all be on
 18 the same page. And lastly, you can read about our
 19 G.T.S.C. thing, we're moving forward, but we put on
 20 the web page the latest, or our new policy for
 21 reporting incidents. Gary is working on getting
 22 the pdf to be fill-in-able. That is an interesting
 23 exercise. There's copies of it in your packet.
 24 So, that about amounts to it.

Page 19

1 EMS Systems - 9-2-2009
 2 MR. FARAONE: Lee, can you touch
 3 on this policy statement from Westchester?
 4 Yesterday at the program agency
 5 there was a lot of discussion about whether we can
 6 or can't use something other than o six o six of
 7 these non-contested expansions?
 8 MS. BURNS: What we have said
 9 and -- and talked with both Southwestern and
 10 Westchester is that as long as the process is in
 11 compliance with the Public Health Law, we -- the --
 12 this -- these policies are not in conflict.
 13 So, essentially the Public Health
 14 Law has very specific requirements for the
 15 determination of need, public notice, regional
 16 council determination, public meeting, fitness and
 17 competency. All of those elements have to be
 18 included -- the statutory elements have to be
 19 included in their process.
 20 Then, above that we've -- we've
 21 suggested that the regional councils put together a
 22 policy that they can work with. And actually Dan
 23 is in the back of the room and he -- he -- the Dans
 24 put this together and it's quite eloquent.

Page 20

1 EMS Systems - 9-2-2009
 2 But, after -- they're having like
 3 this gang C.O.N. committee hearing in September.
 4 So we'll do an electronic pulse taking after that.
 5 But that's kind of the -- the other thing
 6 Westchester did that Southwestern didn't, which I
 7 thought was brilliant quite honestly is Westchester
 8 has an expiration to this policy. So, we -- I --
 9 we appreciate that at the State level. On your
 10 behalf, you appreciate that at the State council
 11 level because at the end of all of this they're
 12 done with this. So they noticed their services,
 13 two thumbs up, Dan.
 14 MR. FARAONE: That's it?
 15 MS. BURNS: I think so.
 16 MR. FARONE: Does anybody else
 17 have any questions for Lee?
 18 FROM THE FLOOR: Just -- just to
 19 thank Lee and the central office for recognizing
 20 the safety tag in this new policy for the reporting
 21 form, they did a lot of work with it. And we
 22 appreciate just seeing it in the policy.
 23 MS. BURNS: We're slow but sure.
 24 Gary's a little older and a little grayer.

Page 21

1 EMS Systems - 9-2-2009
 2 FROM THE FLOOR: That would have
 3 happened anyway.
 4 MR. FARAONE: So, I guess we
 5 should dive right into the C.O.N. issue.
 6 Lee, do you want to give us a,
 7 like a brief synopsis of where we -- where we went
 8 to, where we're at and the whole A.L.J. story?
 9 MS. BURNS: Actually, before I do
 10 that I just want to put on the record, I'd like
 11 this kind of brought forward tomorrow, Mr.
 12 Chairman.
 13 Last week while fighting a fire
 14 in the City of Buffalo, two firefighters who also
 15 were E.M.T.'s lost their lives when the floor caved
 16 in, and our Buffalo folks sent us the articles an
 17 it's a, you know, it's a tragic circumstance.
 18 So, just to let you know that.
 19 Niagara Memorial Hospital; in
 20 brief and pardon me that I get the dates kind of
 21 confused, but the bottom line description is and
 22 I'm hoping against hope you all read this stuff.
 23 The Niagara Falls Memorial
 24 Hospital located in Niagara Falls, New York

6 (Pages 18 to 21)

Page 22

1 EMS Systems - 9-2-2009
 2 submitted an application to the regional E.M.S., to
 3 Big Lakes Regional E.M.S. Council in late summer or
 4 early fall of 2008. After going back and forth a
 5 little bit with the Council's C.O.N. committee I
 6 don't see John -- oh, there he is. What are you
 7 doing back there?

8 MR. MALINCHOCK: Hiding.

9 MS. BURNS: Okay.

10 MR. FARAONE: You're not doing a
 11 good job either.

12 MS. BURNS: Actually, John is a
 13 new representative of -- from Big Lakes to the
 14 SEMSCO. So I've now outed you completely.

15 Correct me with the dates if you
 16 would be so kind. But so John being the C.O.N.
 17 committee chair, so the little bit of back and
 18 forth to get the application in order the REMSCO
 19 heard the application or actually they had a public
 20 hearing in January -- no it was in December of
 21 2008. And in -- in your packets the hearing
 22 officer made a very good conclusion -- finding of
 23 fact and conclusion.

24 The council heard the --

Page 23

1 EMS Systems - 9-2-2009
 2 considered the application in their February of
 3 2009 meeting. They determined that Niagara Falls
 4 Memorial Hospital had indeed proven need for an
 5 ambulance service and provided the Department with
 6 much of the information. We, it was -- in about a
 7 New York minute, it was appealed. And so what we
 8 did as is our custom, we compiled all of the
 9 documentation that we had at that time and we
 10 provided it to the Bureau of Adjudication for the
 11 assignment of an A.L.J.

12 And they -- so included in the
 13 information that we gave the A.L.J. everything you
 14 got by C.D. What was missing at that time though
 15 was a complete set of REMSCO meeting minutes. We
 16 noted that. Also unavailable at that time was the
 17 webcast of the REMSCO meeting. So the A.L.J.
 18 issued his decision in July.

19 And his decision was, which comes
 20 as no great surprise to anybody, that there wasn't
 21 enough information in the packet to render an
 22 opinion or a recommendation. And so his
 23 recommendation, which also was included, was to
 24 send it back -- remand it back to the Regional

Page 24

1 EMS Systems - 9-2-2009
 2 Council for a review and determination.
 3 And to -- but to ensure that
 4 their deliberations were recorded. And, so, we
 5 provided that information to the -- the REMSCO and
 6 at the same time I wrote John one of my love
 7 letters saying I need your minutes, and why isn't
 8 this stuff on the web.

9 So, promptly John provided us
 10 with the approved meeting minutes. As is their
 11 process they -- he -- they don't approve their
 12 meeting minutes until the next meeting which was
 13 after the A.L.J. got everything. So we sort of --
 14 we sort of leapfrogged each other separately.

15 So, in the middle of -- in
 16 August, as you know, if you're a SEMSCO member, we
 17 invited you to participate in a conference call.
 18 And we can certainly discuss the conference call
 19 also. I sent out to all the SEMSCO members the
 20 meeting -- the conference call meeting minutes
 21 taken by none other than Dana Jonas.

22 And, at that meeting, the -- the
 23 group on the telephone, much to my horror
 24 recommended that we turn everything back to the

Page 25

1 EMS Systems - 9-2-2009
 2 A.L.J. I feared for my life actually. So, we
 3 compiled everything, even though I must -- I -- I
 4 was like I don't think this is a good idea. I
 5 don't think this is a good idea. This is a really
 6 bad idea.

7 We compiled everything and I said
 8 to Dana, here quick take this downstairs to the
 9 A.L.J.s and then run. Don't wait for the elevator,
 10 take the stairs. So, the A.L.J. who -- I'm kidding
 11 really. The A.L.J. was very gracious and he very
 12 promptly, I was quite surprised reviewed the entire
 13 packet and issued a final A.L.J.'s report, which
 14 also got sent to you.

15 And in it he recommends, as you
 16 probably have read that the application be
 17 approved. Did I miss anything John?

18 MR. MALINCHOCK: (Off mic) No, I
 19 think you have given a pretty accurate description.

20 MR. LAMARCA: I'd just like to
 21 point out that over the year, year and two or three
 22 months regarding this application I think you
 23 clarified the application. The application for the
 24 hospital was for a restricted site, the remote site

7 (Pages 22 to 25)

Page 26

1 EMS Systems - 9-2-2009
 2 that it operates for an M.R.I. in the community,
 3 correct?
 4 MR. MALINCHOCK: I'm sorry sir.
 5 MR. LAMARCA: Again, we -- could
 6 you come up, John why don't you come up here.
 7 This C.O.N. really is for a -- an
 8 application from the hospital to provide ambulance
 9 services for four or five hours a day to a remote
 10 site that they operate that has an M.R.I., that
 11 they have to send their patients to?
 12 MR. MALINCHOCK: That's right.
 13 MR. LAMARCA: It is not for a
 14 community, it is not for emergency response?
 15 MR. MALINCHOCK: (Off mic) Yup,
 16 clearly for hospital use, not for emergency
 17 response.
 18 MR. LAMARCA: And that the
 19 premise for application was that they were dealing
 20 with the program and there were some contractual
 21 issues of payment from Metro, at some point had
 22 said on a weekend that they may not supply it until
 23 such time as --.
 24 MR. MALINCHOCK: (Off mic)

Page 27

1 EMS Systems - 9-2-2009
 2 Contractual issues were to be settled.
 3 MR. LAMARCA: And can't move
 4 forward until this application is.
 5 MR. MALINCHOCK: (Off mic)
 6 Basically, basically yes.
 7 MR. FARAONE: I was just going to
 8 say, there are two issues on the table then, there
 9 was a monetary issue, but there was also a timely
 10 delivery of service?
 11 MR. MALINCHOCK: Let me summarize
 12 the issue.
 13 MS. BURNS: Wait. We need to
 14 find a mic for him.
 15 MR. MALINCHOCK: I'm not loud
 16 enough?
 17 MS. BURNS: No, the stenographer
 18 is not capturing it.
 19 MR. MALINCHOCK: Let me summarize
 20 the application and how this all came about.
 21 It came about basically over the
 22 payment of services. For many, many years Rural
 23 Metro and its predecessors had served the City of
 24 Niagara Falls. Just for background some of you may

Page 28

1 EMS Systems - 9-2-2009
 2 not realize this, but the City of Niagara Falls
 3 approximately the population somewhere in the
 4 neighborhood of fifty-five to sixty percent of the
 5 population of the City of Niagara Falls is on some
 6 type of Federal or State assistance.
 7 The City itself as is documented
 8 is unfortunately, I don't like to use the word
 9 decay, but is undergoing some really tough times.
 10 Up until this time the hospital serving that
 11 City -- continuing to serve that City is Niagara
 12 Falls Memorial Medical Center. They had worked out
 13 over the years a reduced rate with the providers to
 14 help balance this. There was a change in
 15 management. The new management came in and what
 16 we've been told is that the rates started to
 17 escalate, escalate, escalate down the road.
 18 During the course of the
 19 discussions with the representatives from Niagara
 20 Falls Memorial Medical Center, they pointed this
 21 out and they also pointed out that at times they
 22 had to wait. Now, we have to understand that these
 23 are transports of patients that do not need an
 24 emergency M.R.I. They still have a contract with

Page 29

1 EMS Systems - 9-2-2009
 2 Rural Metro to do that. But these are basically
 3 patients who are scheduled at their out center,
 4 which is roughly six to seven miles away. And they
 5 also have to be transported in the recumbent
 6 position.
 7 They attempted to work out the
 8 issue with, and basically it was not nonpayment but
 9 it was the time period involved for the payment.
 10 Instead of thirty days, it had been ninety days.
 11 After looking at all of it and
 12 hearing the testimony at the hearing which you
 13 have, talking to the some of the providers that had
 14 been called into the city to respond to emergent
 15 calls because vehicles were not available, they
 16 continued with the process.
 17 And, then came to the conclusion
 18 that there was a need for this type of services.
 19 That's the short version of it. It was a long
 20 fourteen or fifteen months. And just so that you
 21 all know, Rural Metro continues to provide service
 22 to the City of Niagara Falls, continues to provide
 23 service to Niagara Falls Memorial Med Center. So
 24 they did work out their contractual issues.

8 (Pages 26 to 29)

1 EMS Systems - 9-2-2009
 2 The question is: Is there a
 3 need -- the question is where is the future, the
 4 question is what is going to happen.
 5 MR. LAMARCA: Okay. We do have
 6 to hear from the other parties. Prior to this
 7 hearing, what we have allowed is that, we can allow
 8 the applicant and also the appellant I guess to,
 9 you know, make a five-minute statement. The rules
 10 of engagement for the statement is that you cannot
 11 introduce any new evidence, you know you have to
 12 say what is on the record. Right now you can
 13 clarify any point or any position and we will
 14 monitor questions, you know, that are posed to you
 15 just to make sure that they conform to pretty much
 16 those parameters, am I correct in that?
 17 So I would ask, I guess first and
 18 foremost is there a representative from the
 19 hospital present that would like to make a
 20 statement?
 21 Again any representative here
 22 representing the interest of Niagara Falls Medical
 23 Center?
 24 So noted.

1 EMS Systems - 9-2-2009
 2 narrative in the application, Niagara Falls
 3 Memorial Medical Center said that Rural Metro was
 4 the only game in town. It was quote holding them
 5 hostage to the rates. It's not true.
 6 There are other providers, Twin
 7 City for one, who have a C.O.N. for the territory.
 8 There's no mention on why, if Rural Metro's too
 9 expensive, or Rural Metro's payment terms were too
 10 aggressive, they didn't go somewhere else. That's
 11 your first issue.
 12 The second issue is that we
 13 brought up a timeliness issue. I didn't see a
 14 timeliness issue anywhere in that application. I
 15 didn't see anything in the hearing officer's
 16 report. I didn't see anything in the A.L.J.'s
 17 synopsis that says that there was a timeliness
 18 issue. Frankly there wasn't.
 19 Did Rural Metro perhaps make a
 20 tactical error in attempting to force Niagara Falls
 21 to pay their bills? Yeah. They -- they stopped
 22 service to a limited degree of those calls that
 23 were the responsibility of Niagara Falls Memorial
 24 Medical Center on a weekend. If you look at the

1 EMS Systems - 9-2-2009
 2 Is there a representative here
 3 from Rural Metro who has appealed and would like to
 4 speak? All right. Just please come forward and
 5 we'll have to catch you at one of the stationery
 6 mics here I believe. This is the best mic here.
 7 Karen, are you representing?
 8 MS. TADDEO: You got it.
 9 MR. LAMARCA: Okay. Just
 10 identify yourself when you come up to the
 11 microphone, please.
 12 MS. TADDEO: Thank you sir,
 13 As a lot of you know I'm Karen
 14 Taddeo. I am an attorney for Rural Metro. And I
 15 put in papers in opposition and on appeal.
 16 One of the things that I think it
 17 was Andy just said, or it might have been Vinnie,
 18 we are constrained by the record. The record
 19 that's before you is a little bit different than
 20 what the statement that was just made. The
 21 allegations in the record and what was upheld --
 22 what was found by the hearing officer and upheld by
 23 the A.L.J. was they found a need based on a couple
 24 of critical facts. One, was if you look at the

1 EMS Systems - 9-2-2009
 2 application, Niagara Falls is applying for -- to
 3 provide service from ten to two weekdays, B.L.S.
 4 only. Rural Metro never stopped providing that
 5 service, never was late providing the service.
 6 There was more than ninety days that they weren't
 7 paid for the service. I think there was an error
 8 in -- not in judgment but there was an error in
 9 looking at the papers because what was in the
 10 papers was taken as true, as it should have been.
 11 But there's another provider out
 12 there that should have been looked at. If you know
 13 o six o six, if you know the regs, and you know the
 14 statute, they were supposed to prove a need that
 15 couldn't have been met by other existing services.
 16 They didn't even look at the
 17 other existing services because in their
 18 application they said there weren't any. The other
 19 thing, for those of you who have been around long
 20 enough, do you remember when we said that money
 21 wasn't an issue because somebody didn't want to pay
 22 for the ambulance services? That was not a way to
 23 create need? Niagara Falls Memorial Medical Center
 24 has financial problems. They serve an

1 EMS Systems - 9-2-2009
 2 under-financed population. They do wonderful
 3 things. Unfortunately, they're also very poor
 4 money managers.
 5 If you look at their financial
 6 history which was solely represented in the
 7 application, except I think there was a statement
 8 in there that they said that they realized that
 9 they had been poorly managed financially and they
 10 were looking at ways to save revenue.
 11 They didn't bill on time. They
 12 didn't get to their carriers. They didn't get to
 13 their government payers. They had a cash flow
 14 problem. They created their cash flow problem.
 15 So, the issue of why you don't pay Rural Metro or
 16 you don't pay your transport -- transportation
 17 company because you didn't do your billing
 18 correctly seems a little poor as a indices of need.
 19 Plus, everyone here is aware of the industry.
 20 You know if you've got -- the old
 21 part As, the transportation for which the -- the
 22 Article 28 facility is responsible, they're getting
 23 money for those. Hospitals get to get their
 24 reimbursement rates determined by telling the

1 EMS Systems - 9-2-2009
 2 MR. LEWIS: I'd really like to
 3 know how many folks are here today that expected to
 4 vote on this, if a vote -- if a motion comes
 5 forward before we start, so we know the total
 6 number of voting members that will be eligible to
 7 vote a roll call.
 8 MR. LAMARCA: All right, those
 9 that have been identified on an assignment sheet
 10 with an asterisk or who Lee has confirmed with you
 11 personally that you are voting, please put your
 12 hand up right now. Let me just do a double count.
 13 MS. BURNS: Did you get eleven?
 14 MR. LAMARCA: We have eleven.
 15 FROM THE FLOOR: He's twelve,
 16 right?
 17 MR. LAMARCA: Anybody else who
 18 thinks that there is a reasonable bit of confusion
 19 that you are to vote or not to vote? Anybody
 20 sitting in the audience? I'm going to consider it
 21 to be twelve approved seated SEMSCO delegates who
 22 will vote, correct?
 23 All right, I'm sorry, John?
 24 MR. MALINCHOCK: Constitutes a

1 EMS Systems - 9-2-2009
 2 world, their carriers, Medicare, Medicaid what
 3 their costs are. Factored in is their
 4 transportation. They're getting paid for this.
 5 They created a need by not
 6 paying. They -- they didn't look at any other
 7 alternatives and by looking at their application
 8 you would believe there were no other alternatives.
 9 You would believe that Rural Metro did hold them
 10 hostage. But you heard from the representatives
 11 that now Rural Metro is still providing the service
 12 and is still going forward and there's been no let
 13 up.
 14 I think the application is
 15 lacking.
 16 MR. LAMARCA: I almost cut you
 17 off there.
 18 MS. TADDEO: Thanks Andy.
 19 MR. LAMARCA: Any final?
 20 MS. TADDEO: That's it Andy. Not
 21 unless someone had a question.
 22 MR. LAMARCA: I think now, I
 23 think we will open it up to any questions and any
 24 observations.

