

NEW YORK STATE E.M.S. COUNCIL SYSTEMS
Committee Meeting

DATE: March 30, 2011

TIME: 8:39 a.m. to 10:30 a.m.

LOCATION: 235 Hoosick Street
The Garden Hilton
Troy, New York 12180

1 **APPEARANCES:**
 2 Andrew LaMarca
 3 Lee Burns
 4 Richard Brandt
 5 Dana Jonas
 6 Michael Tayler
 7 Tim Czapranski
 8 Lester Freemantle
 9 Alan Lewis
 10 Michael Murphy
 11 Walt Reisner
 12 Michael Quinn
 13 Michael Reid
 14 Yediyah Langsom
 15 Mark Zeek
 16 Raymond Serowik
 17 Mike Washington
 18 Warren Darby
 19 Kim Lippes
 20 Michael Mastrianni
 21 Robert Delagi
 22 Daniel Blum
 23 Donald Faeth
 24 Vincent Farone
 25 Seth Johnson
 Karen Tadio
 Margaret McGowan
 Ms. Gohlke

1 Sections 3008 and 3003 of Subdivision 5 of Public Health
 2 Law.
 3 All determinations of the State Council
 4 regarding applications for ambulance service certificates
 5 are subject to review as provided in Article 78 of the Civil
 6 Practices Laws and Rules. In other words, the decision
 7 rendered at the general session of this State Council this
 8 afternoon will be the final step in this appeals
 9 administrative process, which additional redress is still
 10 available.
 11 The purpose of this meeting today is to
 12 allow members of the Systems Committee to review and discuss
 13 the record. The Systems Committee will then prepare a
 14 recommendation in the form of a seconded motion which will
 15 be delivered to the full State E.M.S. Council this -- this
 16 afternoon. The Systems Committee will allow the Applicant,
 17 which is the Village of New Berlin, the Appellant,
 18 Cooperstown Medical Transport, Incorporated, and the
 19 Respondent, the Susquehanna Regional E.M.S. Council, each a
 20 period of five minutes to speak and summarize their
 21 positions in this matter.
 22 I've asked Mr. Jonas to monitor the time
 23 of each speaker, which he's agreed to do. Members of the
 24 public will not be allowed to speak as the public hearing
 25 previously provided the proper forum for public comment. If

1 (The meeting commenced at 8:39 a.m.)
 2 **CHAIRMAN BRANDT:** Good morning. I'd like
 3 to welcome everybody to New York State E.M.S. Council
 4 Systems Committee. I know it's early. The first item on
 5 our agenda this morning is the Cooperstown Medical Transport
 6 Incorporated's appeal of the Susquehanna Regional E.M.S.
 7 Council's determination of public need in the matter of the
 8 expansion of operating authority by the Village of New
 9 Berlin. We've placed this item first on our agenda this
 10 morning because it is our statutory responsibility to hear
 11 this and we have limited time as you know. So we're going
 12 to get through this first, and then whatever time remains
 13 we'll use for other business.
 14 I have a statement I want to read into the
 15 record before we begin, and we'll turn it over from there.
 16 The Appellant, Cooperstown Medical Transport, Incorporated,
 17 seeks to overturn the Susquehanna REMSCO's determination of
 18 public need which approved the Village of New Berlin's
 19 expansion of operating territory application to provide
 20 ambulance service to the entirety of the Town of New Berlin
 21 and the Town of Columbus. In accordance with Section 3002
 22 of Public Health Law, the State E.M.S. Council has the power
 23 by the affirmative vote of a majority of its membership to
 24 amend, modify, reverse, or uphold determinations of public
 25 need that have been made by Regional Councils pursuant to

1 you're here to speak on behalf of any of the aforementioned
 2 parties, please sign in with the speaker registration so you
 3 can identify your affiliation. Please note there's also a
 4 separate sign-in sheet for guests who are in attendance in
 5 the audience this morning.
 6 A few guidelines -- and this is following
 7 what we've adopted previously, okay -- speakers and Systems
 8 Committee members alike are reminded this is not a de novo
 9 proceeding. New information and material may not be brought
 10 in for consideration. If new information is introduced, the
 11 Chair will stop the speaking party, instruct the Committee
 12 members to disregard the preceding information, and order
 13 the speaking party adhere to the ground rules. As
 14 previously stated, presentations to this Committee will be
 15 limited to five minute periods of time. Subsequent
 16 discussion by Committee members after a declaration of a
 17 seconded motion will also be time limited. Committee
 18 members will be permitted to ask questions of or request
 19 clarification of information contained in the record from
 20 any party present after all registered speakers have
 21 completed their presentations.
 22 A very important point -- only those
 23 Systems Committee members who are also seated and vetted
 24 members of the State E.M.S. Council may vote on the seconded
 25 motion. This is in accordance with Section 4 of our bylaws.

1 Any member of this Committee who has an apparent conflict of
2 interest must declare the nature and extent of his or her
3 interest prior to discussion and, if so directed by the
4 Committee, abstain from voting.

5 Are there any folks here on the Committee
6 who have a conflict of interest they wish to declare this
7 morning?

8 **MR. ZEEK:** Mr. Chairman?

9 **CHAIRMAN BRANDT:** Mr. Zeek?

10 **MR. ZEEK:** As the president of Cooperstown
11 Medical Transport, I have an obvious conflict. I will not
12 be participating in the debate and will abstain from the
13 vote unless the Systems Committee feels otherwise.

14 **CHAIRMAN BRANDT:** Thank you, Mr. Zeek.
15 I'm sorry. I -- yes, Mr. Serowik?

16 **MR. SEROWIK:** Mr. Chair, as the
17 representative to this council and the spokesperson for the
18 Susquehanna Regional E.M.S. Council, I, too, believe I have
19 a conflict and will abstain from voting.

20 **CHAIRMAN BRANDT:** Thank you, Mr. Serowik.
21 Okay. Are there any representatives here from the --
22 representing the Appellant, the Applicant, or the Respondent
23 that's not already signed in to speak? If you do, would you
24 please come forward and do so?

25 (Off-the-record discussion)

1 **CHAIRMAN BRANDT:** Is there anyone here
2 representing -- I believe Ms. Tadio is here representing the
3 Appellant. Karen Tadio? And Ms. McGowan?

4 **MS. MCGOWAN:** Yes.

5 **CHAIRMAN BRANDT:** I see. Okay. You can
6 come forward if you'd like to, ma'am.

7 (Off-the-record discussion)

8 **CHAIRMAN BRANDT:** Is there someone here
9 representing the Village of New Berlin, the Applicant?

10 (Off-the-record discussion)

11 **CHAIRMAN BRANDT:** Okay. We presume they
12 waive their right to comment.

13 (Off-the-record discussion)

14 **MR. JONAS:** Mayor Schrag was sent a letter
15 identifying that the public hearing would be here today and
16 the opportunity to present. The Department sent that in
17 January. It was under the signature of Lee Burns.

18 **CHAIRMAN BRANDT:** Sir, do you represent
19 the Village?

20 **MR. JOHNSON:** At this point, I don't want
21 to represent the Village. That would be up to my -- to the
22 mayor.

23 (Off-the-record discussion)

24 **CHAIRMAN BRANDT:** Yes. Sir, would you
25 mind identifying yourself for our record? Would you come

1 forward to --

2 (Off-the-record discussion)

3 **MR. JOHNSON:** Good morning. My name is
4 Seth Johnson, Director of Operations for New Berlin
5 Ambulance Service. As I stated, we were informed that we
6 were not going to be able to speak or have representation
7 here. This matter was strictly between Cooperstown Medical
8 Transport versus Susquehanna Regional E.M.S. That was what
9 the appeal is. We are not part of that appeal process
10 according to the law -- everything that we've been served
11 and understand through the Department of Health. That is my
12 understanding, and that's what I'd like to put on the record
13 at this point. Okay.

14 **CHAIRMAN BRANDT:** Okay. Thank you, sir.
15 Ms. Tadio?

16 (Off-the-record discussion)

17 **MS. TADIO:** Hi, I'm Karen Tadio. I'm the
18 attorney for Cooperstown Medical Transport. What?

19 **CHAIRMAN BRANDT:** Pull the mic down a
20 little closer.

21 **MS. TADIO:** I'm the attorney for
22 Cooperstown Medical Transport. We're the Appellant herein.
23 The application you have before you that's being appealed is
24 the expansion application of the Village. We did not oppose
25 the conversion of the two year municipal C.O.N. to a

1 permanent C.O.N. for the Village. They'd submitted two
2 separate applications, although both were heard at the same
3 time. There's two primary issues on this appeal. One -- I
4 hope you all read the record. I'm sure you have.

5 The first is whether or not a municipality
6 organized and existing under 122B has the power to operate
7 an ambulance service outside the municipal borders. We've
8 given -- we fully briefed the issues here. There are only
9 certain ways that a municipality is allowed to operate. You
10 have to have an enabling legislation that allows a
11 municipality to even begin such operation. You're all aware
12 of 209B; that's the one -- if you're not going to bill in
13 your fire district or if you're -- if you are -- want to
14 operate within the confines of the municipality plus a fire
15 protection district or other such protection district.
16 That's not what the Village of New Berlin is because it's a
17 billing entity. It's a 122B, which says clearly -- and even
18 if you look at their resolution, which is included in the
19 application, it says they're 122B operating within the
20 confines of the Village.

21 The legal question that seems to be the
22 crux of this is whether or not a municipal ambulance remains
23 a municipal ambulance after the first two years. You've all
24 seen the 206, the re-cert forms. You have to check one of
25 the boxes. New Berlin is not arguing that it is -- that

1 it's no longer a municipal ambulance. It's only arguing
 2 that after the two years, the restrictions no longer apply.
 3 They're wrong. We went through the Article 30 history.
 4 We've gave you the interpretations by the Comptroller that
 5 Article 30 does not give a municipality any additional
 6 powers. You have to stick to the enabling legislation.
 7 As a matter of law, a municipality organized under 122B
 8 cannot operate outside municipal boundaries. It's that
 9 simple. I -- I think you that you should have an A.L.J.'s
 10 opinion from Judge Tarascos (phonetic spelling), I think,
 11 where she also indicated that as a matter of law she agrees
 12 a municipality cannot operate outside its borders even with
 13 expansion.