1 EMS Systems - 9-2-2009
 2 majority?
 3 MR. LAMARCA: It's not the same
 4 regulation.
 5 MR. FARAONE: Yeah John, this is
 6 just a committee hearing. This is only going to
 7 bring a seconded motion.
 8 MR. LAMARCA: A seconded motion
 9 will come.
 10 MR. MALINCHOCK: They don't know.
 11 MR. FARAONE: Tomorrow, tomorrow
 12 will be the -- the real vote.
 13 MR. LAMARCA: All right. Let's
 14 go back to the issue at hand, and first of all,
 15 what if any of -- well first of all we can
 16 entertain comments from anybody in the audience,
 17 you know, again we'll ask you to restrict it to
 18 appropriate comments.
 19 There will be no voting from
 20 anybody in the audience certainly, but again just
 21 please put your hand up and identify yourself for
 22 the record for the stenographer here if you have a
 23 question or a comment. Anybody first? Al Lewis.
 24 MR. LEWIS: Al Lewis. I'll ask a

Page 38

1 EMS Systems - 9-2-2009
 2 first, a basic comment, a basic question. The
 3 hospital's not here to answer it but maybe Karen or
 4 counsel can answer it.
 5 Why didn't simply the hospital
 6 buy a stretcher van to move their non-emergency
 7 patients and not get in the ambulance C.O.N. arena
 8 because it's more -- it's more cost effective. It
 9 saves a hell of a lot more money than purchasing an
 10 ambulance, having to equip it.
 11 Why are we even here?
 12 MS. TADDEO: I don't know.
 13 MR. LEWIS: It makes no sense to
 14 me as to why we're doing this.
 15 MR. LAMARCA: The hospital not
 16 being present is duly noted. We really can't
 17 respond to it. John, you have to speak up.
 18 MR. MALINCHOCK: Just asking the
 19 question so that I understand it also. Was the
 20 hospital invited here today?
 21 MS. BURNS: The hospital's aware
 22 that this was being considered.
 23 MS. TADDEO: I'm sorry, we all
 24 got -- well both sides got notice that this -- that

Page 39

1 EMS Systems - 9-2-2009
 2 this is --.
 3 MR. MALINCHOCK: Verification
 4 that there was a meeting today, correct?
 5 MS. TADDEO: That there's a
 6 committee meeting and that it's being considered at
 7 the full council tomorrow.
 8 MR. MALINCHOCK: I'm just asking.
 9 MR. LEWIS: So, does anybody have
 10 an answer to that?
 11 MR. LAMARCA: I don't think we
 12 would really probably take it into account anyway,
 13 if it's not somebody who is a duly authorized
 14 representative of the hospital. It is duly noted
 15 that there are some other options available.
 16 Questions? Michael?
 17 MR. MASTRIANNI: I guess this may
 18 be more procedural. If this C.O.N. is approved,
 19 does that then set a precedent for other hospitals
 20 that wish to say we are not getting appropriate
 21 service or we are being charged too much?
 22 Is this decision going to set
 23 that kind of a precedent? Maybe it's my ignorance,
 24 I'm asking.

Page 40

1 EMS Systems - 9-2-2009
 2 MR. LAMARCA: I would say that --
 3 I would say that it would. Anything that we do
 4 that approves a C.O.N. sets a precedent.
 5 MR. MASTRIANNI: Okay.
 6 MR. LAMARCA: Again, I -- if I
 7 was to speak personally, you know, again as a chair
 8 during this, I'd have some reservations, if this
 9 was in essence the heart of it seems they've been
 10 in some sort of contractual arena, all right.
 11 And whether or not there was a
 12 time limit, we're not privy to see the contract.
 13 We're not privy to see the payment terms. We're
 14 not privy to read into the record, you know, what
 15 might have lead to this decision by the hospital.
 16 So, my concern is that if -- if
 17 need is ever to be looked at on a cost basis then
 18 everything is fair game and enters into the arena.
 19 What it should mean that, you know, we should be
 20 able to see the payment terms. We should be able
 21 to see the lateness. We should be able to see if
 22 the hospital has been delinquent.
 23 As far as, if the hospital can
 24 make claims there's an exorbitant amount being

Page 41

1 EMS Systems - 9-2-2009
 2 charged, all those might be, you know, bona fide
 3 issues. But none of that is submitted in here.
 4 And I think the point that Mike
 5 Mastrianni just made is a valid one. If -- if a
 6 facility or anybody objects to a cost being charged
 7 them, and it appears that there are other services
 8 that could indeed perhaps, you know, be utilized,
 9 then I would have a very strong reservation about
 10 setting a precedent that means that at any time a
 11 hospital could now challenge, you know, their
 12 providing service and, you know, decide that just
 13 whatever it is is too much to pay even though we
 14 might be giving them a discount to the lowest
 15 allowable by law, which is the Medicare, you know,
 16 provider rate. So, that is a slippery slope. It's
 17 one I don't particularly want to go down.
 18 I don't necessarily fault the
 19 council, but I think the council, you know, that --
 20 that reviewed this was maybe looking at this a
 21 little more emotionally. Because one of the other
 22 things I feel very strongly about is whenever we do
 23 see a C.O.N, we're asking the applicant to
 24 determine what the geographic areas that they will

11 (Pages 38 to 41)

Page 42

1 EMS Systems - 9-2-2009
 2 service and then that is the test bed where we need
 3 to prove need.
 4 That's where we take the letters
 5 from. It's not that you're a nice guy but that
 6 there's document that need of service, absence of
 7 service, or that the provider is incapable of doing
 8 the service, however you want to prove it.
 9 In this case, the hospital is
 10 trying to service itself at a remote location. One
 11 that they put in the community probably as most
 12 hospitals do because there's better reimbursement
 13 if you put that free standing M.R.I. And in doing
 14 so they know, or they acknowledge that if they have
 15 to use it for the in-house patients there will be a
 16 transportation cost. Okay? I understand that.
 17 But then the site that we're
 18 looking at for the need is only that facility and
 19 it's only four hours a day and it's not A.L.S.
 20 And it's still being serviced by the current
 21 providers. And, you know, we have letters in
 22 support in this file which come from everybody else
 23 looking at emergency work in the surrounding
 24 communities which is not germane to this

Page 43

1 EMS Systems - 9-2-2009
 2 discussion. And quite honestly I find in my mind
 3 that the council probably took that into account,
 4 those letters, probably inappropriately. It wasn't
 5 really the service area that was in question. It
 6 was only a remote M.R.I. site, not a community at
 7 large. And the letters really seem to point to a
 8 community at large.
 9 Tim?
 10 MR CZAPRANSKI: A couple of
 11 comments. I mean as far as setting a precedent it
 12 seems to me that each hospital, wherever their
 13 region would have to again go through the C.O.N.
 14 process which has been eighteen months, convince
 15 their regional council, convince a hearing officer
 16 and so on and so forth.
 17 So I don't know that any decision
 18 that the council makes tomorrow will be all of a
 19 sudden precedent setting. As far as the letters
 20 went out, it's a requirement, it's my opinion, it's
 21 a requirement of the application to send out
 22 certified letters to all the adjacent
 23 municipalities, right?
 24 MS. BURNS: And they did.

Page 44

1 EMS Systems - 9-2-2009
 2 TC: So and so the letters that
 3 came back were a result of sending out that letter?
 4 It's not something the hospital went out trying to
 5 seek. It's a -- it's a part of the C.O.N. process.
 6 So when you look at the
 7 twenty-three responses, with twenty two of them
 8 being positive from fire chiefs, from fire
 9 coordinators, from hospitals, from E.M.S. service
 10 and from elected officials, it's a pretty broad
 11 spectrum.
 12 It's not necessarily something
 13 that shouldn't be considered by the council. I
 14 think the council has to consider them because the
 15 C.O.N. process requires the applicant to send those
 16 out.
 17 So I just wanted to clarify that.
 18 MR. LAMARCA: I just think that
 19 the interpretation of that in the scope of this
 20 application for a restricted site was an error.
 21 MR. DELAGI: The paramount issue
 22 for me actually becomes one of finances, as I'm
 23 sure it does for everybody. But given all of the
 24 variables that we talked about and all of the

Page 45

1 EMS Systems - 9-2-2009
 2 things that you had spoken about in terms of a
 3 reallocation of existing services and other
 4 providers in the -- in the area that may or may not
 5 be in a position to do this, I was struck by in the
 6 paperwork we did receive, the hospital made an
 7 assertion that it could provide the transport
 8 services that it needed at a lesser cost to itself
 9 by doing it itself and not paying a -- a outside
 10 carrier. Now, given the current health care
 11 climate and economics in general, my concern about
 12 a precedent would be restricting a hospital from
 13 taking appropriate action to save itself money
 14 in -- in this out-of-control spiraling health care
 15 cost situation.
 16 And it's not clear in my mind
 17 whether or not this was an issue of their angst
 18 with Rural Metro overpayment and escalating costs
 19 or whether this was an attempt by the hospital to
 20 actually decrease its cost by doing a service in
 21 house.
 22 MR. LAMARCA: All right. I think
 23 Mike had his hand up first.
 24 MR. MASTRIANNI: But how does

12 (Pages 42 to 45)

Page 46

1 EMS Systems - 9-2-2009
 2 that then fit into the definition of need? If
 3 you -- if one takes the position that this
 4 primarily was being done for financial reasons, and
 5 I don't dispute or disagree or think that that is
 6 necessarily a bad thing.

7 When one looks at the criteria
 8 and looks at the definition of need, how does for
 9 financial -- if the primary reason is financial,
 10 how does that meet the definition of need and
 11 therefore allow for the C.O.N. to be granted?

12 Public need, excuse me.

13 MR. CZAPRANSKI: And that's one
 14 of the things I struggled with because it's a
 15 different need than what I've seen in C.O.N.s
 16 before, sort of described in here.

17 So I sort of went to the letters,
 18 out of the twenty-three letters, twenty two support
 19 it and said they understood the definition of need.
 20 The hearing officer agreed, he's an attorney that
 21 there was -- the definition of need was there and
 22 was met.

23 And then the administrative law,
 24 the regional council approved it sixteen o and one,

Page 47

1 EMS Systems - 9-2-2009
 2 the need was there and met. And then the State
 3 Administrative Law Judge agreed there was need and
 4 met. And so that's sort of -- I mean it's almost
 5 unanimous that everyone who has reviewed this as
 6 I'm saying it has agreed that there is some degree
 7 of need.

8 MR. MASTRIANNI: Well, that then
 9 goes back to the point that I made before about
 10 setting a precedent.

11 We brought an element now, and
 12 we've never had this conversation before in my
 13 recollection of -- in making decisions and making
 14 judgments on C.O.N.s and whether or not it fulfills
 15 the requirement, whether the qualification of need
 16 has been met. We're bringing in a new element now
 17 that we've never discussed before and that is
 18 financial. And that is my concern about what's a
 19 precedent.

20 MR. LAMARCA: Do you want -- Al
 21 do you want to defer? Karen and then Rich, I'm
 22 sorry.

23 MS. TADDEO: Referring to the
 24 financial, the financial hasn't always been

Page 48

1 EMS Systems - 9-2-2009
 2 considered into the element of need, because if you
 3 remember, Article 30 is a negative impact statute.

4 You have to prove that the good
 5 of the new C.O.N. is going to outweigh the
 6 detriment to the system as a whole, not just to
 7 Rural Metro, but the system as a whole.

8 What we've traditionally looked
 9 at if you take those calls, in this place the
 10 hospital's going to save itself money, what you're
 11 doing is you're reducing the availability and the
 12 efficiencies that Rural Metro and other providers
 13 have to provide the emergency work.

14 You know, if you're taking the
 15 guts out of the -- a single payment out, you're
 16 expecting Rural Metro or any other provider to do
 17 work, continue to do the mutual aid, to continue to
 18 do all that other stuff without a revenue source,
 19 it was really clear if you go back to the Seventies
 20 and some of us do, you could go back to the
 21 Seventies, it was a negative impact. You had to
 22 show that the good, there was more need than
 23 detriment that was going to be caused by this new
 24 service. That's kind of gotten lost in the

Page 49

1 EMS Systems - 9-2-2009
 2 translation for a while. But economics was one of
 3 the points in that, because if you're taking away a
 4 revenue stream from the existing services, you're
 5 now asking them to continue to operate at the same
 6 level without the same money. And, you know,
 7 Niagara Falls is looking to run ten to two, Monday
 8 through Friday. But you know at three o'clock and
 9 they have you know an emergency, they're going to
 10 want Rural Metro or someone to show up there.

11 If you can't -- if you can't
 12 staff you got a problem.

13 MR. LAMARCA: Rich?

14 MR. BRANDT: We've adopted a
 15 definition of public need and the burden of proving
 16 public need is solely upon the applicant. I read
 17 every page of this material. I don't see where the
 18 applicant proves public need, much less even
 19 asserts it. In this opening paragraph, this is the
 20 applicant's narrative in the executive summary, the
 21 purpose for the C.O.N. application is strictly a
 22 cost-saving measure. That is the entire premises
 23 the application is based on. There is no assertion
 24 for public need. And I think we would be foolish

13 (Pages 46 to 49)

Page 50

1 EMS Systems - 9-2-2009
 2 to uphold this REMSCO's decision.
 3 MR. LAMARCA: Don?
 4 MR. FAETH: With all due respect,
 5 I think that the definition of need as it's
 6 currently written really just addresses the
 7 financial need of the current services that are in
 8 there. And that's pretty much what you were saying
 9 on one aspect. But on the other aspect of it being
 10 a public need, I believe while the hospital's
 11 providing the service, it would actually free up
 12 resources to provide an emergency service to that
 13 region. And I don't -- I don't really see where it
 14 would be the hospital's responsibility to be
 15 funding a private concern. I don't -- I kind of
 16 missed something on that.
 17 MS. TADDEO: Maybe I didn't come
 18 across clearly. If it costs -- if I've got two
 19 paramedics in one vehicle and I've got to pay these
 20 guys, and they've got to run all day. If I don't
 21 have the money coming in to pay them, they're not
 22 going to be there to do the emergency work. If
 23 you're saying -- if you want to take out -- and we
 24 need them because they're the only service we've

Page 51

1 EMS Systems - 9-2-2009
 2 got for emergency in this area.
 3 If you take out part of the
 4 funding source, if you -- if there are too many
 5 providers and not enough work, there's not enough
 6 money to support the level of care, the number of
 7 vehicles, the number of providers that we need.
 8 There's a finite number of patients.
 9 MR. FAETH: The hospital is
 10 paying personnel that are over at this M.R.I.
 11 facility and they're waiting, but they're being
 12 told we don't have a resource right now to
 13 transport this patient to you. So they're being
 14 paid for sitting around doing nothing.
 15 FROM THE FLOOR: There's no
 16 evidence.
 17 MS. TADDEO: There's nothing I
 18 said in the record.
 19 MR. FARAONE: I have a couple of
 20 points that we need to consider. Recently, it's
 21 been drilled into our head that the REMACs do not
 22 have jurisdiction over inter-facility transfers and
 23 it's a whole different entity.
 24 So, we're talking about something

Page 52

1 EMS Systems - 9-2-2009
 2 else here. We're not talking about public need in
 3 terms of public need. We're talking about
 4 inter-facility transfers.
 5 So, I think we need to consider
 6 that. And I don't know how that plays into the law
 7 because when the law was written, this was not what
 8 we were looking at. Okay. We were looking at
 9 serving the public. The other thing is -- it's --
 10 it's also a very slippery slope to get on where we
 11 go against the regional council. The system is set
 12 up so the local regional council knows what's best
 13 for their region. And sixteen to zero, you know,
 14 if it was fifty/fifty we might have a little more
 15 say. But that's awful overwhelming, you know.
 16 So we have to be careful about
 17 stepping on -- on the local council. And talk
 18 about financial needs, there's going to be another
 19 one set before this organization in the near future
 20 that went into business and they said on the record
 21 strictly to make money for that -- for the city.
 22 And, I know that doesn't pertain
 23 to this, but it's happening for financial reasons
 24 everywhere.

Page 53

1 EMS Systems - 9-2-2009
 2 MR. LAMARCA: I think one thing
 3 to note is that we have had, you know, issues with
 4 regional councils and we have found them in error
 5 even with close to unanimous votes because of
 6 procedural issues.
 7 And I'm going to go to Paul
 8 first, I'm sorry.
 9 MR. COUSINS: I understand the
 10 regional council put a lot of work in this. I
 11 understand what sixteen to zero means. And I
 12 understand that a hospital is trying to save money
 13 by providing its own care.
 14 What hospital in their right
 15 financial mind would want to get in the ambulance
 16 business to save money?
 17 FROM THE FLOOR: For four hours a
 18 day.
 19 MR. COUSINS: That is not saving
 20 money. And that -- that is not meeting their need
 21 either. It would cost them a great deal more
 22 money.
 23 MR. LAMARCA: John, I'm sorry,
 24 John and then Al.

14 (Pages 50 to 53)

Page 54

1 EMS Systems - 9-2-2009
 2 MR. MALINCHOCK: I think we're
 3 supposedly not introducing new information but I
 4 hear a lot of new information.
 5 MR. LAMARCA: In what respect
 6 John?
 7 MR. MALINCHOCK: (Off mic) In --
 8 here's what I'd like to say. First of all there is
 9 no contract with anyone to provide E.M.S. services
 10 to the City of Niagara Falls. If I'm wrong a
 11 written contract with the City of Niagara Falls, is
 12 there?
 13 MS. TADDEO: No.
 14 MR. MALINCHOCK: No, there is
 15 not.
 16 Number two, council brought up
 17 the fact that there are two ambulance services.
 18 MS. TADDEO: Two that we could
 19 identify, there may be more. I don't know.
 20 MR. MALINCHOCK: (Off mic) I
 21 think we need to consider that, and we need to
 22 consider something else also. It is all about
 23 money and through the discussions, no one else
 24 wants to come into the city of Niagara Falls. This

Page 55

1 EMS Systems - 9-2-2009
 2 is significant because that means possibly due to
 3 the lack of business from Niagara Falls if this is
 4 upheld, we would have no one. You would have
 5 mutual aid, you could have problems --.
 6 MR. LAMARCA: I don't think
 7 that's germane to this discussion. Al first.
 8 MR. LEWIS: Vinnie, when you talk
 9 about a slippery slope, let me ask first of all how
 10 many hospitals are there similar to this in the
 11 state of New York that could read on the HANYS
 12 website that you can now get a C.O.N. because
 13 you're saying you don't pay your ambulance
 14 contracts. How many hospitals out there could do
 15 this?
 16 MR. FARAONE: Thirty or forty.
 17 MS. BURNS: There's -- there's --
 18 there's plus or minus two hundred and fifty
 19 hospitals across the State.
 20 MR. LEWIS: So, we dilute E.M.S.
 21 by allowing this precedent, which is a bigger
 22 slippery slope, then you are talking about going
 23 against the council, that in my opinion has made a
 24 bad decision, and as Paul Cousin said, I have sat

Page 56

1 EMS Systems - 9-2-2009
 2 on a hospital board for ten years and I have sat on
 3 finance for ten years. They can't afford to get in
 4 the ambulance business. We can't make ends meet in
 5 our community hospitals today. And as a long time
 6 ambulance owner, there's no money in the E.M.S.
 7 So for them to say they're going
 8 to save money, it's not going to happen. They
 9 totally underestimated their costs. Let me give
 10 you an example. We figure right today if you want
 11 an ambulance in your community twenty four seven,
 12 three sixty five, it's going to cost you seven
 13 hundred thousand dollars a year. Okay. Let's
 14 divide that, let's take a third of that, two
 15 hundred thousand it's going to cost you. That
 16 hospital's not going to make any money. It's going
 17 to cost them, but they are getting money for these
 18 transports because they're getting D.R.G. money to
 19 pay for Rural Metro or whoever Twin City or whoever
 20 for these transports. So, they're not losing money
 21 on this. I don't know why they're doing this, but
 22 I believe if we allow this C.O.N. to go forward,
 23 we've set a very bad precedent and totally
 24 undermine the determination of need for ambulance

Page 57

1 EMS Systems - 9-2-2009
 2 services in the State of New York. We have a
 3 responsibility here. We've all sat here and looked
 4 at the C.O.N. process for many, many years. We've
 5 nurtured it, we've improved it and we have to live
 6 by it and we have to support it for us to allow the
 7 hospital it states in their executive summary, as
 8 Rich said, this is for financial reasons. It's not
 9 a public need issue.
 10 If that's an issue that we need
 11 to address going forward, that there's a different
 12 public need, then so be it. But we live by our
 13 past precedents and this is a bad one for us to
 14 start at this point in time. I certainly speak
 15 strongly against this C.O.N..
 16 MR. LAMARCA: Mr. Quinn?
 17 MR. QUINN: I just have a
 18 question on the A.L.J.'s decision. In the past
 19 we've had A.L.J.'s decisions based on the procedure
 20 of the council and I don't know if his decision in
 21 this case was just based on procedure or on the
 22 merits of the application.
 23 MS. BURNS: I can't really speak
 24 to that. I mean he -- he articulated what he

15 (Pages 54 to 57)

Page 58

1 EMS Systems - 9-2-2009
 2 found.
 3 MR. QUINN: Okay, thanks.
 4 MR. LAMARCA: Mike, do you want
 5 to come forward and identify yourself, please?
 6 MR. ADDARIO: (Off mic) Mike
 7 Addario out of Syracuse. I've just got one quick
 8 statement and then one question. Sorry. I guess
 9 my first statement is, I'm not introducing any new
 10 evidence. I'm talking about the evidence that was
 11 presented by the hospital's application, in there
 12 twice that Rural Metro's the only licensed
 13 provider. So, the REMSCO decision, the A.L.J.
 14 decision was based on that information. In
 15 reality, that's not the case. There are other
 16 licensed providers, at least one if not more if
 17 there are more, but at least one other provider,
 18 there may be more. There's a big difference
 19 between the hospital being held hostage by Rural
 20 Metro because they're the only licensed provider
 21 there is more than one. So I, that's one of my big
 22 concerns with this. There are a lot of other
 23 concerns I have in terms of need. That's my
 24 biggest concern. People made decisions based on

Page 59

1 EMS Systems - 9-2-2009
 2 information provided that is not correct.
 3 My question to the Department of
 4 Health is, to issue a C.O.N., their intent on this
 5 obviously is to restrict their C.O.N. I know of no
 6 other C.O.N. restricted in that manner. My concern
 7 is that the information provided is not correct.
 8 Is there another intent that's underlying this
 9 application. So, my question is if they -- if they
 10 are given a C.O.N., are you going to restrict that
 11 to point A and point B the hospital, Monday through
 12 Friday ten to two? Or is the C.O.N. going to be
 13 more open ended and allow them to fulfill a mission
 14 that is greater than that?
 15 MS. BURNS: I can only speak to
 16 in reading the application and -- and -- you know
 17 what the Department has done historically. And the
 18 application specifically asks for the geography as
 19 you know, the hospital property and the City of
 20 Niagara Falls and then, you know, the health plex,
 21 wherever it is.
 22 But, we do have a -- we do have a
 23 fairly recent history with another service where
 24 they had -- we had issued them for their property a

Page 60

1 EMS Systems - 9-2-2009
 2 certified advanced life support, first response
 3 unit. And what they had done in the ensuing years
 4 is sold off chunks of their property and then
 5 leased facilities elsewhere. And they were
 6 responding essentially off site. We actually had
 7 the opportunity to talk about this a bit the other
 8 day. In that instance what we did is we in -- in
 9 concert with the regional council and the company
 10 redescribed their territory to be the territory
 11 owned by X, Y, Z in effect, as of the point of the
 12 regional council determination. So, that would be
 13 what we would have to do in this circumstance.
 14 And the reason for that if you're
 15 not following my freakish little point is that
 16 today this hospital owns the property in Niagara
 17 Falls and wherever the health plex is but tomorrow
 18 they opt, they decide they're going to open a
 19 primary-care clinic here and a surgi center here,
 20 and a wellness clinic here and a P, you know a P.T.
 21 facility here, which is what most hospitals are
 22 doing.
 23 So, we would, we cannot, you
 24 know, open end the certificate in that way. That

Page 61

1 EMS Systems - 9-2-2009
 2 would --.
 3 MR. MASTRIANNI: Would you open
 4 end the -- you're going to be definitive with the
 5 time as well on that certificate that says that
 6 they can only operate Monday through Friday, ten to
 7 two?
 8 MS. BURNS: That's a very good
 9 question.
 10 MR. MASTRIANNI: I'm being --.
 11 MS. BURNS: I don't know.
 12 MR. MASTRIANNI: -- I mean I see
 13 your point in being very specific with
 14 geographical.
 15 MS. BURNS: There's no precedent
 16 for that.
 17 MR. MASTRIANNI: Well that's --
 18 that's my point.
 19 MR. DELAGI: To that issue though
 20 as relative to the discussion, in case this were to
 21 be remanded back to the REMSCO for some reason,
 22 remember that the REMSCO can put binding
 23 contingencies on its approval of that service. So
 24 even though it's uniformly or universally not done

16 (Pages 58 to 61)

Page 62

1 EMS Systems - 9-2-2009
 2 at the State level, it could be done at the
 3 regional level.
 4 MR. DARBY: (Off mic) Suffern,
 5 New York had an issue back with their medical
 6 C.O.N. prior to the Federal decision. And we did
 7 put restrictions at the local level which was we
 8 were told later, did not hold water. So, I show
 9 you a precedent, but we can't put restrictions on
 10 the local level, it won't stand.
 11 MS. BURNS: Actually also an
 12 attorney with whom you've become recently familiar
 13 would argue that an ambulance certificate is an
 14 ambulance certificate. And years ago, a service
 15 one of their areas said for inner facility
 16 transfers only. And it was argued that the way
 17 that public health law is written you're issued an
 18 ambulance operating certificate.
 19 MR. CZAPRANSKI: Wasn't that an
 20 F.A.A. issue though, I mean in an air medical
 21 service?
 22 MR. DARBY: No, this was prior to
 23 the F.A.A. We were trying to hold to our -- our
 24 medical protocols and whatnot and we were told we

Page 63

1 EMS Systems - 9-2-2009
 2 couldn't. That was prior to F.A.A.
 3 MR. MASTRIANNI: So, if I'm
 4 understanding what will come out of this is a
 5 certificate to operate in a certain geographic
 6 area, latitude, longitude, period?
 7 MS. BURNS: That's what's
 8 described in public health law. You're going to
 9 explode over there.
 10 MS. TADDEO: (Off mic) If I'm
 11 correct you can't do you can't do non-emergency
 12 versus emergency. You can't --.
 13 MR. LAMARCA: So it's a permit?
 14 MS. TADDEO: And working with
 15 Dana on this project we've run into this behavior,
 16 one of the ones down in the lower Hudson Valley, we
 17 had to come up with a geopolitical. We wound up
 18 giving it a hamlet or something because we had to
 19 come up with a geopolitical area. And Lee and I
 20 have actually discussed what's a geopolitical for a
 21 single facility?
 22 MR. LAMARCA: I think that --.
 23 MS. BURNS: You're ahead of
 24 yourselves.

Page 64

1 EMS Systems - 9-2-2009
 2 MR. LAMARCA: There are so many
 3 issues really at play here that, you know, even
 4 just looking at the application you may not really
 5 realize and I think that the issue of precedent
 6 setting believe in it what you want, but I am kind
 7 of concerned because large areas of this State
 8 incorporate emergency services and non-emergency
 9 services together by the same providers, who are
 10 mixing or performing a case mix of work in a
 11 non-emergency basis, and work in an emergency basis
 12 to actually fund, you know, the resource necessary
 13 to provide nine one one services.
 14 And they do count on hospital
 15 work if -- if we had for any reason, a large number
 16 of hospitals decide that they want to go into the
 17 ambulance business and that cost was going to be
 18 their pathway in as far as their determination of
 19 need because they weren't going to do it as a
 20 normal community-based need, it would probably have
 21 a negative effect on many systems across this
 22 state. That if you pull that and this is a very
 23 limited ten to two, I understand that. But the
 24 hospital gets into the ambulance business and pulls

Page 65

1 EMS Systems - 9-2-2009
 2 out four thousand trips that they gave a number of
 3 service providers in an area that are doing both
 4 emergency and non-emergency, it will have a
 5 definite negative effect on the capability of the
 6 service in that region.
 7 So, Niagara is not asking that.
 8 I don't want to make it seem like they are. It's a
 9 ten to two, small operation, non weekend, not
 10 A.L.S., not anything else. But an ambulance is an
 11 ambulance permit and if the cost is going to be the
 12 issue of need, then I just feel that we have to see
 13 a lot more of what went into that determination.
 14 MR. CZAPRANSKI: I guess I, you
 15 know, dealing with the hypotheticals of what all
 16 the hospitals in the State might do in the future,
 17 I don't really want to go into that. But any
 18 hospital can apply for a C.O.N. today. There's no
 19 restrictions from doing that. So, you know the
 20 landscape really doesn't change in my opinion,
 21 whatever our decision may be. I guess I have a
 22 concern and just a question maybe for Lee for
 23 verification. But, Twin Cities is C.O.N. for that
 24 area? Okay. Thank you.

17 (Pages 62 to 65)

Page 66

1 EMS Systems - 9-2-2009
 2 MR. LAMARCA: I'm sorry, Michael.
 3 MR. REID: I understand that this
 4 is the first time I'm sitting on this panel as a
 5 seated member. But, I remember some discussions
 6 last year and perhaps there already is a precedent
 7 set. Wasn't there a discussion of an ambulance
 8 service that wanted to run an inter-facility
 9 transport for children and that was denied because
 10 they -- another service in the area had said that
 11 they could meet that need? Isn't there a precedent
 12 that's already been set?
 13 MR. LAMARCA: Maybe, I don't -- I
 14 don't honestly remember. In the last year you're
 15 talking about, or two years or?
 16 MR. REID: Yeah, it has to be
 17 within the last few years.
 18 MR. LAMARCA: I don't remember.
 19 MS. BURNS: Not at this level I
 20 don't think. I think the last C.O.N. this
 21 committee heard was Neil's.
 22 MR. LEWIS: Have we ever issued a
 23 C.O.N. based on financial reason versus public
 24 need? Never have done it? So we're setting a

Page 67

1 EMS Systems - 9-2-2009
 2 precedent. Can I make a statement and make a
 3 motion?
 4 MR. LAMARCA: First let me just
 5 entertain -- Ray?
 6 MR. SEROWIK: I would like to
 7 echo the comments before that after reading the
 8 original A.L.J. report, my concerns were -- were
 9 whether or not due process went into this
 10 determination on the part of the regional council.
 11 The second A.L.J. report makes it
 12 very clear that he, the A.L.J. arguably an expert
 13 on whether or not these proceedings encompass due
 14 process, says unequivocally that -- that there was.
 15 I am loathe to want to substitute
 16 the judgment this committee or this council for
 17 that of the regional E.M.S. council.
 18 Clearly, the way the law is
 19 framed, you can see the intent of the legislature
 20 that the regional council is closest to the
 21 situation and all this nuances would be the best
 22 judge whether or not public need is demonstrated.
 23 I don't see where there is
 24 substituting our judgment for that of the regional

Page 68

1 EMS Systems - 9-2-2009
 2 council. I -- I think from the perspective of a
 3 regional council when I say this. The other thing
 4 is that if -- if this determination is ultimately
 5 sustained by the State council, it seems to me that
 6 the only precedent being set is within the Big
 7 Lakes regionally and that's council area, not a
 8 State-wide precedent.
 9 MR. LAMARCA: Alan might make a
 10 motion, I've seen some people walk in and out of
 11 the room, but has anybody come in from the
 12 hospital?
 13 No. All right, duly noted.
 14 MR. FARAONE: Can I just ask a
 15 question? I mean doesn't anybody find it odd that
 16 Twin Cities didn't have any opposition to this?
 17 They had the C.O.N., right? And
 18 they -- and the judge says the only opposition was
 19 heard from Rural Metro. I find that odd.
 20 MR. MURPHY: (Off mic) Good
 21 afternoon. I've had conversations with Twin City.
 22 I think to even make the inference that they are
 23 not opposing this would be -- would be ill advised.
 24 MR. LAMARCA: So, are you saying

Page 69

1 EMS Systems - 9-2-2009
 2 that the judge is incorrect in his statement?
 3 MR. MURPHY: My -- my question
 4 is: Is there any proof that Niagara Falls Memorial
 5 reached out to Twin City and asked if they could do
 6 the service, which they have a C.O.N. to do in that
 7 area?
 8 MR. FARAONE: Well, if you're
 9 looking for the letter, the letter must have been
 10 sent to them. The letter must have been sent and
 11 they must have been present or invited to the
 12 public hearing.
 13 MR. MURPHY: Were they asked to
 14 provide the service that they said Rural Metro --.
 15 MR. LAMARCA: Again, the hospital
 16 is not present answering, we couldn't.
 17 MR. FARAONE: And Twin City is
 18 not.
 19 MR. MURPHY: I'm sorry?
 20 MR. FARAONE: And Twin City is
 21 not present to speak today, but the judge says
 22 there was no other oppositions. I didn't see any
 23 opposition, opposition to this C.O.N.
 24 MR. MURPHY: I understand that

18 (Pages 66 to 69)

1 EMS Systems - 9-2-2009
 2 but to get back to the basic premise of the
 3 application, because what I'm finding is a lot of
 4 inference, a lot of nuance when it comes down to
 5 the core fact. They said it was for financial
 6 reasons only. They said there was nobody else to
 7 provide those. The first premise has been argued
 8 in the past should not be allowed. The second is
 9 blatantly untrue.
 10 There is another service that has
 11 a C.O.N., that is irrefutable. We keep dancing
 12 around the subject, they were never asked to
 13 provide the service. I spoke with them personally.
 14 So, I don't -- I don't know what more I can say. I
 15 mean do we draw an inference that Niagara Falls
 16 Memorial was not here, I don't know. Thank you.
 17 MR. LAMARCA: AI?
 18 MR. LEWIS: I'd like to make a
 19 statement and put a motion on the floor and we can
 20 discuss it.
 21 Similar to the Burger Commission
 22 to review the adequate number of hospitals across
 23 the State, our charge is to determine the
 24 appropriate number of ambulances in a given area.