14 When they talk about these cooperative
 15 ventures and -- and such, you are allowed to provide
 16 ambulance services by contract. If the Town of New Berlin
 17 has an operating certificate and the Village of New Berlin
 18 has an operating certificate, they can contract for
 19 coverage -- separate billing. It's just like if you know
 20 anything about the City of Auburn. The City of Auburn has a
 21 municipal C.O.N., but it contracts with a private provider,
 22 T.L.C., to provide the services. You have to operate under
 23 the municipality's C.O.N. That's what they mean when they
 24 talk about contracting between municipalities. You have to
 25 have C.O.N.'s; you have to bill through those C.O.N.'s.

1 The second issue which Judge -- A.L.J. Tarascos didn't even
 2 reach, is there's no need for it anyway. If you go back
 3 through the public hearing and you go back through the
 4 documentation, the Village of New Berlin, even if it were --
 5 and I'm telling you it's not -- able to apply, even if it
 6 were, there is no need. So that -- those are essentially
 7 our points. And if you have questions, I -- and you know
 8 I'm more comfortable answering specific questions if you
 9 have them. Or if you want to wait until after Ray is done
 10 talking.

11 **CHAIRMAN BRANDT:** Okay. Thank you, Ms.
 12 Tadio. Mr. Serowik, are you representing the -- the REMSCO?
 13 The Respondent?

14 **MR. SEROWIK:** Yes, Mr. Chair. I represent
 15 the Respondent, Susquehanna Regional E.M.S. Council. My
 16 name is Raymond Serowik. On behalf of the Susquehanna
 17 Regional E.M.S. Council, I'd like to thank you for hearing
 18 and carefully considering our Council's response to this
 19 appeal. Since the Appellant has conceded our Council's
 20 finding of public need for the conversation of the Village
 21 of New Berlin's two year municipal operating authority
 22 which -- within its own borders to a permanent authority,
 23 I'll confine my remarks to that determination, which it does
 24 contest the expansion of primary operating territory to
 25 include the balance of the Town of New Berlin as well as the

1 Town of Columbus.

2 With respect to the Appellant's assertion
 3 that our Council should have denied a finding of public need
 4 for its expansion based upon its interpretation of the
 5 General Municipal Law, it is our position that Public Health
 6 Law, not the General Municipal Law governs the actions of
 7 our Council. Regional E.M.S. Councils and, in fact, the
 8 State E.M.S. Council are Article 30 councils created by and
 9 to carry out the purposes of that body of law. It is not
 10 for us to make a determination as to the legal capacity of
 11 the Applicant under the G.M.L. to receive an expanded
 12 primary operating territory, but rather to make a
 13 determination as to the public need for such an expansion
 14 under the P.H.L.

15 It is our position that we did, in fact,
 16 faithfully discharge that responsibility utilizing due
 17 process and following the guidance that we both sought and
 18 received from the State E.M.S. bureau. We urge you,
 19 therefore, to reject the recommendation contained in the
 20 A.L.J. report to reverse our determination based upon an
 21 interpretation of a section of the General Municipal Law
 22 which, as many of you are aware, may soon -- will soon be
 23 changed by the legislature. A proper forum for the
 24 consideration of an appeal based upon the General Municipal
 25 Law is, in our view, the State Supreme Court in an Article

1 78 action.

2 As to the Appellant's assertion that our
 3 Council should have found the Applicant not fit and
 4 competent to receive a determination of public need to
 5 expand its ambulance service territory based upon a
 6 series -- alleged series of infractions, at no time was our
 7 Council notified by the State E.M.S. Bureau that the Village
 8 of New Berlin had, in fact, been cited for any such
 9 violations. And to the best of our knowledge, that has
 10 remained the case to this day. Since, in accordance with
 11 Policy Statement 0606, our Council may and did rely
 12 completely on information received from the State E.M.S.
 13 Bureau in making its determination of fitness and
 14 competency, it is entirely proper for us and for you to
 15 conclude that the Applicant is fit and competent in the
 16 absence of authoritative information to the contrary.
 17 Finally, the Appellant's assertion that our Council
 18 erroneously arrived at its determination that there is, in
 19 fact, public need for the Applicant to expand its operating
 20 territory to include the two adjacent rural towns is
 21 completely without merit, and our Council denies it in the
 22 strongest possible terms. On the contrary, we went to great
 23 lengths to exercise our statutory responsibility to gauge
 24 public need by carefully listening to the local people,
 25 including business owners, employers, and most especially

1 the elected leaders of the communities involved.
 2 In doing so, it became crystal clear to
 3 our Council that this isolated corner of our region needs
 4 substantial improvement in the ambulance service available
 5 to it. The existing services, where they are available at
 6 all, do not fully or adequately address the needs of the
 7 territory applied for. Indeed, the Appellant itself, though
 8 it possesses operating territory for the entire County of
 9 Chenango, possesses -- positions its resources no closer
 10 than thirty minutes from the subject territory. Throughout
 11 these proceedings, it seemed to us that the Appellant had
 12 carefully avoided offering or implying the offer to place
 13 them any closer, and it has no intention of doing so.

14 What is our Council to conclude, but that
 15 the Appellant is attempting to prevent the Applicant from
 16 supplying improved ambulance service to this far-flung rural
 17 territory while itself declining to do so. In addition, the
 18 Appellant's position that our Council is bound to the narrow
 19 definition of public need given in Policy 0606 is also
 20 incorrect. We have long espoused expanded regional --
 21 expanded regional criteria for determination of public need
 22 duly adopted by our Council on June 23rd, 1999. And
 23 while -- and made available to Applicants for determination
 24 of public need as specified in Policy 0606.

25 While these expanded regional criteria

1 have not been revisited on a strictly annual basis since
 2 their initial adoption, they nonetheless have played a role
 3 in our determinations of need, inclusive of the present
 4 case. If the State Council feels that the role of these
 5 criteria is diminished because our Council has not reviewed
 6 them frequently enough nor has promulgated them more
 7 conspicuously, then, as the policy specifies, making them
 8 available to applicants, then it should contemplate no worse
 9 than remanding the issue back to us for reconsideration
 10 after these have been corrected. What we're -- we are
 11 asking you not to do, however, is to substitute your own
 12 well intentioned but far removed judgment on the existence
 13 of public need in this case for our Council's well informed,
 14 carefully considered, and proximal judgment on the same
 15 matter. Thank you.

16 **CHAIRMAN BRANDT:** Thank you, Mr. Serowik.
 17 Members of the Systems Committee, does anyone have questions
 18 for either Mr. Serowik or Ms. Tadio? Mr. Delagi?

19 **MR. DELAGI:** Two questions. The first for
 20 Mr. Serowik. Did I hear you correctly, sir, that there is a
 21 provider that is certified to operate in the outlying area,
 22 and your attempts to fix the problem through allocation of
 23 existing resources failed?

24 **MR. SEROWIK:** The Appellant, Cooperstown
 25 Medical Transport, possesses a priority operating territory

1 for the entire County of Chenango in which the subject
 2 territory is -- is completely contained. And through the --
 3 the course of evidence that we received on the case, it's
 4 our conclusion that those resources are not positioned any
 5 closer than thirty minutes south, and -- and the Appellant
 6 has no intention of relocating those resources any closer to
 7 the subject territory. Therefore, the ambulance service
 8 being offered by the Applicant in this case would offer
 9 substantially improved response times versus those available
 10 from the Appellant.

11 **MR. DELAGI:** Thank you. And the second
 12 question, probably for Ms. Tadio, do I understand you
 13 correctly that a municipality under 122B may, in fact,
 14 operate outside of its boundaries if they contract with a
 15 municipality that has a C.O.N.?

16 **MS. TADIO:** What I meant to say, and I
 17 hope you understood, is that if a municipality has a C.O.N.
 18 and another municipality has a C.O.N., they can be a
 19 contract, but municipality A doesn't operate as B within
 20 their -- He operates at B. So if a municipality -- it's a
 21 fee -- it's a service -- if they -- if there is a contract
 22 where they both have C.O.N.'s, one can operate -- it's my
 23 understanding under the current interpretation of the law --
 24 it's my understanding that as long as there are two separate
 25 C.O.N.'s and A is billing as, acting as, branded as B, B has

1 its Medicare numbers, its Medicaid numbers, it has all of
 2 its duly, you know, enforced Part 800, everything is up to
 3 compliance, then you can hire anyone. You can hire private,
 4 you can hire not-for-profit, you -- as long as it's in their
 5 bylaws, they're allowed to do it. You can hire anyone to --
 6 to act on your behalf.

7 **MR. DELAGI:** So -- so if the Town chooses
 8 to not operate an ambulance service or to relinquish their
 9 operating certificate in favor of the Village, would the
 10 Village need to expand in order to enter into a contract?

11 **MS. TADIO:** It's not a possibility. If
 12 you relinquish your authority, you take who is -- who has a
 13 C.O.N. There is no ability for a municipality to expand
 14 outside its territory.

15 **MR. DELAGI:** Thank you.

16 **MS. TADIO:** What they should have done is
 17 they should have kept their C.O.N.'s active, not
 18 relinquished them, or properly filed them, and then did a
 19 contract. They didn't do that. That's -- that's the issue.
 20 The Town of Columbus, for two years, it's my understanding,
 21 has had a valid C.O.N. It didn't renew it. I mean, it's a
 22 question of law.

23 But if I can respond just really quickly
 24 to the issue about C.M.T.'s positioning that no one ever
 25 reached out to them to cover this territory. No one's ever

1 asked them and if there is a need, C.M.T. put in. They
 2 can -- they will meet it. That -- there was never an
 3 overture made. They were shut out of that system. It was a
 4 system that we -- we came to learn for two years operated a
 5 bit improperly. I'm sure you're aware from the papers, the
 6 Town of -- the Town of New Berlin forgot to send Dana
 7 (phonetic spelling) its resolution for C.O.N., so for two
 8 years, the Town of Berlin didn't have anything going. They
 9 had done the resolution and never bothered to file it with
 10 the Department of Health, so --.

11 **CHAIRMAN BRANDT:** Thank you, Ms. Tadio.
 12 Mr. Faeth? I'm sorry. Mr. Delagi? Yes?