1 EMS Systems - 9-2-2009
 2 As more ambulances in a given area is not better
 3 but creates quality issues with diminished skill
 4 levels of providers and can over time undermine
 5 financial stability of existing ambulance services
 6 in the area.
 7 Issuance of a C.O.N. must
 8 continue to be based on public need and not on
 9 failure to meet accounts payable obligations. And
 10 should a hospital establish a contracted ambulance
 11 service to move their patients as many do across
 12 the State, the hospital needs to be certain minimum
 13 performance standards are included with penalties
 14 for failures to meet prescribed minimum standards.
 15 It is my opinion and I'd like to
 16 make the motion that due to the absence of proof of
 17 the determination of public need, and that the
 18 applicant clearly states in their narrative the
 19 purpose of the application is strictly cost
 20 savings. I would like to bring forth a motion to
 21 deny the C.O.N. application as no public need has
 22 been established.
 23 MR. LAMARCA: There's a motion on
 24 the floor, is there a second?

1 EMS Systems - 9-2-2009
 2 MR. BRANDT: Second on the
 3 motion.
 4 MR. LAMARCA: Richard Brandt
 5 seconded the motion. Is there discussion on the
 6 motion? Don Faeth.
 7 MR. FAETH: I keep on hearing
 8 public need and that's not what's being addressed
 9 here. More ambulances out on the street means a
 10 much quicker response time to a person who is in
 11 need.
 12 I don't -- I understand that
 13 there is a corporate issue here with dilution of --
 14 of revenue and funding. But I know -- I can speak
 15 for New York City, we've increased the amount of
 16 ambulances that are doing nine one one calls, not
 17 only for municipal but through voluntary hospitals
 18 and through -- through the commercials. And our
 19 cardiac arrest survivability has improved
 20 significantly because that golden five minutes, six
 21 minutes that someone has to get somebody there
 22 is -- is pertinent. That's public need. That is
 23 public need. But, we keep on going with this
 24 public need and the public need definition right

1 EMS Systems - 9-2-2009
 2 now is inappropriate.
 3 All that does is protect what
 4 everybody's now saying that the arguments here that
 5 the hospitals only looking at financial issues,
 6 that's what this public need definition addresses,
 7 the financial need of other agencies that are
 8 currently working that system. More ambulances
 9 equals better patient care, improved patient care.
 10 That -- that window of opportunity for that
 11 asthmatic to receive --.
 12 MR. LAMARCA: The only thing is
 13 that this applicant is not asking to do that work.
 14 This applicant is not asking to do that work
 15 though. That ambulance would not be placed into
 16 the emergency call system. It would not affect,
 17 you know, the nine one one system as far as that
 18 ambulance being added to the fleet.
 19 MR. FARAONE: No, I think Don's
 20 point is that by freeing up the ambulances, more
 21 ambulance is available.
 22 MR. FAETH: Correct.
 23 MR. FARAONE: I mean the thing
 24 that I keep coming back to is these are the

Page 74

1 EMS Systems - 9-2-2009
 2 hospital's patients. Their responsibility from the
 3 minute they come to that hospital, it's their
 4 responsibility and they have to put them in someone
 5 else's ambulance and we've done it historically.
 6 But it may not be in the hospital's best interest.
 7 These are their patients, if they can save money
 8 and put their patients in their hospital and bring
 9 their patients back to their hospital who they're
 10 paying for through the D.R.G.'s, maybe it's in the
 11 hospital's best interest.
 12 MR. LAMARCA: Comments? Bob.
 13 MR. DELAGI: Just a procedural
 14 question. Any real or perceived conflicts of
 15 interest, do they get resolved at the committee
 16 level or at State council tomorrow before a vote?
 17 MR. LAMARCA: State council, I
 18 believe.
 19 MR. FARAONE: This is going to be
 20 just a seconded motion, right?
 21 MR. LAMARCA: Just a seconded the
 22 motion.
 23 MR. FARAONE: So, is there
 24 conflicts at the committee?

Page 75

1 EMS Systems - 9-2-2009
 2 MR. CZAPRANSKI: Well, I would
 3 think both because if you -- if you have a conflict
 4 of interest and make a motion and it ends up on the
 5 council floor. I mean I don't want to run into
 6 procedural issues.
 7 MR. FARAONE: Yeah. It's a good
 8 point.
 9 MR. LAMARCA: A conflict of
 10 interest is determined to be a direct fiduciary
 11 interest, is it not?
 12 MR. DARBY: Yes, it is. I was
 13 the test case on that.
 14 MR. LAMARCA: Does anybody here
 15 have a direct fiduciary interest in this operation?
 16 MR. LEWIS: Let me speak. I used
 17 to work for Rural Metro and I'm a part-time
 18 employee of Rural Metro. It is not -- does not
 19 meet the criteria of conflicted so, that needs to
 20 be said we're here today and I will say it tomorrow
 21 for the record also.
 22 MR. LAMARCA: Are there any other
 23 questions? I have a matter of housekeeping before
 24 this is put to vote. Initially, we thought we had

Page 76

1 EMS Systems - 9-2-2009
 2 twelve seated delegates eligible to vote. The
 3 Department has reviewed that. We actually have ten
 4 delegates. I will read them out to you at this
 5 time. Richard Brandt, Paul Cousins, Robert Delagi,
 6 John Hassett, Lee, Vinnie, myself, Al Lewis, Warren
 7 Darby, Don Faeth and Michael Reid. One, two,
 8 three, four, five, six, seven, eight, nine, ten,
 9 FROM THE FLOOR: What about Ray?
 10 Ray got left off.
 11 MR. LAMARCA: Ray got left off?
 12 MR. SEROWIK: I would offer
 13 acceptance by appointment letter.
 14 MR. LAMARCA: We have eleven.
 15 Does anybody else feel that we are in error as far
 16 as the voting delegates? Can we do this on a roll
 17 call, or a show of hands?
 18 MS. BURNS: It doesn't matter,
 19 it's a seconded motion. I don't -- do we need a
 20 roll call vote also?
 21 MR. LAMARCA: I don't think so.
 22 There's going to be a roll call tomorrow. All
 23 right. The motion on the floor, the seconded
 24 motion on the floor is to reject the application of

Page 77

1 EMS Systems - 9-2-2009
 2 Niagara Falls Memorial Hospital, failure to prove
 3 need.
 4 MR. LEWIS: Are you sure the
 5 number's right?
 6 MR. FARAONE: Let's make sure.
 7 We have Rich, Paul, Tim, Bob Delagi, Don, myself,
 8 Warren, John Hassett, Al, Andy, Mike's out?
 9 MS. BURNS: Mike's out.
 10 MR. FARAONE: Mike's out. Walt
 11 is not here, Mark is not here and Ray.
 12 FROM THE FLOOR: Mike Reid is
 13 here, I understand.
 14 MS. BURNS: Mike Quinn is. I
 15 think it's Tim that we missed.
 16 MR. LAMARCA: I'd ask for a vote
 17 by a show of hands, and please keep them up. Those
 18 in favor of the motion to reject, please raise your
 19 hands. One, two, three, four, five, six. Those
 20 opposed raise. One, two, three, four, five.
 21 Any -- obviously there's no
 22 abstention. The vote is five four to reject. It
 23 is a seconded motion to be brought forward to the
 24 State council tomorrow to reject the application of

20 (Pages 74 to 77)

Page 78

1 EMS Systems - 9-2-2009
 2 Niagara Falls, possible based upon failure to prove
 3 need.
 4 FROM THE FLOOR: Say -- say the
 5 vote again.
 6 MR. LAMARCA: I'm sorry, it's six
 7 five, I'm sorry. Six five, my -- my error in math.
 8 I'm getting tired. Six five to bring it tomorrow
 9 to the council. All right. There are some other
 10 discussions that have been -- again, we do have the
 11 room if you have to attend other committee meetings
 12 please feel free, but there are some other issues
 13 that we brought up, Mike Murphy I know we had
 14 discussed earlier. Do you have issues to bring
 15 forward -- similar issues about operations?
 16 MR. MURPHY: (Off mic) Yeah,
 17 Mike Murphy. I want to first thank Lee for
 18 addressing an issue that was -- came about in
 19 Rockland County that both Kim and myself became
 20 aware of. Basically, there was a solicitation
 21 letter to the dispatch agency, Orange Police
 22 Department in Rockland County, (off mic) not
 23 necessarily as part of the interstate agency but
 24 in -- in Rockland County. Lee sent them a letter

Page 79

1 EMS Systems - 9-2-2009
 2 advising them that they cannot respond to New York
 3 you know they don't have the certificate to
 4 operate, if they want to operate in Rockland County
 5 they would have to contact the regional Council.
 6 And the broader picture, in the
 7 lower part of Rockland County particularly we have
 8 some very aggressive hospitals in Bergen County
 9 that are now coming into New York and picking up
 10 patients at facilities and bringing them back to
 11 their facilities. My understanding from Lee is
 12 that this is acceptable according to public health.
 13 The -- the issue that -- that I
 14 want to bring about is that all the other States
 15 and I have excerpts of all their E.M.S. laws
 16 restrict that operation in their particular state.
 17 Massachusetts facility and transport patient you
 18 cannot go into New Jersey transport a patient in
 19 New York State, not going through Vermont. We
 20 cannot go into Massachusetts et cetera. It's --
 21 It's in their regulations that to operate in their
 22 state you have to have a license and be certified.
 23 What we currently have is we have
 24 New Jersey providers coming into New York State

Page 80

1 EMS Systems - 9-2-2009
 2 that are not licensed, that the ambulance service
 3 does not hold a C.O.N. for that area and bring
 4 patients back to their facilities. We, for
 5 whatever reason, don't restrict this interstate
 6 commerce if you want to talk about it. However we
 7 severely regulate and restrict intrastate commerce,
 8 if Acme Ambulance wants to do that for Rockland
 9 County but they were a New York Corporation they
 10 would have to go through a significant C.O.N.
 11 process as we see how diligent and tedious that
 12 process is here. The question I want to bring to
 13 the systems committee is do we allow or to show
 14 them that there are ambulance services that are not
 15 licensed in New York State, coming into New York
 16 State, providing A.L.S. care and returning back --
 17 the patient back to their facilities outside of the
 18 State. And it just seems that, you know, we
 19 restrict our L.S.L.s with inside the State, but the
 20 borders are wide open.
 21 That was just a point I wanted to
 22 make before the committee.
 23 MS. BURNS: (Off mic) I chatted
 24 with, actually with Mike extensively about that

Page 81

1 EMS Systems - 9-2-2009
 2 issue, but we had asked the division of legal
 3 affairs this question when the Flethcer Allen
 4 transported the application to the State for to be
 5 able to operate etcetera, etcetera (off mic).
 6 MR. MURPHY: (Off mic) I mean it
 7 just seems odd that we -- we have significant
 8 regulatory issues within our own service area.
 9 Organization can operate -- we also have within
 10 that process still in the State we have C.O.N.
 11 issues with ambulance services you know operating
 12 outside the geographical regional area which is
 13 another issue that needs to be address. But yet
 14 out of state ambulances just seem to be able to
 15 come in, you know, and -- and, you know, pick up
 16 patients and bring them out of state.
 17 MR. LEWIS: And is that legal
 18 that they can do that?
 19 MS. BURNS: We -- we've asked and
 20 we are under the understanding from our attorneys
 21 that an ambulance service may come into New York to
 22 pick up a patient and go back to New Jersey or back
 23 to Vermont or back to Massachusetts. It's for
 24 specifically inter-facility.

21 (Pages 78 to 81)

1 EMS Systems - 9-2-2009
 2 MR. LEWIS: Inter-facility.
 3 We're not -- we're not totally talking inter
 4 facility are we Mike? Are we talking street works
 5 and --.
 6 MS. BURNS: Oh, no, no.
 7 MR. LEWIS: No street work at
 8 all?
 9 MS. BURNS: No street work.
 10 FROM THE FLOOR: New Jersey is
 11 very specific. We can go through New Jersey to get
 12 from one state to another.
 13 MS. BURNS: Which is really how I
 14 best like New Jersey.
 15 FROM THE FLOOR: We can send a
 16 patient into New Jersey and drop them off. We can
 17 bring a patient into New Jersey and bring them back
 18 providing it is all on the same day. But you
 19 cannot go into New Jersey and pick up a patient and
 20 bring them out of the state. And -- and basically
 21 the Massachusetts Ambulance Services is located
 22 outside he commonwealth, they're engaged in
 23 providing emergency transportation from
 24 commonwealth to facilities outside.

1 EMS Systems - 9-2-2009
 2 MR. FARAONE: When you do mutual
 3 aid, you operate under your own protocols.
 4 MR. LAMARCA: And I -- and I
 5 think that, you know, the issue here becomes one of
 6 the hospitals may -- unwittingly use a service that
 7 should an untoward event occur, we may find out
 8 after the fact that they improperly used a service
 9 from out-of-state that was not credentialled there
 10 and they put their patient at risk. I don't know
 11 if it's a COBRA violation or not, but hospitals
 12 could have an exposure here that they're even
 13 unaware of, you know, and it's something I think we
 14 may have to address.
 15 MS. BURNS: We need to do more
 16 research. Actually we need to talk to our lawyers.
 17 MR. LAMARCA: Any discussion
 18 further on this? Any other matters or any other
 19 business?
 20 MR. DARBY: Move for adjournment.
 21 MR. LAMARCA: Warren's motion for
 22 adjournment is approved. Thank you all.
 23 (Off the record)
 24 (The proceeding concluded)

1 EMS Systems - 9-2-2009
 2 MR. CZAPRANSKI: So, if the
 3 pick-up point is within New York and the
 4 destination point is out of New York, and we have
 5 this inter facility committee working on these
 6 types of issues within the bounds of New York. We
 7 have issues of blood, so can an ambulance from out
 8 of state come into New York State and transport a
 9 patient with blood out of state?
 10 MS. BURNS: No idea. I would say
 11 it's not regulated. I mean conversely and Rich,
 12 you --.
 13 FROM THE FLOOR: (Off mic) That
 14 would depend on what that state --.
 15 MR. CZAPRANSKI: Well that's what
 16 I mean, if the point of pick-up is in New York
 17 State, it would seem the jurisdictional authority
 18 would be the Bureau of E.M.S. New York State.
 19 MS. BURNS: The question is: Is
 20 it in the jurisdictional authority or, I mean if
 21 you -- when you send a patient to Boston, you're
 22 still -- your jurisdictional authority is still
 23 here.
 24 FROM THE FLOOR: That's correct.