13 **MR. DELAGI:** I just want to thank you, Mr.
 14 Chair, for the floor.

15 **CHAIRMAN BRANDT:** Certainly. Mr. Faeth,
 16 you had your hand up?

17 **MR. FAETH:** Yes, thank you. Two questions
 18 for Mr. Serowik also. One, the thirty minutes that you
 19 state for positioning, is -- is that what is the documented
 20 response time -- average response time for those two
 21 regions? Do you have data on that?

22 **MR. SEROWIK:** The -- the -- the -- the
 23 thirty minutes is based upon the -- the travel time
 24 between -- the -- the community in which C.M.T. locates
 25 its -- it has historically been in -- in my -- to the best

1 northwestern corner of the Town of Columbus, and the
 2 Edmeston Fire Department had been covering the northeastern
 3 corner of the Town of Columbus. But that still leaves large
 4 portions of the Town of New Berlin with no ambulance
 5 coverage other than C.M.T., which, as I previously stated,
 6 has been located thirty minutes distant.

7 **MR. FAETH:** And my -- and my second
 8 question, just -- just for the record, so everybody -- if
 9 anybody didn't read it, what was the actual REMSCO vote?

10 **MR. SEROWIK:** The REMSCO vote was to
 11 grant -- well, there -- there were -- there were two
 12 proceedings --.

13 **MR. FAETH:** The REMSCO vote as far as
 14 opposed and -- and for.

15 **MR. SEROWIK:** What the count was?

16 **MR. FAETH:** The count.

17 **MR. SEROWIK:** It was unanimous.

18 **MR. FAETH:** Okay.

19 **MR. SEROWIK:** It was -- the -- the council
 20 was unanimously in favor of granting the --

21 **MR. FAETH:** The expansion?

22 **MR. SEROWIK:** -- the expansion.

23 **MR. FAETH:** Okay. Thank you.

24 **CHAIRMAN BRANDT:** Thank you both. Are
 25 there any other questions for either Mr. Serowik or Ms.

1 of my knowledge, currently locates its closest ambulance to
 2 this subject territory and -- and in -- in the territory
 3 itself, particularly the northern reaches of it.

4 **MR. FAETH:** So there -- there's actually
 5 only one ambulance that's thirty minutes away from these two
 6 regions?

7 **MR. SEROWIK:** That's my -- yes, that is
 8 my --.

9 **MR. FAETH:** Which is the -- which is the
 10 closest resource?

11 **MR. SEROWIK:** Well, there are -- there are
 12 existing providers -- there were existing providers in one
 13 case that provides service to small portions of this area.
 14 In particular, the Village of Sherburne, which covers the
 15 northwestern corner of the Town of New Berlin, which lies
 16 outside of its own municipal boundaries, anyway, for what
 17 that's worth. And the Edmeston Fire Department from Otsego
 18 County, which has historically covered the northeastern
 19 corner, although it appears nowhere on their operating
 20 certificate. This would leave large swatches -- oh, and the
 21 South New Berlin Fire Department as well, I might mention,
 22 an incorporated fire company that serves the south end of
 23 the -- of the Town of New Berlin.

24 And I'd like to correct a remark I just
 25 said. The -- the Sherburne Fire Department covers the

1 Tadio? Okay. Seeing none, I'd like to close this -- oh,
 2 I'm sorry. Mr. -- Mr. Reisner?

3 **MR. REISNER:** For Ms. Tadio. I think I
 4 heard you say that there was a way this could be remedied by
 5 a municipal declaration by the Town of New Berlin to have
 6 a -- have a C.O.N. and then contract, is that correct?

7 **MS. TADIO:** That's my understanding of the
 8 current law -- that they are allowed to contract if they
 9 both have C.O.N.'s, and I believe that it's past the appeal
 10 time. I think -- I think New Berlin Township now has the
 11 C.O.N., but that's outside of the purview of --.

12 **MR. REISNER:** So there would be an
 13 existing remedy rather than this appeal for this to happen,
 14 is that correct?

15 **MR. TADIO:** Only so far as the Town of New
 16 Berlin, and I'm hoping -- I haven't followed exactly what's
 17 happened after the appeals and everything. I think New
 18 Berlin, if I'm correct, the Town of New Berlin did submit a
 19 C.O.N. application, but that does not cover the Town of
 20 Columbus.

21 **CHAIRMAN BRANDT:** Thank you. Any further
 22 questions for Ms. Tadio? Any further questions for Mr.
 23 Serowik? Okay. Okay. Mr. Reisner?

24 **MR. REISNER:** This would be for Mr. Zeek
 25 regarding the services in that area. Could you speak to

1 that issue, sir?
 2 **MR. ZEEK:** I think I would prefer to have
 3 Margaret McGowan speak to that issue, since I've declared
 4 conflict.
 5 **MR. REISNER:** Okay.
 6 **MS. MCGOWAN:** My name is Margaret McGowan.
 7 I am one of the owners of Cooperstown Medical Transport with
 8 Mark Zeek. The question?
 9 **MR. REISNER:** Would you elaborate on lack
 10 of services and anybody reaching out to you to provide
 11 services in that area to cover reallocation of resources
 12 piece of the guidelines?
 13 **MS. MCGOWAN:** Yes. The history of
 14 Chenango County operations, we had -- Superior Ambulance was
 15 in Chenango County. They gave the county thirty days'
 16 notice that they were leaving the county and going back to
 17 Broome County. We did the -- we were approached, and we did
 18 an emergency C.O.N. -- I believe the first one in the State
 19 of New York to cover Chenango County. At the -- about the
 20 first month or so that we were in -- in Chenango County, and
 21 it may have even been before we got the final C.O.N., the
 22 Village of New -- the mayor of the Village of New Berlin --
 23 who I think her name was Riley (phonetic spelling) but I
 24 could be wrong about that -- asked me if we would move an
 25 ambulance into the Village of New Berlin. At that point, I

1 was -- we were nowhere positioned when we had just taken on
 2 an entire county to put an ambulance in the Village of New
 3 Berlin. I believe that was 2007.
 4 From that point on, we have never received
 5 a single overture, a question, an -- an -- a invitation to
 6 come and talk to anyone in New Berlin, South New Berlin, or
 7 the Town of Columbus until the Town of Columbus just did
 8 a -- because the Town of Columbus had already done a
 9 muni-C.O.N. and had let it lapse, they are now in the
 10 process of doing a C.O.N. And it was not until the Town of
 11 Columbus started their new C.O.N. process in January that we
 12 have ever received any indication that they were interested
 13 in talking about what we could provide to them.
 14 So the Town of Columbus is doing a -- a
 15 C.O.N., and I believe the Town of New Berlin is doing a
 16 muni-C.O.N. So both of them will have the ability with a
 17 C.O.N. to contract with whomever they choose to contract
 18 with for services. Instead of turning over their municipal
 19 authority to the Village of New Berlin, they will maintain
 20 their municipal authority, and they can contract with
 21 whomever gives them the best deal in terms of covering their
 22 territory.
 23 **MR. REISNER:** Thank you.
 24 **CHAIRMAN BRANDT:** Thank you, ma'am. Any
 25 further questions? If not, I'm going to ask Ms. Burns --

1 I'm sorry. Yes, Mr. Czapranski?
 2 **MR. CZAPRANSKI:** Yeah. This is for Mr.
 3 Serowik. Could you describe the Council's process as it
 4 went into looking or discussing the reallocation of existing
 5 services to fix this issue?
 6 **MR. SEROWIK:** The -- the Council examined
 7 what was available at the time that -- that we considered
 8 the application in terms of what the realities were on the
 9 ground. We were aware of the fact or are aware of the fact
 10 still that C.M.T. posts ambulances if they have them
 11 available in the Village -- in or near the Village of
 12 Sidney, which again is about thirty minutes south of the
 13 Village of New Berlin, and in the City of Norwich. And both
 14 of those posts obviously are not constantly filled or
 15 backfilled should those ambulances be deployed under the
 16 calls.
 17 Again, as I stated in my -- in my prepared
 18 remarks, this is a very far flung area. There's not
 19 reliable mutual aid available within a short distance from
 20 these -- these covered territories, and this was of great
 21 concern to our Council in considering the need for the
 22 Village of New Berlin's expansion because of that --
 23 those -- that -- that long travel time and -- and the --
 24 the -- the inherent delays in getting even mutual aid there
 25 from -- from other surrounding agencies.

1 Reading from the record here, the elected
 2 officials of the -- the Town of Columbus, Mr. Winton was
 3 questioned whether or not he had contacted C.M.T. and said
 4 we did meet with C.M.T. at the time. Margo (phonetic
 5 spelling) was very influential and helped us on some of the
 6 information and she even told -- at that time said that
 7 there was no way that they could enter into a contract with
 8 us. It wouldn't be cost effective for them at that time.
 9 She also said that the -- to the best of her ability at the
 10 time they didn't have their certificate of operating need.
 11 It was going through this process, but they believed that
 12 they would only have one ambulance, and at that time the
 13 ambulance would be based in Sidney or at least be based
 14 there, and it would be covering throughout Chenango County.
 15 And then they had a rotating system, which I'm not going to
 16 get into here. We went back to the Town, we talked about
 17 this, and all three of us came up with the inter-municipal
 18 agreement. That was between the Village of New Berlin and
 19 those two towns.
 20 **MS. BURNS:** Lee Burns, State Health
 21 Department Bureau of E.M.S. Just to partner something that
 22 Ray had said in his prepared statement, previous -- when --
 23 when the Village of New Berlin and the Town of Columbus
 24 initially declared their municipal certificate, we had --
 25 had extensive conversations particularly with Kavin Winton