1 EMS Systems - 9-2-2009
 2 STATE OF NEW YORK
 3 I, Howard Hubbard, do hereby certify that the
 4 foregoing was reported by me, in the cause, at
 5 the time and place, as stated in the caption
 6 hereto, at Page 1 hereof; that the foregoing
 7 typewritten transcription, consisting of pages
 8 number 1 through 84, inclusive, is a true
 9 record of all proceedings had at the hearing.
 10 IN WITNESS WHEREOF, I have
 11 hereunto subscribed my name, this the 15th day
 12 of September, 2009.
 13 _____
 14 Howard Hubbard, Reporter

A		
ability 17:5	agency 13:4 19:4 78:21 78:23	35:20 77:8
able 16:13 40:20,20,21 81:5,14	aggressive 32:10 79:8	angst 45:17
absence 42:6 71:16	ago 62:14	answer 38:3,4 39:10
absolutely 8:10	agreed 46:20 47:3,6	answering 69:16
abstention 77:22	ahead 63:23	antique 17:21
accept 5:17	aid 10:23 11:10,10,15 48:17 55:5 84:3	anybody 20:16 23:20 36:17,19 37:16,20,23 39:9 41:6 68:11,15 75:14 76:15
acceptable 79:12	air 62:20	anyway 17:14 21:3 39:12
acceptance 76:13	Al 37:23,24 47:20 53:24 55:7 70:17 76:6 77:8	apologizing 9:14
accommodate 16:14	Alan 2:8 68:9	appeal 31:15
account 39:12 43:3	Albany 1:7 7:24	appealed 23:7 31:3
accounts 71:9	allegations 31:21	appeals 7:5
accurate 25:19	Allen 81:3	appears 41:7
acknowledge 42:14	allotted 4:17 5:4	appellant 30:8
Acme 12:10 80:8	allow 9:23 30:7 46:11 56:22 57:6 59:13 80:13	applicant 30:8 41:23 44:15 49:16,18 71:18 73:13,14
action 5:6 45:13	allowable 41:15	applicant's 49:20
active 12:2	allowed 30:7 70:8	application 22:2,18,19 23:2 25:16,22,23,23 26:8,19 27:4,20 32:2,14 33:2,18 34:7 35:7,14 43:21 44:20 49:21,23 57:22 58:11 59:9,16,18 64:4 70:3 71:19,21 76:24 77:24 81:4
Addario 2:12 58:6,7	allowing 9:21 55:21	applications 14:20
added 73:18	alternatives 35:7,8	apply 65:18
address 57:11 81:13 84:14	amazed 13:7	applying 33:2
addressed 72:8	ambulance 5:12 7:6,23 8:2,9 9:22,24 10:9,14 11:5,8 15:12 16:12 18:10 23:5 26:8 33:22 38:7,10 53:15 54:17 55:13 56:4,6,11,24 62:13,14,18 64:17,24 65:10,11 66:7 71:5,10 73:15,18,21 74:5 80:2,8 80:14 81:11,21 82:21 83:7	appointment 76:13
addresses 50:6 73:6	ambulances 15:11,24 17:17,19,20 70:24 71:2 72:9,16 73:8,20 81:14	appointments 3:10
addressing 78:18	amount 14:7,14 40:24 72:15	appreciate 20:9,10,22
adequate 70:22	amounts 18:24	appropriate 8:22 9:21 10:4,24 13:6 37:18 39:20 45:13 70:24
adjacent 43:22	Andrew 2:3	approval 61:23
adjournment 84:20,22	Andy 14:15 31:17 35:18	approve 24:11
Adjudication 7:4 23:10		approved 13:12 24:10 25:17 36:21 39:18
administrative 46:23 47:3		
adopted 49:14		
advance 7:21		
advanced 8:7 60:2		
advised 7:7 8:6 68:23		
advising 79:2		
affairs 81:3		
affect 73:16		
afford 56:3		
afternoon 68:21		
agencies 13:2 17:18 73:7		

<p>46:24 84:22 approves 40:4 approximately 28:3 area 7:6 43:5 45:4 51:2 63:6,19 65:3,24 66:10 68:7 69:7 70:24 71:2,6 80:3 81:8,12 areas 11:4 41:24 62:15 64:7 arena 38:7 40:10,18 arguably 67:12 argue 62:13 argued 62:16 70:7 arguments 73:4 arrest 72:19 Article 9:20 34:22 48:3 articles 21:16 articulated 57:24 asked 6:15 17:23 69:5,13 70:12 81:2,19 asking 38:18 39:8,24 41:23 49:5 65:7 73:13 73:14 asks 59:18 aspect 50:9,9 assertion 45:7 49:23 asserts 49:19 assignment 23:11 36:9 assistance 28:6 assume 3:16 asterisk 3:21 36:10 asthmatic 73:11 attempt 45:19 attempted 29:7 attempting 32:20 attend 78:11 attendance 3:9 ATTENDEES 2:2 attention 3:3 attorney 10:19 31:14 46:20 62:12 attorneys 81:20</p>	<p>audience 36:20 37:16,20 August 7:3 24:16 authority 7:24,24 10:4 10:22 83:17,20,22 authorized 39:13 availability 48:11 available 29:15 39:15 73:21 aware 34:19 38:21 78:20 awful 52:15 A.L.J 21:8 23:11,13,17 24:13 25:2,10,11,13 31:23 32:16 57:18,19 58:13 67:8,11,12 A.L.J.s 25:9 A.L.S 10:9,13 12:18,20 12:21 15:13,17 42:19 65:10 80:16</p> <hr/> <p style="text-align: center;">B</p> <hr/> <p>B 59:11 back 9:15 19:23 22:4,7 22:17 23:24,24 24:24 37:14 44:3 47:9 48:19 48:20 61:21 62:5 70:2 73:24 74:9 79:10 80:4 80:16,17 81:22,22,23 82:17 background 27:24 bad 25:6 46:6 55:24 56:23 57:13 balance 28:14 Ballroom 1:7 based 31:23 49:23 57:19 57:21 58:14,24 66:23 71:8 78:2 basic 38:2,2 70:2 basically 27:6,6,21 29:2 29:8 78:20 82:20 basis 40:17 64:11,11 bed 42:2 beef 6:22</p>	<p>behalf 20:10 behavior 63:15 believe 4:17 31:6 35:8,9 50:10 56:22 64:6 74:18 bench 17:24 Bergen 79:8 Berkshire 8:8 best 3:22 7:16 18:2 31:6 52:12 67:21 74:6,11 82:14 better 14:19,21,22 42:12 71:2 73:9 bifocals 6:23 big 11:18 16:8 22:3,13 58:18,21 68:6 bigger 55:21 biggest 58:24 biggies 13:13 bill 10:21 12:12,19,20 34:11 billing 10:9 11:4,22,24 12:11,11 34:17 bills 32:21 binding 61:22 bit 4:19 14:18,22 16:17 22:5,17 31:19 36:18 60:7 blatantly 70:9 blood 83:7,9 board 56:2 Bob 74:12 77:7 bode 15:3 boiled 16:19 bona 41:2 booth 4:12 borders 80:20 Boston 83:21 bottom 18:5 21:21 bounds 83:6 Brandt 2:7 49:14 72:2,4 76:5 brief 5:12 21:7,20</p>
--	--	---

<p>brilliant 20:7 bring 37:7 71:20 74:8 78:8,14 79:14 80:3,12 81:16 82:17,17,20 bringing 47:16 79:10 broad 44:10 broader 79:6 brought 14:3 21:11 32:13 47:11 54:16 77:23 78:13 bucket 16:10 buddy 11:7 Buffalo 21:14,16 burden 49:15 bureau 7:4 12:2,8,13 14:3 23:10 83:18 Bureau's 14:22 Burger 70:21 Burns 2:4 6:7 19:8 20:15 20:23 21:9 22:9,12 27:13,17 36:13 38:21 43:24 55:17 57:23 59:15 61:8,11,15 62:11 63:7,23 66:19 76:18 77:9,14 80:23 81:19 82:6,9,13 83:10,19 84:15 business 52:20 53:16 55:3 56:4 64:17,24 84:19 buy 38:6 buying 17:19 B.L.S 10:10 33:3</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>C 1:7 call 9:2 24:17,18,20 36:7 73:16 76:17,20,22 called 29:14 calls 29:15 32:22 48:9 72:16 capability 65:5</p>	<p>caption 85:5 capturing 27:18 cardiac 72:19 care 10:4,5,15 11:8 13:12 45:10,14 51:6 53:13 73:9,9 80:16 careful 52:16 carrier 45:10 carriers 34:12 35:2 carrying 16:5 case 9:23 42:9 57:21 58:15 61:20 64:10 75:13 cases 3:13 4:7 cash 34:13,14 catch 31:5 cause 6:23 11:13 85:4 caused 48:23 caved 21:15 center 28:12,20 29:3,23 30:23 32:3,24 33:23 60:19 central 20:19 certain 63:5 71:12 certainly 24:18 37:20 57:14 certificate 9:22,24 13:6 60:24 61:5 62:13,14,18 63:5 79:3 certified 43:22 60:2 79:22 certify 85:3 cetera 79:20 chair 4:5 22:17 40:7 Chairman 21:12 chairs 5:16 challenge 41:11 change 16:23 28:14 65:20 charge 70:23 charged 39:21 41:2,6 chatted 80:23</p>	<p>chiefs 44:8 children 4:22 5:10,15 6:3 66:9 chunks 60:4 circumstance 21:17 60:13 Cities 65:23 68:16 city 7:5 8:5 15:10 21:14 27:23 28:2,5,7,11,11 29:14,22 32:7 52:21 54:10,11,24 56:19 59:19 68:21 69:5,17,20 72:15 claims 40:24 clarified 11:12 25:23 clarify 30:13 44:17 clarifying 10:23 clear 15:2 45:16 48:19 67:12 clearly 18:9 26:16 50:18 67:18 71:18 client 11:23 climate 14:23 17:4 45:11 clinic 60:19,20 close 53:5 closest 67:20 COBRA 84:11 come 5:5 26:6,6 31:4,10 37:9 42:22 50:17 54:24 58:5 63:4,17,19 68:11 74:3 81:15,21 83:8 comes 23:19 36:4 70:4 coming 50:21 73:24 79:9 79:24 80:15 comment 37:23 38:2 comments 37:16,18 43:11 67:7 74:12 commerce 80:6,7 commercials 72:18 Commission 70:21 committee 3:20 5:15 7:18,19,19 20:3 22:5,17</p>
--	---	--

<p>37:6 39:6 66:21 67:16 74:15,24 78:11 80:13 80:22 83:5 committees 8:14 commonwealth 82:22,24 communications 5:5 communities 42:24 community 26:2,14 42:11 43:6,8 56:5,11 community-based 64:20 company 11:22,24 12:11 34:17 60:9 competency 19:17 compiled 23:8 25:3,7 complete 23:15 completely 22:14 compliance 9:20 19:11 comply 17:20,24 concern 40:16 45:11 47:18 50:15 58:24 59:6 65:22 concerned 14:17 64:7 concerns 58:22,23 67:8 concert 60:9 concluded 84:24 conclusion 22:22,23 29:17 conference 24:17,18,20 conference-call 7:3 confirm 3:23 confirmed 36:10 conflict 19:12 75:3,9 conflicted 75:19 conflicts 74:14,24 conform 30:15 confused 21:21 confusion 36:18 conserve 5:3 consider 8:15 36:20 44:14 51:20 52:5 54:21 54:22 considered 23:2 38:22</p>	<p>39:6 44:13 48:2 consisting 85:7 Constitutes 36:24 constrained 31:18 contact 79:5 contingencies 61:23 continuance 8:18 continue 9:8 16:22 48:17 48:17 49:5 71:8 continued 29:16 continues 29:21,22 continuing 28:11 contract 12:10 28:24 40:12 54:9,11 contracted 71:10 contracts 55:14 contractual 26:20 27:2 29:24 40:10 controversial 10:17 conversation 9:11 47:12 conversations 7:18 10:18 12:16 68:21 conversely 83:11 convince 43:14,15 COOP 8:18 Cooper 5:15 coordinator 6:9 coordinators 44:9 copies 18:23 copy 6:15 15:22 core 70:5 Corp 7:6 corporate 72:13 Corporation 80:9 correct 3:9 22:15 26:3 30:16 36:22 39:4 59:2 59:7 63:11 73:22 83:24 correctly 34:18 cost 38:8 40:17 41:6 42:16 45:8,15,20 53:21 56:12,15,17 64:17 65:11 71:19</p>	<p>costs 35:3 45:18 50:18 56:9 cost-saving 49:22 council 19:16 20:10 22:3 22:24 24:2 39:7 41:19 41:19 43:3,15,18 44:13 44:14 46:24 52:11,12 52:17 53:10 54:16 55:23 57:20 60:9,12 67:10,16,17,20 68:2,3,5 68:7 74:16,17 75:5 77:24 78:9 79:5 councils 13:9,16 19:21 53:4 Council's 22:5 counsel 38:4 count 36:12 64:14 county 6:8 7:24 13:19 78:19,22,24 79:4,7,8 80:9 couple 3:4 6:19 13:16 16:15 31:23 43:10 51:19 course 13:24 14:4,9,10 14:18 15:3 28:18 Cousin 55:24 Cousins 2:7 53:9,19 76:5 cover 4:7 12:24 co-chairing 4:5 create 33:23 created 34:14 35:5 creates 71:3 credentialled 84:9 crew 17:24 criteria 46:7 75:19 critical 31:24 crossing 4:3 Crown 1:7 current 16:23 18:2,7 42:20 45:10 50:7 currently 50:6 73:8 79:23</p>
---	---	--

<p>custom 23:8 cut 35:16 Czapranski 2:6 4:10 43:10 46:13 62:19 65:14 75:2 83:2,15 C.D 23:14 C.M.S 11:11 C.O.N 3:7 20:3 21:5 22:5 22:16 26:7 32:7 38:7 39:18 40:4 41:23 43:13 44:5,15 46:11 48:5 49:21 55:12 56:22 57:4 57:15 59:4,5,6,10,12 62:6 65:18,23 66:20,23 68:17 69:6,23 70:11 71:7,21 80:3,10 81:10 C.O.N.s 46:15 47:14</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>Dan 19:22 20:13 Dana 2:5 6:17 9:14,19 24:21 25:8 63:15 dancing 70:11 Dans 19:23 Darby 2:8 5:7 62:4,22 75:12 76:7 84:20 database 10:10 14:5 dates 21:20 22:15 day 7:17,20 26:9 42:19 50:20 53:18 60:8 82:18 85:11 days 29:10,10 33:6 deal 53:21 dealing 26:19 65:15 deals 11:7 decay 28:9 December 6:22 7:10,14 22:20 decide 41:12 60:18 64:16 decision 23:18,19 39:22 40:15 43:17 50:2 55:24 57:18,20 58:13,14 62:6</p>	<p>65:21 decisions 47:13 57:19 58:24 declarations 7:23 declare 15:14 decrease 45:20 defer 47:21 deficiency 18:10 definite 65:5 definition 13:18 46:2,8 46:10,19,21 49:15 50:5 72:24 73:6 definitive 61:4 degree 32:22 47:6 Delagi 2:6 44:21 61:19 74:13 76:5 77:7 delegates 36:21 76:2,4 76:16 deliberations 24:4 delinquent 40:22 delivery 27:10 demonstrated 67:22 denied 66:9 deny 71:21 Department 1:3 5:17,22 6:20 8:2 23:5 59:3,17 76:3 78:22 Department's 8:13 depend 83:14 described 46:16 63:8 description 21:21 25:19 design 17:17 destination 83:4 determination 19:15,16 24:2 56:24 60:12 64:18 65:13 67:10 68:4 71:17 determine 41:24 70:23 determined 10:5 23:3 34:24 75:10 detriment 48:6,23 developing 13:22 difference 58:18</p>	<p>different 31:19 46:15 51:23 57:11 difficult 17:16 diligent 80:11 dilute 55:20 dilution 72:13 diminished 71:3 direct 75:10,15 disagree 46:5 disasters 6:12 discount 41:14 discourage 17:18 discovered 14:16 discuss 15:6 24:18 70:20 discussed 4:21 6:19 16:9 47:17 63:20 78:14 discussion 19:5 43:2 55:7 61:20 66:7 72:5 84:17 discussions 16:20 28:19 54:23 66:5 78:10 dispatch 78:21 dispense 6:5 dispute 46:5 District 8:9 dive 21:5 divide 56:14 division 81:2 document 13:11 42:6 documentation 23:9 documented 28:7 doing 12:7 17:16 18:16 22:7,10 38:14 42:7,13 45:9,20 48:11 51:14 56:21 60:22 65:3,19 72:16 dollar 18:11 dollars 56:13 Don 50:3 72:6 76:7 77:7 Donald 2:9 Donna 3:22 7:12 Don's 73:19</p>
--	---	---

<p>door 11:8 dotting 4:3 double 36:12 dovetailing 13:15 dovetails 11:16 downstairs 25:8 Dr 5:15 draw 70:15 drilled 51:21 drop 82:16 ducking 12:23 due 14:11 50:4 55:2 67:9 67:13 71:16 duly 38:16 39:13,14 68:13 D.R.G 56:18 74:10</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>earlier 5:13 78:14 early 22:4 echo 67:7 economics 45:11 49:2 education 6:14 15:7 effect 60:11 64:21 65:5 effective 38:8 efficiencies 48:12 eight 5:19,20 16:12 18:8 76:8 eighteen 43:14 either 15:13,16 22:11 53:21 elected 44:10 electronic 20:4 electronically 6:10 element 47:11,16 48:2 elements 19:17,18 elevator 25:9 eleven 36:13,14 76:14 eligible 14:8,24 15:5 36:6 76:2 eloquent 19:24 else's 74:5</p>	<p>emergency 26:14,16 28:24 42:23 48:13 49:9 50:12,22 51:2 63:12 64:8,11 65:4 73:16 82:23 emergent 29:14 emotionally 41:21 employee 75:18 employees 8:20 EMS 1:5 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 encompass 67:13 encourage 8:21 encouraging 14:13 18:15 ended 9:12 59:13 endorsed 5:16 ends 56:4 75:4 engaged 82:22 engagement 30:10 ensuing 60:3 ensure 24:3 enters 40:18 entertain 37:16 67:5</p>	<p>entire 25:12 49:22 entity 51:23 environment 18:16 EpiPen 15:14,19,19 EpiPens 15:9,11,23 16:5 epiphany 12:24 equals 73:9 equip 38:10 equipment 5:13 error 32:20 33:7,8 44:20 53:4 76:15 78:7 escalate 28:17,17,17 escalating 45:18 especially 6:2 essence 40:9 essentially 19:13 60:6 establish 71:10 established 71:22 et 79:20 etcetera 81:5,5 etiquette 9:2 event 84:7 everybody 42:22 44:23 everybody's 12:23 73:4 evidence 30:11 51:16 58:10,10 example 56:10 excerpts 79:15 excuse 17:24 46:12 executive 49:20 57:7 exercise 18:23 existing 33:15,17 45:3 49:4 71:5 exorbitant 40:24 expand 13:18 expansion 13:23 expansions 13:20 19:7 expected 36:3 expecting 48:16 expense 32:9 expert 67:12 expiration 20:8</p>
---	--	---

<p>explode 63:9 exposure 84:12 extensively 80:24 e-mail 9:14 E.M.S 4:22 5:10,15 6:3 7:24 11:14 12:11 13:2 13:24 16:21 22:2,3 44:9 54:9 55:20 56:6 67:17 79:15 83:18 E.M.T 21:15 E.M.T.D 10:11</p>	<p>Faraone 2:4 4:9 19:2 20:14 21:4 22:10 27:7 37:5,11 51:19 55:16 68:14 69:8,17,20 73:19 73:23 74:19,23 75:7 77:6,10 84:2 FARONE 20:16 fashion 13:7 fast 17:13 fault 41:18 favor 77:18 feared 25:2 February 23:2 Federal 28:6 62:6 feel 41:22 65:12 76:15 78:12 FEMA 6:15 fide 41:2 fiduciary 75:10,15 fifteen 29:20 fifty 18:11 55:18 fifty-five 28:4 fifty/fifty 52:14 fighting 21:13 figure 12:18 15:12 56:10 file 13:6 15:21 42:22 filling 13:4 fill-in-able 18:22 final 25:13 35:19 finance 56:3 finances 44:22 financial 33:24 34:5 46:4 46:9,9 47:18,24,24 50:7 52:18,23 53:15 57:8 66:23 70:5 71:5 73:5,7 financially 34:9 find 6:2 27:14 43:2 68:15,19 84:7 finding 22:22 70:3 finished 3:13 finite 51:8 fire 8:8 21:13 44:8,8</p>	<p>firefighters 21:14 first 12:18 30:17 32:11 37:14,15,23 38:2 45:23 53:8 54:8 55:7,9 58:9 60:2 66:4 67:4 70:7 78:17 first-response 8:8 fiscal 14:23 fit 46:2 fitness 19:16 five 26:9 56:12 72:20 76:8 77:19,20,22 78:7,7 78:8 five-minute 30:9 fix 13:9 fleet 18:12 73:18 Flethcer 81:3 floor 20:18 21:2,15 36:15 51:15 53:17 70:19 71:24 75:5 76:9 76:23,24 77:12 78:4 82:10,15 83:13,24 flow 34:13,14 flu 8:22 folks 11:13 21:16 36:3 follow 5:12 following 60:15 foolish 49:24 force 32:20 forefather 13:22 foregoing 85:4,6 foremost 30:18 form 20:21 formally 3:14 forms 13:5 forth 22:4,18 43:16 71:20 forty 55:16 forward 5:5 8:7 18:19 21:11 27:4 31:4 35:12 36:5 56:22 57:11 58:5 77:23 78:15</p>
F		
<p>F 16:24 faced 15:10 facilities 60:5 79:10,11 80:4,17 82:24 facility 34:22 41:6 42:18 51:11 60:21 62:15 63:21 79:17 82:4 83:5 fact 22:23 54:17 70:5 84:8 Factored 35:3 facts 31:24 Faeth 2:9 50:4 51:9 72:6 72:7 73:22 76:7 failure 71:9 77:2 78:2 failures 71:14 fair 40:18 fairly 59:23 fall 22:4 Falls 21:23,24 23:3 27:24 28:2,5,12,20 29:22,23 30:22 32:2,20 32:23 33:2,23 49:7 54:10,11,24 55:3 59:20 60:17 69:4 70:15 77:2 78:2 familiar 5:24 62:12 family 8:20 far 14:16 40:23 43:11,19 64:18 73:17 76:15</p>	<p>Faraone 2:4 4:9 19:2 20:14 21:4 22:10 27:7 37:5,11 51:19 55:16 68:14 69:8,17,20 73:19 73:23 74:19,23 75:7 77:6,10 84:2 FARONE 20:16 fashion 13:7 fast 17:13 fault 41:18 favor 77:18 feared 25:2 February 23:2 Federal 28:6 62:6 feel 41:22 65:12 76:15 78:12 FEMA 6:15 fide 41:2 fiduciary 75:10,15 fifteen 29:20 fifty 18:11 55:18 fifty-five 28:4 fifty/fifty 52:14 fighting 21:13 figure 12:18 15:12 56:10 file 13:6 15:21 42:22 filling 13:4 fill-in-able 18:22 final 25:13 35:19 finance 56:3 finances 44:22 financial 33:24 34:5 46:4 46:9,9 47:18,24,24 50:7 52:18,23 53:15 57:8 66:23 70:5 71:5 73:5,7 financially 34:9 find 6:2 27:14 43:2 68:15,19 84:7 finding 22:22 70:3 finished 3:13 finite 51:8 fire 8:8 21:13 44:8,8</p>	<p>firefighters 21:14 first 12:18 30:17 32:11 37:14,15,23 38:2 45:23 53:8 54:8 55:7,9 58:9 60:2 66:4 67:4 70:7 78:17 first-response 8:8 fiscal 14:23 fit 46:2 fitness 19:16 five 26:9 56:12 72:20 76:8 77:19,20,22 78:7,7 78:8 five-minute 30:9 fix 13:9 fleet 18:12 73:18 Flethcer 81:3 floor 20:18 21:2,15 36:15 51:15 53:17 70:19 71:24 75:5 76:9 76:23,24 77:12 78:4 82:10,15 83:13,24 flow 34:13,14 flu 8:22 folks 11:13 21:16 36:3 follow 5:12 following 60:15 foolish 49:24 force 32:20 forefather 13:22 foregoing 85:4,6 foremost 30:18 form 20:21 formally 3:14 forms 13:5 forth 22:4,18 43:16 71:20 forty 55:16 forward 5:5 8:7 18:19 21:11 27:4 31:4 35:12 36:5 56:22 57:11 58:5 77:23 78:15</p>

<p>found 14:7 15:14 31:22 31:23 53:4 58:2 four 5:8,10 26:9 42:19 53:17 56:11 65:2 76:8 77:19,20,22 fourteen 29:20 framed 67:19 Frankie 14:16 frankly 11:14 32:18 fraud 15:5 freakish 60:15 free 4:13 42:13 50:11 78:12 freeing 73:20 Friday 49:8 59:12 61:6 friends 9:9 10:18 frightened 16:17 front 3:7 fulfill 59:13 fulfills 47:14 full 39:7 fund 64:12 funded 14:24 funding 13:24 14:4 15:2 50:15 51:4 72:14 funny 10:12 further 11:22 84:18 future 30:3 52:19 65:16 F.A.A 62:20,23 63:2</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>G 16:24 game 32:4 40:18 gang 20:3 Gary 18:21 Gary's 20:24 general 10:20,20 45:11 General's 10:19 geographic 41:24 63:5 geographical 61:14 81:12 geography 59:18</p>	<p>geopolitical 63:17,19,20 George 16:24 17:3 germane 42:24 55:7 getting 18:21 34:22 35:4 39:20 56:17,18 78:8 give 12:4 21:6 56:9 given 25:19 44:23 45:10 59:10 70:24 71:2 gives 17:15 giving 41:14 63:18 go 3:11 32:10 37:14 41:17 43:13 48:19,20 52:11 53:7 56:22 64:16 65:17 79:18,20 80:10 81:22 82:11,19 goes 47:9 Gohlke 2:3 5:11 going 4:4 5:11 6:5,7,23 8:2,3,4,9 15:20 18:13 22:4 27:7 30:4 35:12 36:20 37:6 39:22 48:5 48:10,23 49:9 50:22 52:18 53:7 55:22 56:7 56:8,12,15,16,16 57:11 59:10,12 60:18 61:4 63:8 64:17,19 65:11 72:23 74:19 76:22 79:19 golden 72:20 good 6:14 15:7 16:18 22:11,22 25:4,5 48:4,22 61:8 68:20 75:7 gotten 6:9 16:2 48:24 government 34:13 gracious 25:11 granted 46:11 grayer 20:24 great 23:20 53:21 greater 59:14 group 7:3 24:23 guess 4:18 7:9 21:4 30:8 30:17 39:17 58:8 65:14</p>	<p>65:21 guts 48:15 guy 42:5 guys 18:3 50:20 G.T.S.C 18:19</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>hamlet 63:18 hand 36:12 37:14,21 45:23 hands 76:17 77:17,19 HANYS 55:11 happen 10:3 30:4 56:8 happened 21:3 happening 13:10 52:23 Hassett 2:5 76:6 77:8 head 10:2 51:21 health 1:3 19:11,13 45:10,14 59:4,20 60:17 62:17 63:8 79:12 hear 7:14,15 13:20 30:6 54:4 heard 22:19,24 35:10 66:21 68:19 hearing 20:3 22:20,21 29:12,12 30:7 31:22 32:15 37:6 43:15 46:20 69:12 72:7 85:9 heart 40:9 held 58:19 hell 38:9 help 28:14 hereof 85:6 hereto 85:6 hereunto 85:11 hey 15:18 Hi 6:7 Hiding 22:8 hiking 6:17 historically 59:17 74:5 history 34:6 59:23 hold 35:9 62:8,23 80:3</p>
---	---	--

<p>holding 32:4 home 14:2 honestly 9:17 20:7 43:2 66:14 hope 21:22 hoping 21:22 horror 24:23 hospital 21:19,24 23:4 25:24 26:8,16 28:10 30:19 38:5,15,20 39:14 40:15,22,23 41:11 42:9 43:12 44:4 45:6,12,19 51:9 53:12,14 56:2 57:7 58:19 59:11,19 60:16 64:14,24 65:18 68:12 69:15 71:10,12 74:3,8,9 77:2 hospitals 34:23 39:19 42:12 44:9 55:10,14,19 56:5 60:21 64:16 65:16 70:22 72:17 73:5 79:8 84:6,11 hospital's 38:3,21 48:10 50:10,14 56:16 58:11 74:2,6,11 hostage 32:5 35:10 58:19 hours 26:9 42:19 53:17 house 45:21 housekeeping 3:5 75:23 Howard 85:3,15 Hubbard 85:3,15 Hudson 63:16 huge 10:8 hundred 5:19,20 16:12 18:8,11 55:18 56:13,15 hypotheticals 65:15 H1N1 8:12</p> <hr/> <p style="text-align: center;">I</p> <hr/> <p>idea 25:4,5,6 83:10 identified 36:9 identify 31:10 37:21</p>	<p>54:19 58:5 ignorance 39:23 ill 8:20 68:23 illness 9:6 impact 48:3,21 important 10:16 importantly 8:23 improperly 84:8 improved 57:5 72:19 73:9 inappropriate 73:2 inappropriately 43:4 incapable 42:7 incidents 17:5 18:21 included 19:18,19 23:12 23:23 71:13 inclusive 85:8 income 11:6 incorporate 64:8 incorrect 69:2 increased 72:15 incredible 14:14 indices 34:18 industry 34:19 inference 68:22 70:4,15 influenza 6:11 information 6:14 8:11 12:6 15:8 16:18 23:6 23:13,21 24:5 54:3,4 58:14 59:2,7 Initially 75:24 inner 62:15 inquired 7:4 inside 80:19 inspection 18:6 Inspector 10:20,20 inspectors 16:21 instance 60:8 intent 59:4,8 67:19 intention 14:22 inter 82:3 83:5 interest 30:22 74:6,11,15</p>	<p>75:4,10,11,15 interesting 18:22 interpretation 44:19 interstate 78:23 80:5 inter-facility 51:22 52:4 66:8 81:24 82:2 intrastate 80:7 introduce 30:11 introducing 54:3 58:9 invited 24:17 38:20 69:11 involved 11:21 29:9 in-house 42:15 irrefutable 70:11 Issuance 71:7 issue 18:9 21:5 27:9,12 29:8 32:11,12,13,14,18 33:21 34:15 37:14 44:21 45:17 57:9,10 59:4 61:19 62:5,20 64:5 65:12 72:13 78:18 79:13 81:2,13 84:5 issued 23:18 25:13 59:24 62:17 66:22 issues 3:7,24 8:19 10:23 11:12 13:9 26:21 27:2 27:8 29:24 41:3 53:3,6 64:3 71:3 73:5 75:6 78:12,14,15 81:8,11 83:6,7 items 3:5 4:16 8:15 I.D 12:2,9,14</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>January 22:20 Jersey 12:12 79:18,24 81:22 82:10,11,14,16 82:17,19 Jim 6:13 job 22:11 John 2:5,11 6:16 22:6,12 22:16 24:6,9 25:17</p>
---	---	--

<p>26:6 36:23 37:5 38:17 53:23,24 54:6 76:6 77:8 Jonas 2:5 24:21 Jr 15:19 judge 47:3 67:22 68:18 69:2,21 judgment 33:8 67:16,24 judgments 47:14 July 23:18 jurisdiction 51:22 jurisdictional 83:17,20 83:22</p>	<p>70:16 72:14 73:17 78:13 79:3 80:18 81:11 81:15,15 84:5,10,13 knows 52:12 K.K.K 17:8</p>	<p>Lee 2:4 19:2 20:17,19 21:6 36:10 63:19 65:22 76:6 78:17,24 79:11 left 76:10,11 legal 13:18 81:2,17 legally 12:12 legislature 67:19 lesser 45:8 letter 15:18,20 44:3 69:9 69:9,10 76:13 78:21,24 letters 3:15,15 24:7 42:4 42:21 43:4,7,19,22 44:2 46:17,18 let's 37:13 56:13,14 77:6 level 8:16 10:3,5,15 13:12 20:9,11 49:6 51:6 62:2,3,7,10 66:19 74:16 levels 71:4 Lewis 2:8 36:2 37:23,24 37:24 38:13 39:9 55:8 55:20 66:22 70:18 75:16 76:6 77:4 81:17 82:2,7 license 79:22 licensed 58:12,16,20 80:2,15 life 8:7 25:2 60:2 limit 40:12 limited 32:22 64:23 line 21:21 list 5:13,16,18,19,21 6:2 listed 8:16 little 4:19 11:6 14:18,20 14:21 16:17 20:24,24 22:5,17 31:19 34:18 41:21 52:14 60:15 live 57:5,12 lives 21:15 loathe 67:15 local 8:16 10:6 52:12,17 62:7,10</p>
<p style="text-align: center;">K</p> <hr/> <p>K 16:16,24 17:17 Karen 2:11 31:7,13 38:3 47:21 keep 12:22 13:4 70:11 72:7,23 73:24 77:17 kidding 25:10 Kim 78:19 kind 9:10 11:7 13:21,23 15:6,7 17:12,14 20:5 21:11,20 22:16 39:23 48:24 50:15 64:6 kinds 8:14 know 3:4,21 4:16 5:2,14 7:21 8:19 11:20,23 12:4,8,23 14:5 15:5 17:16,18 18:14 21:17 21:18 24:16 29:21 30:9 30:11,14 31:13 33:12 33:13,13 34:20 36:3,5 37:10,17 38:12 40:7,14 40:19 41:2,8,11,12,15 41:19 42:14,21 43:17 48:14 49:6,8,9 52:6,13 52:15,22 53:3 54:19 56:21 57:20 59:5,16,19 59:20 60:20,24 61:11 64:3,12 65:15,19 70:14</p>	<p style="text-align: center;">L</p> <hr/> <p>lack 55:3 lacking 35:15 Lakes 22:3,13 68:7 LaMarca 2:3 3:2 4:15 5:9 6:4 25:20 26:5,13 26:18 27:3 30:5 31:9 35:16,19,22 36:8,14,17 37:3,8,13 38:15 39:11 40:2,6 44:18 45:22 47:20 49:13 50:3 53:2 53:23 54:5 55:6 57:16 58:4 63:13,22 64:2 66:2,13,18 67:4 68:9,24 69:15 70:17 71:23 72:4 73:12 74:12,17,21 75:9 75:14,22 76:11,14,21 77:16 78:6 84:4,17,21 landscape 65:20 lapse 9:22,24 large 43:7,8 64:7,15 lastly 18:18 late 22:3 33:5 lateness 40:21 latest 18:20 latitude 63:6 laughingly 9:10 law 19:11,14 41:15 46:23 47:3 52:6,7 62:17 63:8 67:18 laws 79:15 lawyers 84:16 lead 40:15 leapfrogged 24:14 learning 11:14 leased 60:5</p>	