1 from the Town of Columbus. And based on previous action --
 2 and the previous action was with the Town and Village of
 3 Catskill and the Town and Village of Athens in Greene
 4 County, it was the Department's recommendation to the Town
 5 of Columbus that they enter into -- you know, they do their
 6 municipal declaration, operate -- obtain a certificate, and
 7 with the Village of New Berlin, operate an ambulance
 8 service. And it had been successful for the two years that
 9 they held the municipal authority.
 10 Based on our direction, the Town of
 11 Columbus chose -- because they didn't want to operate an
 12 ambulance -- to not renew their operating certificate
 13 because previously with the Hudson Mohawk Council, the Town
 14 of Catskill, based on a request from the Town of the Village
 15 of Athens, had -- once they converted their municipal
 16 authority to a permanent authority, they had done an
 17 expansion of operating territory to include these other two
 18 municipalities. So the Town of Catskill holds on its
 19 operating authority the Village and Town of Athens. And the
 20 Town of Columbus was comfortable with
 21 that. Again, we had discussed this with them extensively
 22 because they don't have the resources to operate their own
 23 ambulance. So they went forward to the Susquehanna Council
 24 with that information, which is why the Town of Columbus did
 25 not roll their municipal authority into a permanent

1 authority. They went forward with the understanding that
 2 they could expand their operating authority. And just to
 3 extend that further, when we discussed this issue with the
 4 Susquehanna Council's C.O.N. Committee, we did the same
 5 thing with them based on this history.
 6 **CHAIRMAN BRANDT:** Thank you, Ms. Burns.
 7 Mr. Reisner?
 8 **MR. REISNER:** Question for Ms. Burns. We
 9 seem to be in a conundrum here because the Council and the
 10 municipalities involved were -- were given advice that seems
 11 to run counter to the General Municipal Law, as the A.L.J.
 12 has pointed out in his decision. So this is an
 13 uncomfortable position to be in. I think C.M.T. researched
 14 the issue and -- and found that the plain language of the
 15 law is clear, and the A.L.J. issued an opinion which dealt
 16 with that particular matter of law. The A.L.J. did not go
 17 into the merits of need, as I read that opinion. So
 18 we're -- we're dealing here with an issue of law, and I'd
 19 just like to see what the -- the director's opinion of
 20 how -- how she feels this should be dealt with to fix it.
 21 **MS. BURNS:** I think in Rich's opening
 22 remarks, he -- he pretty much stated the opinion, and that
 23 is that you as a -- as a Council are -- are sworn to uphold
 24 Article 30 of the Public Health Law. While we recognize the
 25 conflict, you don't have authority in General Municipal Law,

1 and you -- and you are -- you know, your issue is whether or
 2 not need exists or, you know, whether or not the appeal has
 3 merits, you know? I mean, I -- I -- I'm -- I'm very
 4 conflicted, and Karen can beat me later.
 5 **MR. REISNER:** Thank you, Ms. Burns.
 6 **MS. TADIO:** You may comment. Lee's
 7 correct. The -- the Department's in a conundrum right now.
 8 The prior actions were never challenged. No one asked the
 9 question -- if you're going down the wrong road, do you keep
 10 going just because that's the way you're heading? What
 11 you're looking at here is -- it's finally in front of you.
 12 There is no ability. Article 30 -- the Comptroller's
 13 opinions were clear. The law is clear. Article 30 does not
 14 give you any more authority than exists in the enabling
 15 legislation.
 16 The biggest question I think we face is at
 17 what point does the application gets stopped? We're --
 18 we're kind of -- you know, this -- this has got to be it.
 19 The -- you're the body that determines can someone who does
 20 not have the legal authority to apply get approved? And --
 21 and I see the -- I feel the Department's pain because if you
 22 do -- if you do what I consider the right thing and
 23 determine that a municipality under 122B that's enabled
 24 under -- empowered under 122B cannot expand outside its
 25 boundaries, what's the Department going to do with the ones

1 that were already done wrong? That's not your issue here
 2 today. That's something they're going to have to deal with
 3 later.
 4 Now I know as a matter of fact that
 5 regional councils have heretofore looked at volunteer
 6 agencies and looked at their bylaws and their enabling
 7 legislation and said your bylaws don't allow you to operate
 8 an ambulance. You can't apply until you change your bylaws.
 9 And the municipality is no different. The municipality only
 10 has the power that's granted to it by statute. The
 11 municipality cannot -- is not competent. I know it's not
 12 fitness and competency as it's defined in Article 30, but
 13 they're unable to apply. They're unable to expand. I mean,
 14 if you look at the -- the briefs that we did, the law is
 15 very clear that Article 30 was never meant to give
 16 additional authority over and above the enabling
 17 legislation. That's the question of law. And this is where
 18 it's got to stop.
 19 And then I -- I agree going forward
 20 there's going to have to be some changes. You're going to
 21 have to perhaps at the regional council level look at the
 22 competency of an -- of an applicant more than just whether
 23 their bylaws allow them to operate and whether, you know,
 24 they have any felonies. But it's got to stop here. Thank
 25 you.

1 **CHAIRMAN BRANDT:**Mr. Lewis?
2 **MR. LEWIS:** I guess I'm unclear, Mr.
3 Serowik, about your interaction with C.M.T. regarding this
4 remote area. Was there a contact from your council to
5 C.M.T. asking them to reallocate their resources?
6 **MR. SEROWIK:** No. Our council did not see
7 its role as -- as doing that.
8 **MR. LEWIS:** Okay.
9 **MR. SEROWIK:** Our -- our interactions with
10 C.M.T. had more to do with this question of General
11 Municipal Law than -- than anything else.
12 **MR. LEWIS:** Could -- could I ask Ms.
13 McGowan another question? Knowing your initial response to
14 this municipality was that you were not ready to reallocate
15 resources into this area to cover them, what's your position
16 at this point?
17 **MS. MCGOWAN:** At this point, I have no --
18 I -- at this point, we have no idea what the call volume is.
19 **MR. LEWIS:** Okay.
20 **MS. MCGOWAN:** I -- actually the Town of
21 Columbus, which is the very northeastern -- sorry -- part of
22 Chenango County has put in an application for a C.O.N. --
23 **MR. LEWIS:** Uh-huh.
24 **MS. MCGOWAN:** -- and I have not opposed
25 that application.

1 **MR. LEWIS:** Uh-huh.
2 **MS. MCGOWAN:** I believe that the Town of
3 Columbus does about thirty calls a year, but we have not
4 opposed the Town of Columbus getting a C.O.N. because,
5 again, I believe that if they have a C.O.N., they can
6 contract with the Village of New Berlin if they wish to do
7 so, and perhaps at another time they may wish to contract
8 with us or whatever could happen. But I have not opposed
9 the Town of -- of Columbus's C.O.N. because I believe that
10 that's the process that needs to take place so that
11 individual towns who do not have the resources can contract
12 for service.
13 **MR. LEWIS:** It sounds like if we had
14 upheld -- uphold the A.L.J.'s decision here -- opinion --
15 there still is a -- it sounds like there's an area here that
16 needs E.M.S. And how -- can there be a temporary allocation
17 until this is all sorted out by C.M.T.? I -- I think we
18 need to be sensitive to that, although it isn't the real
19 issue. The letter of law is the real issue here, but it
20 seems to me there's an issue with E.M.S. availability.
21 **MS. MCGOWAN:** I think the -- the -- I
22 think it is being taking care of. Edmeston, I -- is still
23 going into the Town of Columbus and taking calls. I know --
24 I know they did within the last two weeks. We are still
25 going -- they were still doing calls in the Village of New

1 Berlin when the Village of New Berlin can't cover their
2 calls. We're doing calls in -- in South New Berlin. And
3 the furthest away piece is the Town of Columbus. That is
4 above the Village of New Berlin. That's the furthest away
5 piece. The -- the Town of New Berlin is really not anywhere
6 near as far away as has been suggested here, and we cover a
7 lot of calls in the Town of New Berlin.
8 **MR. LEWIS:** Thank you very much.
9 **CHAIRMAN BRANDT:** Are there any other
10 questions? If not, we will end this period of question and
11 answer, and we'll open it up for a motion from a Systems
12 Committee member. Is there any Committee member wishing to
13 introduce a motion?
14 **MR. REISNER:** I'll move that we accept the
15 A.L.J.'s recommendation that as a matter of law this is
16 improper and that we overturn the decision of the
17 Susquehanna Regional Council as a matter of law.
18 **CHAIRMAN BRANDT:** Thank you, Mr. Reisner.
19 Is there a second on Mr. Reisner's motion? Yes, sir?
20 Professor?
21 **MR. LANGSAM:** I'll second the motion.
22 **CHAIRMAN BRANDT:** Okay.
23 (Off-the-record discussion)
24 **CHAIRMAN BRANDT:** We'll open it up now for
25 discussion among membership. Mr. Delagi?

1 **MR. DELAGI:** Just to get it into the
2 record once again, I echo Mr. Reisner's previous comments
3 that this puts us in a particularly challenging position
4 because typically our appeals process here at the state
5 level is to ensure compliance with Article 30 and Policy
6 Statement 0606, not necessarily to interpret it. And
7 without the -- the advantage of legal counsel to assist us,
8 we are trying to sort through a myriad of legal issues here
9 where we have no basis to do so. So -- so my comments
10 really are in context of reviewing the process that the
11 Susquehanna Regional E.M.S. Council applied to make sure
12 that that process was, in fact, in -- in accordance with
13 Article 30 and 0606.
14 **CHAIRMAN BRANDT:** Thank you, sir.
15 Additional comments? Yes, sir?
16 **MR. BLUM:** All right. I'd just like to
17 echo that previous comment. We're left to the
18 interpretation of law provided by counsel for the parties
19 who have representation here today with no interpretation of
20 law on behalf of the Council itself, which I -- I believe is
21 problematic. To me, it appears as though the Council used a
22 common sense approach to solve this issue. However, it
23 might, in fact, fly in the face of relevant law. And I
24 think that's probably what we're all struggling with. "What
25 is doing the right thing today?" is the question. It's a

1 rhetorical question.
 2 **CHAIRMAN BRANDT:** Ms. Burns wants to
 3 address the group.
 4 **MS. BURNS:** Just to clarify, you're -- you
 5 as a part of our process -- the whole situation was reviewed
 6 by an administrative law judge, and you have her opinion and
 7 you have her findings.
 8 **CHAIRMAN BRANDT:** Thank you, Ms. Burns.
 9 Anyone else? Okay. Mr. LaMarca?
 10 **MR. LAMARCA:** I know you -- you said we
 11 have the A.L.J.'s opinion. Has the Department of Legal
 12 Affairs for the -- our Department looked into this? Yeah?
 13 Have they had any -- has it been presented to them?
 14 **MR. JONAS:** I'll answer that question.
 15 Recognizing the conundrum that was recently pointed out, the
 16 Department has, in fact, given a copy of the entire appeal
 17 to the Department's Division of Legal Affairs, and the
 18 attorney that reviewed it came to the same conclusion that
 19 the -- A.L.J. Tarascos did. And the Department has asked
 20 for additional review to address the point Ms. Tadio brought
 21 up -- how does this impact how Article 30 is currently being
 22 implemented across the state and the potential for
 23 municipalities that could be in technical violation of 122B?
 24 Where do we go from here? So to the extent that you've
 25 asked the question, yes, the Department has asked for

1 additional legal assistance, and we have no definitive
 2 answer on how to deal with Article 30 in regards to that
 3 yet.
 4 **CHAIRMAN BRANDT:** Thank you, Mr. Jonas.
 5 Anyone else? Mr. Reisner?
 6 **MR. REISNER:** I think the issue before us
 7 is one of process and propriety and whether or not a -- an
 8 application is -- should be approved if it's technically
 9 illegal. Because it's been done in the past -- because I go
 10 seventy-five miles an hour in a thirty-five mile zone and
 11 I've done it twenty-five times before doesn't make it right
 12 when I get caught. I think the -- the point that Ms.
 13 McGowan has raised is -- is a point of law, and it's not
 14 that she is trying to block New Berlin from providing
 15 service in Columbus; she just wants to see that it's done
 16 right in accordance with the law. And that's what we're
 17 dealing with here. And I think that's the piece that we --
 18 we need to get back on track and do things right.
 19 I think the remedy is that New Berlin gets its municipal
 20 C.O.N. and lend contracts -- or pardon me -- Columbia --
 21 Columbus gets its municipal C.O.N., and then it can contract
 22 with New Berlin, and -- and life goes on. I think there is
 23 a remedy there. But I think we need to stand up for -- for
 24 what is right by the law, which is what the administrative
 25 law judge recommends that we do.

1 **CHAIRMAN BRANDT:** Thank you, Mr. Reisner?
 2 Sir?
 3 **MR. LEWIS:** I guess another question for
 4 Ms. Burns. Sorry, Lee. One is almost compelled to vote
 5 with conscience if they feel as though people's health and
 6 welfare is at risk even if that flies in the face of what
 7 appears to be the law. So I'm just wondering if the
 8 Department were to determine that there were not adequate
 9 resources short of this municipal service operating outside
 10 of its legal domain, I'm assuming the Department would grant
 11 some sort of temporary emergency authority so that the
 12 welfare of -- of citizens of the State of New York were not
 13 put at risk, is that correct?
 14 **MS. BURNS:** Yes. Presently, the Town --
 15 the Village of New Berlin is operating on a permanent
 16 authority. The Town -- it's very complicated. There's
 17 many -- too many towns and too many villages, but the Town
 18 of New Berlin has made its operating authority declaration,
 19 and the certificate has or will be issued. And then the
 20 Town of Columbus has or will be filing with the Regional
 21 Council for a certificate that will be obtained in the -- in
 22 the traditional showing of need method. And as Ms. McGowan
 23 stated, there -- there is need. I mean, there -- you know,
 24 it is extraordinarily rural. It's a very low call volume.
 25 There's -- there's clearly a need.

1 If there's a gap, the -- the Susquehanna
 2 Council can certainly consider a sixty day emergency C.O.N.
 3 process. The Department would certainly entertain that.
 4 And quite honestly, as all of you know, it is -- it is not
 5 our position in an environment where there are no options to
 6 stop ambulance services from doing what they do. This is --
 7 this is a law process, but if somebody needs an ambulance,
 8 we'd like to be sure that they're getting them in, you know,
 9 appropriately. So we're not out there hiding behind trees
 10 waiting for the Village to cross into the Town of Columbus
 11 and -- and then, you know, we'll have Ray Tilkey (phonetic
 12 spelling) tackle them to the ground. That's not our plan,
 13 although we did have to specifically instruct him not to do
 14 that. Just kidding.
 15 So that's, you know, I think it -- to the
 16 credit of the Village, the Town of -- and Town of New Berlin
 17 as well as the Town of Columbus and specifically their
 18 council-person, they have examined their options. They have
 19 moved forward. They are taking definitive action, and we
 20 will certainly work with the Council to be sure that all of
 21 that enables them to be sure that they're operating in a
 22 legal manner.
 23 **CHAIRMAN BRANDT:** Thank you, Ms. Burns.
 24 Any other questions or comments? Sir?
 25 **MR. WASHINGTON:** Yeah, Mike Washington.

1 This is a conundrum. And I -- and I truly believe that we
 2 have a decision here to make because Susquehanna Council, I
 3 believe, acted on behalf of patient care -- acted on behalf
 4 of doing what was best for the region. They know the
 5 region, they investigated the problem, and they came with
 6 what they thought was a legal solution. We're not lawyers,
 7 but we do have a moral obligation, I think, to our regions,
 8 and we're not supposed to do the legal end of it. That's
 9 for somebody else to determine.

10 I don't think that -- you know, I
 11 appreciate Margaret and what she's said and what she's done,
 12 and she's probably correct. But I -- I also see a real need
 13 in those regions, and I'd hate to see any care lapsed. And
 14 I appreciate what Ms. -- Ms. Burns said in that if an
 15 emergency C.O.N. is needed for that region, I hope they work
 16 with the Susquehanna Regional Council so they obtain that.
 17 Because as of right now, other than New Berlin, they don't
 18 have any timely ambulance service.

19 **CHAIRMAN BRANDT:** Thank you, Mr.
 20 Washington. Anyone else? Mr. Czapranski?

21 **MR. CZAPRANSKI:** I -- I know that there's
 22 a seconded motion on the floor, but one of the options
 23 available to this body is to remand it back to the
 24 Susquehanna Regional Council for consideration based on the
 25 122B. I -- I didn't hear that that was done in the initial

1 process, and I think that while it is a conundrum, I think
 2 that that may be something for consideration.

3 **CHAIRMAN BRANDT:** Thank you, sir. Any
 4 other comments on the motion that's currently on the floor?
 5 Mr. Faeth?

6 **MR. FAETH:** Can Mr. Czapranski's
 7 suggestion be a friendly amendment to the motion?

8 **CHAIRMAN BRANDT:** That's up to the person
 9 who made the motion, I believe. We have a motion on the
 10 floor. I believe that has to be voted, unless the -- the --
 11 I'm not a parliamentarian. I believe --.

12 **MR. LANGSAM:** I -- I don't believe so. I
 13 am a parliamentarian.

14 **CHAIRMAN BRANDT:** You are? Thank you,
 15 sir.

16 **MR. LANGSAM:** That -- that motion is so
 17 different than the original motion.

18 **CHAIRMAN BRANDT:** Uh-huh.

19 **CHAIRMAN BRANDT:** Okay. Okay. Well --.
 20 Right. It would have to be withdrawn.

21 **MR. REISNER:** I'll withdraw.

22 **CHAIRMAN BRANDT:** You're withdrawing the
 23 motion, Mr. Reisner?

24 **MR. REISNER:** Yes.

25 **CHAIRMAN BRANDT:** Okay. So are you

1 withdrawing your second? Okay. Mr. Czapranski, do you wish
 2 to pose a new motion?

3 **MR. CZAPRANSKI:** Yeah. I propose a motion
 4 that we remand this back to the Susquehanna Regional Council
 5 for consideration in the conundrum that we've discovered in
 6 this process.

7 **MR. WASHINGTON:** I'll second that.

8 **CHAIRMAN BRANDT:** Okay. There's a second
 9 on the -- who was the second? I'm sorry. Mr. Washington.
 10 Mr. Delagi.

11 **MR. DELAGI:** With all due respect to Mr.
 12 Czapranski's motion, I'd be interested in -- in hearing how
 13 remanding it back will -- will change the point of law that
 14 will very likely surface again at our next meeting.

15 **MR. CZAPRANSKI:** Well, I think the point
 16 of law needs to be given consideration to the Regional
 17 Council's attorneys. And given the facts that we've
 18 discovered, I think that the towns and villages need to
 19 reconsider their positions on how they want to move forward.

20 **MR. DELAGI:** Thank you.

21 **MR. DARBY:** I'd like to also add the point
 22 that as highly unique as this whole circumstance is, Ms.
 23 Burns did point out that both towns involved in the
 24 expansion area, recognizing their own municipal needs, have
 25 wasted no time in moving forward with additional plans to

1 implement C.O.N.'s. So this dynamic -- this -- this is a
 2 dynamic thing in flux, and remanding it back could offer the
 3 opportunity of time for additional corrective measures to
 4 take place and for the 122B issue to be resolved as a matter
 5 of law how it interacts with Article 30. So my opinion is
 6 that that that's a well-founded suggestion -- not to plant
 7 ideas. But the -- this body does have to deal with, you
 8 know, how it's going to answer the appeal, and remanding it
 9 is a valid option.

10 **CHAIRMAN BRANDT:** Thank you. Any other
 11 discussion on the motion on the floor? Okay. Seeing none,
 12 Mr. Jonas, would you call the roll, please? I will vote
 13 only to break a tie as Chair. Mr. Darby, did I cut you off?
 14 Do you have -- I'm sorry. Did you have a question, sir?
 15 No?

16 (Off-the-record discussion)

17 **CHAIRMAN BRANDT:** Mr. Czapranski, could
 18 you read back the motion or restate the motion for Mr.
 19 Jonas?

20 **MR. CZAPRANSKI:** I can't read it back
 21 because I didn't write it down. That we were going to
 22 remand it back to the Susquehanna Regional Council for
 23 further consideration.

24 **CHAIRMAN BRANDT:** For further
 25 consideration? Is that how the motion ended?