<p>locally 11:13 15:6 located 21:24 82:21 location 42:10 logistics 7:20 long 19:10 29:19 33:19 56:5 longitude 63:6 look 3:18 6:3 7:13 31:24 32:24 33:16 34:5 35:6 44:6 looked 33:12 40:17 48:8 57:3 looking 5:18 29:11 33:9 34:10 35:7 41:20 42:18 42:23 49:7 52:8,8 64:4 69:9 73:5 looks 46:7,8 losing 56:20 lost 21:15 48:24 lot 19:5 20:21 31:13 38:9 53:10 54:4 58:22 65:13 70:3,4 loud 27:15 love 24:6 lower 63:16 79:7 lowest 41:14 L.S.L.s 80:19</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>main 14:4 maintain 9:19 12:6 major 9:6 majority 37:2 making 8:21 47:13,13 Malinchock 2:11 22:8 25:18 26:4,12,15,24 27:5,11,15,19 36:24 37:10 38:18 39:3,8 54:2,7,14,20 manage 7:16 managed 34:9 management 28:15,15</p>	<p>managers 34:4 managing 13:23 manner 59:6 Manufacturers 17:16 Mark 77:11 Martha 2:3 Massachusetts 79:17,20 81:23 82:21 Mastrianni 2:10 39:17 40:5 41:5 45:24 47:8 61:3,10,12,17 63:3 material 49:17 math 78:7 matter 75:23 76:18 matters 84:18 mean 9:15 17:13 18:3 40:19 43:11 47:4 57:24 61:12 62:20 68:15 70:15 73:23 75:5 81:6 83:11,16,20 means 41:10 53:11 55:2 72:9 measure 49:22 measures 6:21 measuring 18:3 Med 29:23 Medicaid 9:9,12 10:12 10:18,20 11:10,17,19 12:5,17 13:14 35:2 medical 28:12,20 30:22 32:3,24 33:23 62:5,20 62:24 Medicare 11:11 35:2 41:15 meet 18:8,12 46:10 56:4 66:11 71:9,14 75:19 meeting 3:3 5:8,10 7:8 7:19 19:16 23:3,15,17 24:10,12,12,20,20,22 39:4,6 53:20 meetings 6:20 7:13,18 78:11</p>	<p>meets 18:7 member 3:20 24:16 66:5 members 3:10 8:20 24:19 36:6 Memorial 21:19,23 23:4 28:12,20 29:23 32:3,23 33:23 69:4 70:16 77:2 mention 32:8 merits 57:22 message 9:18 14:2 messages 12:16 met 33:15 46:22 47:2,4 47:16 Metro 26:21 27:23 29:2 29:21 31:3,14 32:3,19 33:4 34:15 35:9,11 45:18 48:7,12,16 49:10 56:19 58:20 68:19 69:14 75:17,18 Metro's 32:8,9 58:12 mic 25:18 26:15,24 27:5 27:14 31:6 54:7,20 58:6 62:4 63:10 68:20 78:16,22 80:23 81:5,6 83:13 Michael 2:9,10,12 39:16 66:2 76:7 microphone 31:11 mics 31:6 mid 7:3 middle 24:15 Mike 2:12,13 41:4 45:23 58:4,6 77:12,14 78:13 78:17 80:24 82:4 Mike's 77:8,9,10 miles 29:4 mind 43:2 45:16 53:15 minimum 71:12,14 minus 55:18 minute 23:7 74:3 minutes 23:15 24:7,10 24:12,20 72:20,21</p>
---	--	--

<p>missed 9:23 50:16 77:15 missing 23:14 mission 59:13 mix 64:10 mixing 64:10 Monday 49:7 59:11 61:6 monetary 27:9 money 14:7,11,12,15 33:20 34:4,23 38:9 45:13 48:10 49:6 50:21 51:6 52:21 53:12,16,20 53:22 54:23 56:6,8,16 56:17,18,20 74:7 monitor 30:14 months 25:22 29:20 43:14 morning 9:13 motion 36:4 37:7,8 67:3 68:10 70:19 71:16,20 71:23 72:3,5,6 74:20,22 75:4 76:19,23,24 77:18 77:23 84:21 move 6:6 27:3 38:6 71:11 84:20 moving 8:6 17:13 18:19 multi-casualty 17:5 municipal 7:23 72:17 municipalities 43:23 Murphy 2:13 68:20 69:3 69:13,19,24 78:13,16 78:17 81:6 mutual 10:23 11:10,10 11:15 48:17 55:5 84:2 M.R.I 26:2,10 28:24 42:13 43:6 51:10</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>name 3:21 85:11 narrative 32:2 49:20 71:18 National 5:12 near 52:19</p>	<p>necessarily 12:5 41:18 44:12 46:6 78:23 necessary 64:12 need 3:21 4:24 5:3 10:15 11:6 12:3 13:5,5 18:17 19:15 23:4 24:7 27:13 28:23 29:18 30:3 31:23 33:14,23 34:18 35:5 40:17 42:2,3,6,18 46:2 46:8,10,12,15,19,21 47:2,3,7,15 48:2,22 49:15,16,18,24 50:5,7 50:10,24 51:7,20 52:2,3 52:5 53:20 54:21,21 56:24 57:9,10,12 58:23 64:19,20 65:12 66:11 66:24 67:22 71:8,17,21 72:8,11,22,23,24,24 73:6,7 76:19 77:3 78:3 84:15,16 needed 45:8 needs 5:5 11:24 52:18 71:12 75:19 81:13 negative 48:3,21 64:21 65:5 neighborhood 28:4 Neil's 66:21 neither 11:11 never 10:3 33:4,5 47:12 47:17 66:24 70:12 new 1:2,7 4:5 9:9 11:4 12:11,12,13 15:10 16:12 17:19 18:20 20:20 21:24 22:13 23:7 28:15 30:11 47:16 48:5 48:23 54:3,4 55:11 57:2 58:9 62:5 72:15 79:2,9,18,19,24,24 80:9 80:15,15 81:21,22 82:10,11,14,16,17,19 83:3,4,6,8,16,18 85:2 Niagara 21:19,23,24</p>	<p>23:3 27:24 28:2,5,11,19 29:22,23 30:22 32:2,20 32:23 33:2,23 49:7 54:10,11,24 55:3 59:20 60:16 65:7 69:4 70:15 77:2 78:2 nice 9:14 42:5 nine 64:13 72:16 73:17 76:8 ninety 29:10 33:6 non 65:9 nonpayment 29:8 non-contested 19:7 non-emergency 38:6 63:11 64:8,11 65:4 normal 64:20 North 7:6 note 9:14,16 18:5 53:3 noted 23:16 30:24 38:16 39:14 68:13 notice 19:15 38:24 noticed 20:12 nuance 70:4 nuances 67:21 number 11:18,19 12:2 13:20 15:15 36:6 51:6 51:7,8 54:16 64:15 65:2 70:22,24 85:8 numbers 12:9 14:15,21 number's 77:5 nurtured 57:5 N.O.I 15:17,21,22 N.O.I.s 16:5</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>o 19:6,6 33:13,13 46:24 objects 41:6 obligations 71:9 observations 35:24 obviously 59:5 77:21 occur 84:7 odd 68:15,19 81:7</p>
---	---	---

<p>offer 76:12 office 10:19,19 20:19 officer 22:22 31:22 43:15 46:20 officer's 32:15 officially 3:16 officials 44:10 oh 11:11 22:6 82:6 okay 5:10 6:4 9:16 22:9 30:5 31:9 40:5 42:16 52:8 56:13 58:3 65:24 old 34:20 older 20:24 once 14:17 ones 63:16 ongoing 10:17 12:17 13:14,24 online 9:11 14:4 open 7:18 35:23 59:13 60:18,24 61:3 80:20 opening 49:19 operate 26:10 49:5 61:6 63:5 79:4,4,21 81:5,9 84:3 operates 26:2 operating 7:23 9:22,24 10:21 11:2 13:18 62:18 81:11 operation 65:9 75:15 79:16 operations 6:6 8:18 78:15 opinion 23:22 43:20 55:23 65:20 71:15 opportunity 60:7 73:10 opposed 77:20 opposing 68:23 opposition 31:15 68:16 68:18 69:23,23 oppositions 69:22 opt 60:18 options 39:15</p>	<p>Orange 78:21 order 17:20 22:18 ordered 6:20 organization 52:19 81:9 original 67:8 outed 22:14 outside 10:21,24 45:9 80:17 81:12 82:22,24 outweigh 48:5 out-of-control 45:14 out-of-state 84:9 overpayment 45:18 overwhelming 52:15 owned 60:11 owner 56:6 owns 60:16 o'clock 4:19 49:8</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>P 60:20 packet 18:23 23:21 25:13 packets 22:21 page 6:24 18:18,20 49:17 85:6 pages 6:24 85:7 paid 33:7 35:4 51:14 panel 66:4 papers 31:15 33:9,10 paperwork 45:6 paper-saving 6:21 paragraph 49:19 paramedic 10:7,8 paramedics 50:19 parameters 30:16 paramount 44:21 pardon 21:20 part 5:18,20 8:17 9:20 9:21 34:21 44:5 51:3 67:10 78:23 79:7 participate 24:17 particular 79:16</p>	<p>particularly 4:13 41:17 79:7 parties 30:6 parts 5:21 part-time 75:17 pass 6:8 passively/aggressively 12:7 pathway 64:18 patient 16:11 17:6,9 51:13 73:9,9 79:17,18 80:17 81:22 82:16,17 82:19 83:9,21 84:10 patients 16:14 17:3,4 26:11 28:23 29:3 38:7 42:15 51:8 71:11 74:2 74:7,8,9 79:10 80:4 81:16 Paul 2:7 53:7 55:24 76:5 77:7 pay 10:13 14:12,13,23 32:21 33:21 34:15,16 41:13 50:19,21 55:13 56:19 payable 71:9 payers 34:13 paying 14:10 35:6 45:9 51:10 74:10 payment 26:21 27:22 29:9 32:9 40:13,20 48:15 pdf 18:22 penalties 71:13 pending 6:11 17:2 people 4:13 9:12 10:12 16:15 58:24 68:10 perceived 74:14 percent 28:4 performance 71:13 performing 64:10 period 29:9 63:6 permit 63:13 65:11</p>
--	--	---

<p>person 72:10 personally 36:11 40:7 70:13 personnel 51:10 perspective 9:18 68:2 pertain 52:22 pertinent 72:22 pick 81:15,22 82:19 picking 79:9 pick-up 83:3,16 picture 79:6 place 11:16 48:9 85:5 placed 73:15 Plains 8:6 plan 11:15 planning 8:12,18,19 play 64:3 plays 52:6 Plaza 1:7 please 3:3 4:24 7:10 13:24 31:4,11 36:11 37:21 58:5 77:17,18 78:12 pleased 16:6 plex 59:20 60:17 plus 14:9 34:19 55:18 point 25:21 26:21 30:13 41:4 43:7 47:9 57:14 59:11,11 60:11,15 61:13,18 73:20 75:8 80:21 83:3,4,16 pointed 28:20,21 points 49:3 51:20 Police 78:21 policies 8:24 19:12 policy 5:22 9:3 13:19,22 15:2 18:20 19:3,22 20:8,20,22 poor 34:3,18 poorly 34:9 population 28:3,5 34:2 posed 30:14</p>	<p>position 29:6 30:13 45:5 46:3 positive 16:3 44:8 possible 5:21 18:2 78:2 possibly 55:2 practicing 8:24 precedent 39:19,23 40:4 41:10 43:11,19 45:12 47:10,19 55:21 56:23 61:15 62:9 64:5 66:6 66:11 67:2 68:6,8 precedents 57:13 predecessors 27:23 premise 26:19 70:2,7 premises 49:22 prepared 7:11 preparedness 6:11 prescribed 71:14 present 30:19 38:16 69:11,16,21 presented 58:11 pretty 15:15 25:19 30:15 44:10 50:8 pride 18:11 primarily 46:4 primary 46:9 primary-care 60:19 prior 30:6 62:6,22 63:2 prioritize 8:15 private 50:15 privy 40:12,13,14 proactively 13:16 probably 7:10 8:23 16:9 25:16 39:12 42:11 43:3 43:4 64:20 problem 34:14,14 49:12 problems 33:24 55:5 procedural 39:18 53:6 74:13 75:6 procedure 57:19,21 proceeding 84:24 proceedings 67:13 85:9</p>	<p>process 3:14,23 4:6 5:18 14:6,19 19:10,19 24:11 29:16 43:14 44:5,15 57:4 67:9,14 80:11,12 81:10 program 19:4 26:20 project 63:15 promptly 24:9 25:12 proof 69:4 71:16 property 59:19,24 60:4 60:16 protect 73:3 protection 8:24 protocols 62:24 84:3 prove 33:14 42:3,8 48:4 77:2 78:2 proven 23:4 proves 49:18 provide 6:15 26:8 29:21 29:22 33:3 45:7 48:13 50:12 54:9 64:13 69:14 70:7,13 provided 23:5,10 24:5,9 59:2,7 provider 11:18,19 33:11 41:16 42:7 48:16 58:13 58:17,20 providers 8:21 28:13 29:13 32:6 42:21 45:4 48:12 51:5,7 58:16 64:9 65:3 71:4 79:24 providing 33:4,5 35:11 41:12 50:11 53:13 80:16 82:18,23 proving 49:15 public 19:11,13,15,16 22:19 46:12 49:15,16 49:18,24 50:10 52:2,3,9 57:9,12 62:17 63:8 66:23 67:22 69:12 71:8 71:17,21 72:8,22,23,24 72:24 73:6 79:12</p>
---	--	--

<p>pull 64:22 pulls 64:24 pulse 20:4 purchasing 38:9 purpose 49:21 71:19 put 6:23 8:2,9 15:23 18:19 19:21,24 21:10 31:15 36:11 37:21 42:11,13 53:10 61:22 62:7,9 70:19 74:4,8 75:24 84:10 putting 9:5 14:6 15:11 p.m 1:6 P.T 60:20</p> <hr/> <p style="text-align: center;">Q</p> <p>qualification 47:15 quality 71:3 question 7:16 16:10 17:11 30:2,3,4 35:21 37:23 38:2,19 43:5 57:18 58:8 59:3,9 61:9 65:22 68:15 69:3 74:14 80:12 81:3 83:19 questions 20:17 30:14 35:23 39:16 75:23 quick 6:24 8:11 25:8 58:7 quicker 72:10 Quinn 2:9 57:16,17 58:3 77:14 quite 11:14 14:16 19:24 20:7 25:12 43:2 quote 32:4</p> <hr/> <p style="text-align: center;">R</p> <p>raise 77:18,20 rate 11:9 28:13 41:16 rates 10:13 28:16 32:5 34:24 Ray 2:10 67:5 76:9,10,11 77:11</p>	<p>reached 69:5 reaching 16:14 read 18:18 21:22 25:16 40:14 49:16 55:11 76:4 reading 59:16 67:7 ready 7:7,9 real 37:12 74:14 reality 58:15 realize 11:6 28:2 64:5 realized 34:8 reallocation 45:3 really 7:16 8:10 9:14 10:14,16,22 12:15 13:5 15:23 16:2,18 25:5,11 26:7 28:9 36:2 38:16 39:12 43:5,7 48:19 50:6,13 57:23 64:3,4 65:17,20 82:13 reason 46:9 60:14 61:21 64:15 66:23 80:5 reasonable 36:18 reasons 46:4 52:23 57:8 70:6 receive 45:6 73:11 received 3:14 7:22 receiving 3:15 recite 16:16 recognizing 20:19 recollection 47:13 recommendation 23:22 23:23 recommended 5:17 24:24 recommends 25:15 record 3:6 18:6 21:10 30:12 31:18,18,21 37:22 40:14 51:18 52:20 75:21 84:23 85:9 recorded 24:4 recumbent 16:14 17:3,4 17:9 29:5 redescribed 60:10</p>	<p>reduced 28:13 reducing 48:11 Referring 47:23 reg 16:13 regard 8:12 17:21 regarding 15:10 25:22 region 13:21 43:13 50:13 52:13 65:6 regional 8:16 13:9,22 19:15,21 22:2,3 23:24 43:15 46:24 52:11,12 53:4,10 60:9,12 62:3 67:10,17,20,24 68:3 79:5 81:12 regionally 68:7 regs 5:19,23 17:11,14 33:13 regulate 80:7 regulated 83:11 regulation 17:21 18:12 37:4 regulations 79:21 regulatory 9:20 16:23 81:8 Reid 2:12 66:3,16 76:7 77:12 reimbursement 14:9 34:24 42:12 reject 76:24 77:18,22,24 relative 61:20 released 5:13 REMAC 10:5,6 13:12 REMACs 51:21 remaining 7:5 remains 5:20 remand 23:24 remanded 61:21 remember 33:20 48:3 61:22 66:5,14,18 remote 25:24 26:9 42:10 43:6 removing 9:5</p>
---	---	---

<p>REMSCO 22:18 23:15 23:17 24:5 58:13 61:21 61:22</p> <p>REMSCO's 50:2</p> <p>render 23:21</p> <p>renewals 13:6</p> <p>renovations 9:7</p> <p>replacements 3:13</p> <p>report 4:24 6:6,18 16:20 25:13 32:16 67:8,11</p> <p>reported 85:4</p> <p>Reporter 85:15</p> <p>reporting 18:21 20:20</p> <p>reports 4:22,23</p> <p>representative 22:13 30:18,21 31:2 39:14</p> <p>representatives 28:19 35:10</p> <p>represented 34:6</p> <p>representing 30:22 31:7</p> <p>require 17:3,8</p> <p>requirement 43:20,21 47:15</p> <p>requirements 19:14</p> <p>requires 16:13 44:15</p> <p>requiring 12:8</p> <p>research 84:16</p> <p>reservation 41:9</p> <p>reservations 40:8</p> <p>resolved 74:15</p> <p>resource 51:12 64:12</p> <p>resources 50:12</p> <p>respect 50:4 54:5</p> <p>respiratory 8:24 9:2,6</p> <p>respond 10:21,24 29:14 38:17 79:2</p> <p>responding 60:6</p> <p>response 12:19,20,21 16:3 26:14,17 60:2 72:10</p> <p>responses 44:7</p> <p>responsibilities 4:2</p>	<p>responsibility 32:23 50:14 57:3 74:2,4</p> <p>responsible 34:22</p> <p>rest 6:6</p> <p>restrict 37:17 59:5,10 79:16 80:5,7,19</p> <p>restricted 25:24 44:20 59:6</p> <p>restricting 45:12</p> <p>restrictions 62:7,9 65:19</p> <p>result 15:9 44:3</p> <p>returning 80:16</p> <p>revenue 34:10 48:18 49:4 72:14</p> <p>review 24:2 70:22</p> <p>reviewed 25:12 41:20 47:5 76:3</p> <p>revisit 17:11</p> <p>Rich 47:21 49:13 57:8 77:7 83:11</p> <p>Richard 2:7 72:4 76:5</p> <p>ride 4:13</p> <p>right 3:8,22 4:5,24 21:5 26:12 30:12 31:4 36:8 36:12,16,23 37:13 40:10 43:23 45:22 51:12 53:14 56:10 68:13,17 72:24 74:20 76:23 77:5 78:9</p> <p>risk 84:10</p> <p>road 8:3,9 28:17</p> <p>Robert 2:6 76:5</p> <p>Rockland 78:19,22,24 79:4,7 80:8</p> <p>role 3:16</p> <p>roll 11:9 36:7 76:16,20 76:22</p> <p>room 4:18 19:23 68:11 78:11</p> <p>roughly 29:4</p> <p>rude 9:15</p> <p>rules 30:9</p>	<p>rumor 17:2</p> <p>run 25:9 49:7 50:20 63:15 66:8 75:5</p> <p>rundown 6:24</p> <p>Rural 27:22 29:2,21 31:3 31:14 32:3,8,9,19 33:4 34:15 35:9,11 45:18 48:7,12,16 49:10 56:19 58:12,19 68:19 69:14 75:17,18</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p>s 21:15 25:13 32:16 57:18,19 74:10</p> <p>safely 17:6</p> <p>safety 5:5,7,9 16:10 18:15 20:20</p> <p>SARS 9:5</p> <p>sat 55:24 56:2 57:3</p> <p>save 34:10 45:13 48:10 53:12,16 56:8 74:7</p> <p>saves 38:9</p> <p>saving 53:19</p> <p>savings 71:20</p> <p>saying 9:12,16 10:3 15:18 24:7 47:6 50:8 50:23 55:13 68:24 73:4</p> <p>says 10:10 32:17 61:5 67:14 68:18 69:21</p> <p>scheduled 4:20 7:13 29:3</p> <p>scheduling 7:17</p> <p>scope 44:19</p> <p>scrutinized 14:20</p> <p>seat 18:4</p> <p>seated 36:21 66:5 76:2</p> <p>seats 16:11 18:4</p> <p>second 16:11 17:9 32:12 67:11 70:8 71:24 72:2</p> <p>seconded 37:7,8 72:5 74:20,21 76:19,23 77:23</p> <p>see 3:20 7:10 10:12</p>
--	---	---