1 **MR. CZAPRANSKI:** Yeah. And I make that
 2 based on the A.L.J.'s recommendations. I see Dana is
 3 writing it down, so --
 4 **CHAIRMAN BRANDT:** So the motion is to
 5 remand the application back to the Susquehanna Regional
 6 E.M.S. Council for further deliberation in consideration of
 7 the A.L.J.'s opinion. Is that correct, sir?
 8 **MR. CZAPRANSKI:** That's correct.
 9 **CHAIRMAN BRANDT:** Okay. Has everyone
 10 signed in who is present and a member?
 11 (Off-the-record discussion)
 12 **CHAIRMAN BRANDT:** Only delegates can vote
 13 who are also seated members and vetted members of the State
 14 E.M.S. Council. Alternates may not vote, and members of the
 15 Systems Committee who are not members of SEMSCO may not
 16 vote.
 17 **MR. JONAS:** I'm working off the committee
 18 list. Daniel Blum?
 19 **MR. BLUM:** Yes.
 20 **MR. JONAS:** Rich, I'm going to hold you
 21 for last? Tim Czapranski?
 22 **MR. CZAPRANSKI:** Yes.
 23 **MR. JONAS:** Warren Darby?
 24 **MR. DARBY:** Yes.
 25 **MR. JONAS:** Robert Delagi?

1 **MR. DELAGI:** Yes.
 2 **MR. JONAS:** Donald Faeth?
 3 **MR. FAETH:** Yes.
 4 **MR. JONAS:** Yedidyah Langsam?
 5 **MR. LANGSAM:** Yes.
 6 **MR. JONAS:** Michael Mastrianni?
 7 **MR. MASTRIANNI:** Yes.
 8 **MR. JONAS:** Michael Murphy?
 9 **MR. MURPHY:** Yes.
 10 **MR. JONAS:** Michael Reid?
 11 **MR. REID:** Yes.
 12 **MR. JONAS:** Walt Reisner?
 13 **MR. REISNER:** Yes.
 14 **MR. JONAS:** Mike Washington?
 15 **MR. WASHINGTON:** Yes.
 16 **MR. JONAS:** Mark Zeek?
 17 **MR. ZEEK:** Abstain.
 18 **MR. JONAS:** Ray Serowik?
 19 **MR. SEROWIK:** Abstain.
 20 **MR. JONAS:** Mr. Chairman, Kim is a vetted
 21 member? Ms. Lippes is a vetted member of the Council.
 22 Sorry, Kim. Kim Lippes?
 23 **MS. LIPPES:** No problem. Yes.
 24 **MR. JONAS:** Thank you.
 25 **CHAIRMAN BRANDT:** Mr. Jonas, Les

1 Freemantle is also a vetted member.
 2 **MR. JONAS:** I'm working off a list that's
 3 got little asterisks on it, and I don't have that on the
 4 list. So I turn that question over -- do we have a member
 5 of our staff that can verify this? Is there a member of our
 6 staff that can verify Lester is eligible for voting?
 7 **FROM THE FLOOR:** He is.
 8 **MR. JONAS:** Okay. Let me add the little
 9 star and ask the question. Mr. Freemantle?
 10 **MR. FREEMANTLE:** Yes.
 11 **MR. JONAS:** Okay. Thank you.
 12 (Off-the-record discussion)
 13 **CHAIRMAN BRANDT:** Thank you. We've
 14 resolved that matter. Thank you for your patience. The
 15 motion carries with thirteen affirmative votes, there
 16 abstentions including the Chair, and no votes in opposition.
 17 Thank you very much. The next item on our agenda -- you can
 18 leave your microphone.
 19 (Off-the-record discussion)
 20 **CHAIRMAN BRANDT:** This portion of the
 21 proceeding is closed. Do you want to take a break or just
 22 keep pushing forward? We're --
 23 **MR. CZAPRANSKI:** Let's take five.
 24 **CHAIRMAN BRANDT:** You want to take five
 25 minutes? It's up to you. Okay. I think -- I think we've

1 been outvoted by those standing up.
 2 (Off the record)
 3 **CHAIRMAN BRANDT:** The next item on our
 4 agenda this morning is the operations staff report from Mr.
 5 Jonas.
 6 **MR. JONAS:** Thank you, Mr. Brandt.
 7 Actually, I've got a handful of these to pass in that
 8 direction.
 9 (Off-the-record discussion)
 10 **MR. JONAS:** A couple brief comments. We
 11 tried not to kill off too many trees this time, so there's
 12 only a copy of one new policy statement in the staff report.
 13 Just a couple items I wanted to bring to your attention, the
 14 most obvious of which is the fact that most of this report
 15 tells you that we've been extremely busy doing C.O.N.
 16 actions in the Department and in the region. Not just
 17 because of the appeal that was just heard, but also because
 18 of some of the C.O.N. actions that the Department has had
 19 submitted to it over the last five months.
 20 I feel compelled to please ask
 21 representatives of the different councils to take the
 22 message back to their individual regions that we really want
 23 you to pay attention to the current policy for conducting
 24 any C.O.N. transaction of any type, and to please, please,
 25 please notify the Department in the instant you have a

1 complete C.O.N. application of any kind submitted to your
2 council. You need to notify us within five days. Part of
3 the reason for this is because we've got a number of
4 C.O.N.-type actions that have been submitted to us that when
5 they finally did get the notification to us, we found that
6 the councils had proceeded well down the road of processing
7 a C.O.N. action while there were technical deficiencies that
8 caused us to remand that action back to ground zero or even
9 return it to the applicant. We would like to be your
10 partners and collaborate with you to prevent that kind of
11 action from taking place. So at least five different C.O.N.
12 transactions in the last same number of months have actually
13 been remanded back to the applicant after the council had
14 been working on it for quite some time thinking that they
15 had a completed application.

16 The other point worth making is if you
17 look at the bottom of page one, we've got a significant
18 number of transfers of operating authority, and we know that
19 there's a lot more in the pipeline. And we believe that
20 this is the long pending trend of where our services are
21 headed and the dynamics of fiscal and operational capacity
22 and the restructuring of many services from voluntary to
23 either for-profit or not-for-profit, but certainly not --
24 certainly not the entities that in the past were unable to
25 sustain themselves financially.

Page 46

1 **MR. CZAPRANSKI:** Excuse me. Are there any
2 additional copies available?

3 **MR. JONAS:** Yeah. We've got two left up
4 here.

5 (Off-the-record discussion)

6 **MR. JONAS:** So in your regions, be aware,
7 be prepared. Changes are coming. I also wanted to point
8 out, on top of page two, the references to the clarification
9 of operating authority. Originally, my hope was to have a
10 policy statement I could hand to you, but the thirty-plus
11 C.O.N.'s that are sitting in our operations unit right now
12 have taken up the majority of my time so we can be
13 responsive to you, the regions, and so that policy statement
14 isn't quite completed. It's like, you know, ninety-nine
15 percent done. Before the next council, it's my hope to have
16 that out to you guys. And a number of councils have already
17 taken advantage of the process of ensuring that their local
18 services have accurately described operating territories.
19 Now I'd like to stress again it's imperative that all
20 services pay attention to what their operating authorities
21 are and try to stick to that. The -- the issues with
22 billing and O.H.I.P., the Office of Health Insurance
23 Programs, and Medicare/Medicaid and billing issues, it's --
24 it's imperative that you understand what your authorized
25 operating areas are.

Page 47

1 Speaking of O.H.I.P., that next section on
2 the staff report talks about Medicaid and Medicare related
3 issues. This body had specifically asked me for any new
4 information in regards to the methodology adopted by
5 Columbia County a year ago wherein it established a
6 county-wide operating authority to try the fill the holes
7 and gaps in its county operations. It didn't take long for
8 us to report to you that operationally, it was highly
9 successful. But the fiscal issues apparently have not been
10 entirely resolved although O.H.I.P. went a very long ways to
11 deal with the Medicaid issues. I've given you a copy of the
12 response that Medicare gave us identifying that there are
13 specific requirements if you are a certificate holder.
14 Yes? Is there a specific question?

15 **MR. QUINN:** Is there a typo here in the
16 second paragraph on the Medicaid -- and Medicaid fractional
17 mileage? Does this make sense?

18 **MR. JONAS:** Yeah. It meant -- it means
19 fractional, not factional. Sorry. Yes. We brought that
20 attention to you because I've had -- actually had a number
21 of phone calls from people saying gee, there's not a tenths
22 of a mile spot on this -- on this form. And so I'm just
23 clarifying for everybody that yeah, you can sure enough make
24 that last box be a tenths of a mile. And if you're a
25 billing agency, I highly encourage you to. I've also

Page 48

1 provided you with a copy of a memo to clients from one of
2 the billing contractors. And I'm led to believe, by the
3 way, that all of the contract agencies sent out similar
4 notices to their clients. But people who getting in the
5 business of charging fees for services, you need to keep
6 track of the tenths of a mile. And, yes, the Department
7 will have you do that on the form. And for that matter,
8 further research reveals that the NEMESIS data that we're
9 moving towards has already adopted a mechanism to -- to
10 collect tenths of a mile.

11 On the bottom of the staff report, last
12 page, there's some references to basic life support first
13 response services. We have over seven hundred of these
14 types of services in this state, and we actually don't know
15 how many certified providers that represents, but we know
16 it's significant, and we're collecting that data. The
17 Department has launched a Statewide update project that will
18 be proceeding over the next number of months, and we will be
19 working closely with local councils in updates and
20 collecting new information.

21 And that's it. If there's any questions
22 that are significant, ask them now. If there are other
23 issues, check in with me after this. I'd be pleased to
24 speak with you.

25 **CHAIRMAN BRANDT:** Thank you, Mr. Jonas.

Page 49

1 Any questions for Mr. Jonas? Okay. Seeing none, the next
2 item on our agenda is the TAG report from Mr. LaMarca's
3 E.M.S. Mutual Aid TAG.

4 **MR. LAMARCA:** Thank you. I know we did
5 complete our recommended drafts to this -- this body. We
6 did send them to the State. They have not, obviously, been
7 distributed, I guess, to committee members. So this will be
8 for information only. I believe what we'll do is take
9 commentary -- try to disseminate that information to you
10 electronically, I guess, prior to our next meeting and maybe
11 take action at that final meeting.

12 As most of you know, this TAG was formed
13 to research if any changes were necessary in the current,
14 you know, policy statements governing E.M.S. mutual aid.
15 And just to put in perspective for some of you that have not
16 heard us before, what we did is put together a TAG that
17 represented the following groups -- the Regional E.M.S.
18 Councils, there were three of those bodies represented: New
19 York State Voluntary Ambulance and Rescue Association, the
20 Fire Association of the State of New York, New York State
21 Association of Fire Chiefs, the New York State Association
22 of County E.M.S. Coordinators, the United New York Ambulance
23 Network, the general public, and obviously Department
24 representatives. So we think we had a pretty good cross
25 section of how E.M.S. is provided in the State of New York

1 as we stand here today.

2 What we had then done is through a series,
3 probably, of over a dozen conference calls between the main
4 TAG and two workgroups that we formed, we have formulated
5 actually three documents to submit to here and eventually
6 for use by the Department. Those documents -- one of them
7 is a draft of what we'd like to see the Department consider
8 if they do indeed revise the current policies on mutual aid.
9 A second piece is actually a whitepaper which really
10 describes to some degree our research into the matter, any
11 of the facts that we've found, any of the considerations
12 that we've had. And the third piece is actually a toolkit
13 which is actually aimed to help all the parties involved in
14 formulating a mutual aid plan.

15 What I'd like to do is just give you a
16 couple of glimpses because I know you don't have it in front
17 of you, but I want to just, you know, read to you a couple
18 of the sections that we have looked at or that were involved
19 in our discussion, and it starts first with our objectives.
20 The objectives as stated in this committee were first to
21 provide a clear, comprehensive definition of E.M.S. mutual
22 aid and how mutual aid should be used appropriately.

23 Second was to reaffirm the role of
24 Regional E.M.S. Councils and E.M.S. program agencies in
25 developing, reviewing, and approving mutual aid plans.

1 The third is to provide guidelines for
2 mutual aid plans that E.M.S. agencies, 911 communication
3 centers, and county E.M.S. coordinators can follow that
4 adhere to the Article 30 requirements with respect to
5 primary operating territories and the concept of the closest
6 appropriate E.M.S. agency regardless of type.

7 The fourth point was to encourage
8 collaboration and cooperation between Regional E.M.S.
9 Councils, County E.M.S. coordinators, 911 communication
10 centers, and all E.M.S. agencies in the development, review
11 and approval of E.M.S. mutual aid plans. These plans must
12 be designed to ensure a timely response to requests for
13 E.M.S. assistance from a primary E.M.S. agency whose
14 resources have been extended or are temporarily unavailable.
15 And the fifth point is to delineate different types of
16 mutual aid plans according to the scale of the required
17 response.

18 So that was our -- you know, pretty much
19 our mission and what we were attempting to -- to develop,
20 you know, for recommendations here to this body and to the
21 State in general. With that in mind, we came up with a few
22 points, and I'll read those into the record as well. First
23 of all, as far as it goes to the state of the E.M.S.
24 operational coverage and mutual aid, number one, a
25 preplanned, organized, and coordinated response of E.M.S.

1 agencies to request for assistance in an emergency of a
2 local E.M.S. resource unit temporary unavailable or have
3 already been expended.

4 The second point was that the onus of any
5 response under a mutual aid request will be determined by a
6 formal written mutual aid plan or agreement among
7 participating E.M.S. agencies and/or jurisdictions and
8 approved by the regional E.M.S. Council having jurisdiction
9 for the geographical -- excuse me -- geographic area in
10 question. E.M.S. agencies may participate in more than one
11 mutual aid plan.

12 Third point is mutual aid plans or
13 agreements must be designated to address all possible
14 applications of mutual aid whether for incidents or for the
15 daily needs of an E.M.S. operational assistant for
16 neighboring E.M.S. agencies.

17 Fourth point is the plan or agreement must
18 also be -- excuse me -- be designed to utilized the E.M.S.
19 agency having the appropriate resources with the shortest
20 response time to the scene of the call. For the purpose of
21 this section, response time is defined as the time of
22 dispatch to the time of arrival on the scene.

23 And the fifth point, the provisions of
24 Article 30 with respect to primary operating territory of an
25 E.M.S. agency must be considered when -- excuse me --

1 designing E.M.S. mutual aid plan.
 2 I -- I think that there's been a lot of
 3 discussion that we've had about who's appropriate, the role
 4 of a C.O.N. holder, if indeed the C.O.N. holder can't
 5 respond in a timely manner. We've seen that discussion come
 6 to this body many times in different forms, and you know, so
 7 we try to tackle that specifically, too. And you know, one
 8 of the -- the suggestions we have -- and I'll read it again
 9 into the record, is in order to provide the -- the closest
 10 appropriate E.M.S. unit and to foster ease of implementation
 11 by 911 communication centers and county E.M.S. coordinators,
 12 these plans shall be designed -- excuse me -- these plans
 13 shall designate those services having appropriately staffed
 14 readily available units in the closest proximity and with
 15 direct access to the district involved, thereby being
 16 capable of providing an optimal response time beginning
 17 first with the operating authority for the requesting
 18 district. In a case where no service with operating
 19 authority exists or is willing or able to participate,
 20 proceeding second to those services with an operating
 21 authority -- without operating authority for the requested
 22 district. Additional mutual aid plan participants shall be
 23 based on the next closest appropriately staffed and readily
 24 available service.
 25 So we're trying to make it a fluid plan.

1 As we've come back to many times in our discussions, it was
 2 not viewed as our role to decide what's an appropriate
 3 response time. We felt that's a local issue. That's an
 4 issue between E.M.S. service overseen probably by the E.M.S.
 5 county coordinator and verified by the regional council in
 6 that area. So we've tried to make this document manageable.
 7 I'm going to ask Dan Olmoz just if -- if he's got a couple
 8 seconds just to describe our toolkit because when we started
 9 to work on this, we decided that, you know, not everything
 10 that would -- goes into policy statement, you know, is
 11 sufficient perhaps to aid, you know, in the implementation
 12 of -- of, you know, what needs to be done. So the
 13 whitepaper explains to everybody the research. The policy
 14 draft, you know, is what we hope that the State will include
 15 in, but the toolkit is something we're hoping will be a
 16 working document that'll unite all those elements, and I'll
 17 let Dan talk about that.

18 **MR. OLMOZ:** Well, thanks, Andy. I think
 19 ultimately the -- the objective of the TAG that was working
 20 on the toolkit was to develop a usable document that would
 21 more or less follow what we're hoping will -- will
 22 eventually be the revised mutual aid policies and procedures
 23 so that there will be a tracking mechanism that originates
 24 at the agency level and can be easily followed up by the
 25 County E.M.S. coordinator in conjunction with the Regional

1 E.M.S. Council so that together the end product is a
 2 collaborative venture that can be held on file and can be
 3 reviewed, you know, when necessary to determine if the
 4 process was, in fact, thoroughly followed more or less.
 5 **MR. LAMARCA:** Thank you, Dan. I -- I just
 6 want to personally thank all the members of this TAG who did
 7 a lot of work. And obviously, Dan had chaired our workgroup
 8 for the development of that toolkit. And Chris Bittner
 9 (phonetic spelling), who can't be here, chaired our
 10 workgroup for the whitepaper. So all that documentation
 11 will come to you. It's laborious, I understand that, but
 12 it's all meant to support the document which was -- is our
 13 suggestion for the draft to the State.
 14 I think that, you know, we do not address
 15 certain issues -- and at the very end of our work and what
 16 we had decided to send forward to you for review eventually,
 17 we still came up with some questions. And I'll just go over
 18 them very, very quickly for your consideration. And we'll
 19 probably try to include that when we get the electronic
 20 copies out to you. But after all that was done, there's
 21 still a couple of issues, that, you know, came to light, and
 22 one of them is after triaging of calls, if indeed a 911
 23 center has the ability with standardized dispatch, you know,
 24 criteria to make a decision on whether or not, you know, a
 25 call is so emergent in nature that we need to dispatch

1 immediately an -- an E.M.S. mutual aid response, or is it
 2 something that can wait for us to assemble a crew from the
 3 agency, you know, with, you know, prior knowledge that
 4 that's going to take place so that you don't have to go
 5 mutual aid? If it's somebody that has a, you know, twisted
 6 ankle, you know, does it require going to mutual aid, or can
 7 you wait for them to page out and -- and get units? So that
 8 wasn't really answered. Then I guess I think it was
 9 described as how sick is sick, you know?

10 Second were some financial concerns which
 11 we pretty much largely avoid in the -- in anything you'll
 12 see, but one of the resounding, you know, differences
 13 between E.M.S. mutual aid and fire mutual aid is when mutual
 14 aid is called in to a district, if something were to occur
 15 in the fire mutual aid plan that has a financial, you
 16 know -- I'm not going to say penalty -- but if apparatus
 17 was -- was damaged, something like that, under the fire
 18 mutual aid, there's a provision to cover that; under the
 19 E.M.S. mutual aid, it's not. So the question that comes up
 20 is whether or not down the road at some point legislation
 21 should be considered to even that playing field, and would
 22 that help, you know, when E.M.S. agencies are perhaps
 23 reluctant to respond because of the expenditure of resources
 24 or possible, you know, financial concerns. Or secondly,
 25 maybe again, down the road and separate from this, you know,

1 should there perhaps be an emergency fund that would help,
2 you know, if anybody, you know, would have sustained some
3 loss underneath any E.M.S. mutual aid.

4 Other than that, some other questions that
5 came up on the financial matters were if a service bills and
6 they're being called into a district to provide care
7 underneath mutual aid, but that district normally has
8 service supplied by somebody who doesn't bill, are they
9 still allowed to bill? And should they be allowed to bill?
10 And again, I think a valid issue because that can, again,
11 affect, you know, the decision of a service whether to
12 respond or not if they can't recoup their operating costs.
13 And the third part of the financial was personnel response
14 costs. Can they be borne by the municipality perhaps that
15 you're providing service to underneath mutual aid? You
16 know, again, not addressed in our document, but perhaps
17 again an issue that bears on whether or not a service is
18 going to say yes, I'll respond, or no, I won't. I can't
19 recover costs. I can't keep doing this. So that's
20 something we have there.

21 The third major point was identifying and
22 delineating an E.M.S. agency's resources to determine what
23 resources it really has on hand and how much of that is
24 actually available to go on a mutual aid response. Many
25 times, we'll hear that a service has two ambulances or three

1 talked to the Department on the occasion when a service has
2 responded to so few of their calls and it's become so
3 obvious, they may step in, but perhaps, you know, in the
4 long run, E.M.S. mutual aid will benefit if more attention
5 is paid to the everyday response issues that, you know, that
6 have created this demand.