<p>11:10 14:9 22:6 32:13 32:15,16 40:12,13,20 40:21,21 41:23 49:17 50:13 61:12 65:12 67:19,23 69:22 80:11</p> <p>seeing 20:22 seek 44:5 seen 5:20 46:15 68:10 SEMSCO 22:14 24:16 24:19 36:21 send 15:22 23:24 26:11 43:21 44:15 82:15 83:21 sending 44:3 sense 38:13 sent 4:10 6:13 9:10,13,15 15:18,19 21:16 24:19 25:14 69:10,10 78:24 separate 8:13 separately 24:14 September 1:6 20:3 85:12 September's 7:8 Serowik 2:10 67:6 76:12 serve 28:11 33:24 served 27:23 service 8:8 10:7,8 11:5 11:23 12:2,8,13,21 23:5 27:10 29:21,23 32:22 33:3,5,5,7 35:11 39:21 41:12 42:2,6,7,8,10 43:5 44:9 45:20 48:24 50:11,12,24 59:23 61:23 62:14,21 65:3,6 66:8,10 69:6,14 70:10 70:13 71:11 80:2 81:8 81:21 84:6,8 serviced 42:20 services 10:9,14 11:8,17 11:19 12:3,8,19,20 13:4 13:8,17 15:13 16:4 18:10,15 20:12 26:9</p>	<p>27:22 29:18 33:15,17 33:22 41:7 45:3,8 49:4 50:7 54:9,17 57:2 64:8 64:9,13 71:5 80:14 81:11 82:21</p> <p>serving 28:10 52:9 set 23:15 39:19,22 52:11 52:19 56:23 66:7,12 68:6 sets 40:4 setting 41:10 43:11,19 47:10 64:6 66:24 settled 27:2 seven 9:19 29:4 56:11,12 76:8 Seventies 48:19,21 severely 80:7 shaking 10:2 shame 11:21 sheet 3:19 4:11 18:6 36:9 Sheriff's 8:2 short 7:19 29:19 shot 8:22 show 48:22 49:10 62:8 76:17 77:17 80:13 shut 9:16 sides 38:24 sign 4:12 significance 4:23 significant 14:7 55:2 80:10 81:7 significantly 72:20 signs 4:11,14 sign-in 3:18 4:11 similar 55:10 70:21 78:15 simply 38:5 single 48:15 63:21 sir 26:4 31:12 sister 5:14 site 25:24,24 26:10 42:17 43:6 44:20 60:6</p>	<p>sitting 36:20 51:14 66:4 situation 45:15 67:21 six 19:6,6 29:4 33:13,13 72:20 76:8 77:19 78:6 78:7,8 sixteen 46:24 52:13 53:11 sixty 28:4 56:12 sizes 18:4 sketch 17:15 skill 71:3 slash 10:21 slippery 41:16 52:10 55:9,22 slope 41:16 52:10 55:9 55:22 slow 17:13 20:23 small 8:17 14:15 15:15 65:9 sold 60:4 solely 49:16 solicitation 78:20 somebody 33:21 39:13 72:21 somewhat 17:21 sorely 34:6 sorry 7:17 26:4 36:23 38:23 47:22 53:8,23 58:8 66:2 69:19 78:6,7 sort 8:14 12:23 16:19 24:13,14 40:10 46:16 46:17 47:4 sound 9:15 source 48:18 51:4 Southwestern 13:21 19:9 20:6 speak 31:4 38:17 40:7 57:14,23 59:15 69:21 72:14 75:16 spec 17:17 18:4 specially 17:20 specific 19:14 61:13</p>
---	--	---

<p>82:11 specifically 59:18 81:24 specification 18:2 specifications 16:24 18:7 specs 16:16 spectrum 44:11 spell 11:14 spending 18:3 spiraling 45:14 spirit 18:14 spirited 7:9 9:11 spoke 70:13 spoken 45:2 sponsors 14:10,18 15:3,7 Sr 2:8 stability 71:5 staff 16:21 17:15 18:5,16 49:12 staffing 8:19 stairs 25:10 stand 62:10 standards 71:13,14 standing 42:13 start 3:3 36:5 57:14 started 28:16 state 1:2 11:4 12:12,13 13:10 15:13 20:9,10 28:6 47:2 55:11,19 57:2 62:2 64:7,22 65:16 68:5 70:23 71:12 74:16,17 77:24 79:16 79:19,22,24 80:15,16 80:18,19 81:4,10,14,16 82:12,20 83:8,8,9,14,17 83:18 85:2 stated 85:5 statement 9:3 15:2 19:3 30:9,10,20 31:20 34:7 58:8,9 67:2 69:2 70:19 statements 18:9 states 57:7 71:18 79:14 State's 16:12</p>	<p>State-wide 68:8 stationery 31:5 statute 33:14 48:3 statutory 3:24 19:18 stenographer 27:17 37:22 stenographic 3:6 stepping 52:17 stop 9:13 14:10 stopped 32:21 33:4 story 21:8 stream 49:4 street 72:9 82:4,7,9 stretcher 38:6 strictly 49:21 52:21 71:19 strong 41:9 strongly 41:22 57:15 struck 45:5 struggled 46:14 students 14:8,23 15:4 studies 15:12 stuff 21:22 24:8 48:18 subject 70:12 submitted 15:16 16:4 22:2 41:3 submitting 15:4 subscribed 85:11 substitute 67:15 substituting 67:24 sudden 43:19 Suffern 62:4 suggest 17:2 suggested 19:21 summarize 27:11,19 summary 49:20 57:7 summer 22:3 supply 26:22 support 8:7 42:22 46:18 51:6 57:6 60:2 supposed 3:19 33:14 supposedly 54:3</p>	<p>sure 4:2,7 8:10,21 15:7 20:23 30:15 44:23 77:4 77:6 surgi 60:19 surprise 14:24 23:20 surprised 25:12 surprisingly 16:3 surrounding 42:23 surveillance 16:21 survivability 72:19 sustained 68:5 synopsis 21:7 32:17 Syracuse 58:7 system 14:4 48:6,7 52:11 73:8,16,17 systems 1:5 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1,21 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1,13 81:1 82:1 83:1 84:1 85:1 system's 6:17</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>table 27:8 tactical 32:20 Taddeo 2:11 31:8,12,14</p>
--	--	--

<p>35:18,20 38:12,23 39:5 47:23 50:17 51:17 54:13,18 63:10,14 tag 4:21 5:7,9 16:10 20:20 take 4:12,16 11:8 13:24 25:8,10 39:12 42:4 48:9 50:23 51:3 56:14 taken 3:6 24:21 33:10 takes 46:3 take-home 9:18 12:15 talk 16:9 17:7 52:17 55:8 60:7 80:6 84:16 talked 7:2 19:9 44:24 talking 9:13 29:13 51:24 52:2,3 55:22 58:10 66:15 82:3,4 TC 44:2 Technically 3:12 tedious 80:11 telephone 24:23 tell 7:8 8:3 10:11 12:3 telling 34:24 ten 33:3 49:7 56:2,3 59:12 61:6 64:23 65:9 76:3,8 terms 32:9 40:13,20 45:2 52:3 58:23 territory 11:2 13:9,15,19 32:7 60:10,10 test 42:2 75:13 testimony 29:12 testing 14:7 thank 6:4 20:19 31:12 65:24 70:16 78:17 84:22 thanks 35:18 58:3 thereof 5:22 they'd 7:9 thing 4:9 13:14 16:8 18:19 20:5 33:19 46:6 52:9 53:2 68:3 73:12</p>	<p>73:23 things 8:14 14:12 15:20 17:7 31:16 34:3 41:22 45:2 46:14 think 8:4 9:5 14:17 15:23 18:14,15 20:15 25:4,5,19,22 31:16 33:7 34:7 35:14,22,23 39:11 41:4,19 44:14,18 45:22 46:5 49:24 50:5 52:5 53:2 54:2,21 55:6 63:22 64:5 66:20,20 68:2,22 73:19 75:3 76:21 77:15 84:5,13 thinks 36:18 third 56:14 thirty 29:10 55:16 thought 20:7 75:24 thousand 18:11 56:13,15 65:2 three 4:18 7:22 8:5 25:21 49:8 56:12 76:8 77:19 77:20 thumbnail 17:15 thumbs 20:13 till 4:18 Tim 2:6 4:10 43:9 77:7 77:15 time 4:11,12,17,20 5:4,6 18:3 23:9,14,16 24:6 26:23 28:10 29:9 34:11 40:12 41:10 56:5 57:14 61:5 66:4 71:4 72:10 76:5 85:5 timeliness 32:13,14,17 timely 13:7 27:9 times 28:9,21 tired 78:8 today 3:5,6 8:4 36:3 38:20 39:4 56:5,10 60:16 65:18 69:21 75:20</p>	<p>told 10:6 28:16 51:12 62:8,24 tomorrow 8:5 21:11 37:11,11 39:7 43:18 60:17 74:16 75:20 76:22 77:24 78:8 torture 15:10 toss 6:16 total 36:5 totally 56:9,23 82:3 touch 19:2 tough 28:9 town 32:4 traditionally 48:8 tragic 21:17 transcription 85:7 transfers 51:22 52:4 62:16 translation 49:2 transport 17:6,8 34:16 45:7 51:13 66:9 79:17 79:18 83:8 transportation 34:16,21 35:4 42:16 82:23 transported 29:5 81:4 transporting 16:11 transports 28:23 56:18 56:20 Trenton 12:11 triple 16:16,24 17:17 trips 65:2 true 32:5 33:10 85:8 try 7:13 trying 3:8,22 4:6 11:5,12 12:18 42:10 44:4 53:12 62:23 Ts 4:3 turn 24:24 twelve 36:15,21 76:2 twenty 16:12 44:7 46:18 56:11 twenty-three 44:7 46:18</p>
--	---	--

<p>twenty-two 18:8 twice 58:12 Twin 32:6 56:19 65:23 68:16,21 69:5,17,20 two 7:5 8:5 10:10,13 15:20 16:13,14 17:3 20:13 21:14 25:21 27:8 33:3 44:7 46:18 49:7 50:18 54:16,17,18 55:18 56:14 59:12 61:7 64:23 65:9 66:15 76:7 77:19,20 type 28:6 29:18 types 83:6 typewritten 85:7</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>ultimately 68:4 unanimous 47:5 53:5 unavailable 23:16 unaware 84:13 uncover 15:9 underestimated 56:9 undergoing 28:9 underlying 59:8 undermine 56:24 71:4 understand 10:15 11:17 14:19 28:22 38:19 42:16 53:9,11,12 64:23 66:3 69:24 72:12 77:13 understanding 15:8 63:4 79:11 81:20 understood 46:19 under-financed 34:2 unequivocally 67:14 unfortunately 28:8 34:3 uniformly 61:24 unit 60:3 universally 61:24 untoward 84:7 untrue 70:9 unwittingly 84:6</p>	<p>update 6:10 13:5 updated 9:4 12:22 13:4 upheld 31:21,22 55:4 uphold 50:2 use 4:18 11:17 19:6 26:16 28:8 42:15 84:6 Utica 7:5 utilized 41:8</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>Val 7:12 valid 11:15,24 41:5 Validate 10:3 Valley 63:16 van 38:6 variables 44:24 vast 11:3 vehicle 18:7 50:19 vehicles 18:17 29:15 51:7 verification 39:3 65:23 verify 3:9 Vermont 79:19 81:23 version 9:4 17:7 29:19 versus 63:12 66:23 vetting 3:9,11,14 vigilant 14:18 Vincent 2:4 Vinnie 4:4,8,20 31:17 55:8 76:6 violation 84:11 vital 4:11,14 voluntary 72:17 Volunteer 7:6 vote 3:17 36:4,4,7,19,19 36:22 37:12 74:16 75:24 76:2,20 77:16,22 78:5 votes 53:5 voting 3:10,19 36:6,11 37:19 76:16 voucher 14:4</p>	<p>vouchers 14:6 15:4</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>wait 25:9 27:13 28:22 waiting 51:11 walk 68:10 Walt 77:10 want 3:3 4:2 6:22 9:3 13:8 14:5 17:12,18,19 18:3,4 21:6,10 33:21 41:17 42:8 47:20,21 49:10 50:23 53:15 56:10 58:4 64:6,16 65:8,17 67:15 75:5 78:17 79:4,14 80:6,12 wanted 44:17 66:8 80:21 wants 54:24 80:8 Warren 2:8 76:6 77:8 Warren's 84:21 wasn't 23:20 32:18 33:21 43:4 62:19 66:7 water 62:8 way 11:11 33:22 60:24 62:16 67:18 ways 34:10 web 18:20 24:8 webcast 23:17 website 6:2 9:3 55:12 Wednesday 1:6 week 21:13 weekdays 33:3 weekend 26:22 32:24 65:9 weighed 16:15 wellness 60:20 went 21:7 43:20 44:4 46:17 52:20 65:13 67:9 weren't 33:6,18 64:19 Westchester 13:19 19:3 19:10 20:6,7 we'll 9:16 12:22 13:11 16:9,22 20:4 31:5</p>
---	---	---

<p>37:17 we're 4:2,6,17 5:18 6:5 6:23 7:12,20,20 9:5 10:22 11:12 12:7,7,17 14:16 16:6 17:13 18:13 18:19 20:23 21:8 38:14 40:12,13,13 41:23 42:17 47:16 51:24 52:2 52:3 54:2 66:24 75:20 82:3,3 we've 3:10,11 8:12 16:2 17:23 19:20,20 28:16 47:12,17 48:8 49:14 50:24 56:23 57:3,4,5,19 63:15 72:15 74:5 81:19 whatnot 62:24 WHEREOF 85:10 White 8:6 wide 80:20 window 73:10 wish 39:20 WITNESS 85:10 wonderful 34:2 wondering 17:12 word 28:8 work 13:8 19:22 20:21 29:7,24 42:23 48:13,17 50:22 51:5 53:10 64:10 64:11,15 73:13,14 75:17 82:7,9 worked 28:12 working 7:12,20 8:13 9:8 10:22 11:7 12:17 13:17 16:22 18:21 63:14 73:8 83:5 works 82:4 world 35:2 wound 63:17 write 18:5 written 50:6 52:7 54:11 62:17 wrong 54:10</p>	<p>wrote 9:19 24:6 <hr/> X <hr/> X 60:11 <hr/> Y <hr/> Y 60:11 Yeah 32:21 37:5 66:16 75:7 78:16 year 5:13 25:21,21 56:13 66:6,14 years 27:22 28:13 56:2,3 57:4 60:3 62:14 66:15 66:17 yesterday 6:10 9:10 19:4 York 1:2,7 12:12,13 15:10 16:12 21:24 23:7 55:11 57:2 62:5 72:15 79:2,9,19,24 80:9,15,15 81:21 83:3,4,6,8,16,18 85:2 Yup 26:15 <hr/> Z <hr/> Z 60:11 zero 52:13 53:11 <hr/> 1 <hr/> 1 85:6,8 12:41 1:6 15th 85:11 <hr/> 2 <hr/> 2 1:6 2003 9:4 2008 22:4,21 2009 1:6 23:3 85:12 28 34:22 <hr/> 3 <hr/> 30 9:20 48:3 <hr/> 8 <hr/> 80 9:21</p>	<p>800 9:20 84 85:8 <hr/> 9 <hr/> 9-2-2009 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1</p>
---	--	---