7 So I know you don't have it in front of
8 you. We'll be glad to answer whatever questions you have.
9 I think once you get the document, I think we'll probably
10 send along -- Dana, I guess we'll probably send along
11 instructions that have responses and commentary, you know,
12 to it so that perhaps at the next meeting, we can take
13 action.

14 **MR. JONAS:** Actually, I will make copies
15 of these documents and things that the TAG and workgroup and
16 its support groups have done to the session this afternoon,
17 enough for all council members to have a hard copy of the
18 work that's been put forth so diligently. Thank you.

19 **CHAIRMAN BRANDT:** Thank you, Mr. Jonas and
20 Mr. LaMarca. Could we also get those by e-mail as well so
21 we can distribute them on to the people we represent?

22 **MR. JONAS:** Yes.

23 **CHAIRMAN BRANDT:** Okay. Thank you. Yes,
24 sir?

25 **MR. LANGSAM:** I wanted to commend the

1 ambulances, but they only crew one, and that one is covering
2 a large area. They can't really free up to perhaps respond
3 to mutual aid. So that's something that not -- though we
4 allude to, we don't really have a, you know, hard
5 recommendation on that. The question comes up, can an
6 agency actually opt out and decline to participate in mutual
7 aid, and is there any recourse so they can refuse. Again,
8 there's hardships in certain cases. Perhaps if we cleared
9 up a couple of these previous concerns, that might make, you
10 know, the pool of recourses that are available to respond
11 probably larger.

12 The very last thing which, you know, is
13 probably one of the things that we started with was the fact
14 that we can't really regulate what happens on an everyday
15 basis. Our task was to look at E.M.S. mutual aid, but yet
16 so much of what we're doing really is looking at perhaps
17 addressing the shortfalls of the routine system of response
18 that perhaps is failing certain areas. So I guess the fifth
19 point we state is what is the threshold that could be used
20 to determine when an E.M.S. agency is failing to answer
21 enough of their own emergency calls that they are creating
22 either a hardship to neighboring services or potential
23 public health crisis?

24 So we don't really address that. It is at
25 the heart of the issue. I know the Department -- we've

1 Committee for -- and for TAG for doing -- really putting
2 together a masterful plan. In our last discussion of this
3 draft at the last meeting, we had amended what I thought I'd
4 heard as the definition of mutual aid. And I think we had a
5 vote both here and on Council, and the very first point that
6 was read, a pre-planned, organized, and coordinated response
7 of E.M.S. agencies to a request for assistance. I believe
8 we struck out the words "in a emergency." I -- I believe
9 that was actually voted on at the REMSCO meeting.

10 **MR. LAMARCA:** You -- you are correct, and
11 we did. And somehow we resurfaced it here. One thing that
12 we have learned in the committee -- and I've said it to my
13 committee members -- is that we have to figure out a better
14 way of identifying our latest drafts, you know? We have
15 gone around and -- and we just pass the same draft around
16 electronically, and it still bears the same markings, so
17 I'll accept the -- I will give you my apology for that, but
18 we did strike that.

19 **CHAIRMAN BRANDT:** Okay. Thank you. Any
20 other questions? Yes?

21 **MR. BLUM:** Yeah. A couple. If I'm to
22 understand correctly, the most recent draft is going to be
23 circulated? It's not in final that's going out, correct?

24 **MR. LAMARCA:** I hesitate to use the word
25 "final" anymore in anything I do, you know?

1 **MR. BLUM:** Is that your final answer?
 2 **MR. LAMARCA:** We will give you a draft
 3 with the current date on it so that you'll know that as of
 4 this date, that's our work product.
 5 **MR. BLUM:** Okay.
 6 **MR. LAMARCA:** If you come back to us with
 7 more commentary, we'll reserve the term "final" I think for
 8 after that point. It's final-ish for now.
 9 **MR. JONAS:** Andy, see me after the
 10 meeting. We'll make sure that the document --.
 11 **MR. LAMARCA:** Sure.
 12 **MR. BLUM:** A couple of points if I may.
 13 One is an issue that we're struggling with in the
 14 Westchester region that pertains to this, I think, and --
 15 and I suspect a number of other regions are also struggling
 16 with this issue. We've recently come to learn that there
 17 are a number of volunteer agencies in our region who have
 18 trouble crewing up, as you call it, and so they've hired, by
 19 definition, paid staff to staff their agency. And when
 20 there is a call for mutual aid, some of these volunteer
 21 organizations with paid staff refuse to send those paid
 22 staff members to their neighboring community. And this is
 23 in instances where these communities are part of a
 24 collaborative mutual aid plan. Instead, what they'll do is
 25 page out for a volunteer crew, but please remember that

1 there is no volunteer crew, which is why they went to a paid
 2 staffing model to begin with.
 3 And there's a tremendous concern on my
 4 part because by -- by definition then, no ambulance is going
 5 to meet patient. And there's a prolonged and unnecessary
 6 wait time while this paid crew is reserved in place for the
 7 potential for something to occur in -- in the host
 8 community. And then our county control point hunts and
 9 searches for the next available E.M.S. crew, a further
 10 delay. So I'm just wondering if we can have a point of
 11 discussion if anybody else is seeing that phenomenon in
 12 their region and if there have been any effective solutions.
 13 I am respectful of the fact that New York State is a home
 14 rule state, and that the sponsoring organization, E.M.S.
 15 organization, has control over their assets. But it seems
 16 to me that we're not meeting public need here, and we're
 17 rolling the dice.
 18 **MR. LAMARCA:** We've had many discussions
 19 on that, and I'd like just to give it to Evan (phonetic
 20 spelling) here, who obviously represents the E.M.S. county
 21 coordinators.
 22 **EVAN:** Yes, that was a topic of discussion
 23 in one -- at least one of our conference calls. And we --
 24 you know, we recognize it within the -- the county that I
 25 served as the county coordinator. We do have -- we do have

1 some of that same exact problem exactly as you just spoke.
 2 One of the things that we felt in our -- in our discussions
 3 is that that is -- that is a problem that the -- the local
 4 plan or the -- the regional plan, if you will, needs to
 5 address what actions you take in the event of -- of an
 6 agency that says well, we have invested in that, but we're
 7 not going to share it, but yet we will take assistance from
 8 others when we need it.
 9 So it -- it has been discussed. And I'm
 10 sure in the future, we're going to work on it -- work on
 11 that a little bit more. But it basically boils down to
 12 either the county plan or the -- and/or the regional plan.
 13 And that's where we felt it was best left.
 14 **MR. LAMARCA:** I think that one of the
 15 other things that was readily apparent from the beginning
 16 and what crept up at every single conference call we've had
 17 is the need for the dialogue at the local level. And we
 18 need -- the local E.M.S. coordinators are obviously very
 19 actively involved because they can tell us what's an
 20 appropriate response time or what sort of regional or local
 21 concerns we have. And I think that on those comments I just
 22 made on the additional, you know, things we haven't covered,
 23 perhaps if the financial concerns were addressed directly
 24 that a municipality -- excuse me -- who's receiving the
 25 benefit of mutual aid reimburse the municipality supplying

1 it, you know, maybe they'd be less reticent to send those
 2 resources that they are investing in or paying for because
 3 they at least would recover the cost. So has -- I agree
 4 with Evan. It has to be at the local level, but I think
 5 some of this issue has to be -- you know, we're going to
 6 deal with it generally across the state. You know, are
 7 there financial concerns that must also at some point be
 8 addressed, and we'll give suggestions to the local entities
 9 in how that might, you know, take place.
 10 **CHAIRMAN BRANDT:** Mr. LaMarca, thank you.
 11 I -- I'd really -- I think we should probably hold further
 12 discussion on this for the sake of time. We're running out
 13 of agenda time. This is an open TAG. The reports will go
 14 out electronically. As Mr. Jonas said, he will have paper
 15 copies for the SEMSCO membership this afternoon. If we can
 16 go on, I understand it's not on the agenda, but we have a
 17 brief report from Mr. Serowik on communications.
 18 **MR. SEROWIK:** Yes, Mr. Chairman. Some
 19 happy news. I -- I've been advised that our advisory letter
 20 to hospital C.E.O.'s regarding the federal narrowbanding
 21 mandate effective 1/1/13 has cleared its final hurdle in the
 22 D.O.H. and -- and -- and will be shortly on its way to -- to
 23 those C.E.O.'s with essentially no -- no modification except
 24 for some technical correction as to what the authoritative
 25 source of the -- of the -- the additional information on

1 this would be. And I understand Mr. Jonas might have a
 2 little bit more information for the Committee on that.
 3 **MR. JONAS:** Yeah, the correction actually
 4 is the second to last paragraph. The original draft we are
 5 looking at specified the -- the -- best information source
 6 as being APCO International. It happens to turn out,
 7 however, that INSA (phonetic spelling) is the
 8 F.C.C.-recognized single spectrum coordination entity that
 9 all of the other spectrum coordinator type and licensed
 10 filing agencies have to submit their -- their final drafts
 11 for spectrum usage in the section of the spectrum that our
 12 constituents use. So we felt it was appropriate to
 13 restructure the letter and direct people to getting
 14 information at the INSA site. And as it turns out, the
 15 brochure that's referred to in the document is the same
 16 brochure that we provided to every single county E.M.S.
 17 coordinator and to SEMSCO and to this body during the last
 18 year and a half. So I mean it should be familiar to you.
 19 That's the only change that was made to the document.

20 **CHAIRMAN BRANDT:** Thank you, sir. Mr.
 21 Serowik, thank you as well. Ms. Gohlke. E.M.S. for --

22 **MR. JONAS:** And I have -- I have -- I have
 23 two more quick items.

24 **CHAIRMAN BRANDT:** I'm sorry.

25 **MR. JONAS:** I wanted to clarify the second

1 ensure that the children that go through the 911 system have
 2 their policy. The recently -- or to evaluate the grant, the
 3 feds have all the states do surveys biannually now to verify
 4 the policies and procedures that are in place. And this
 5 year -- or this past year, as you may remember, we deployed
 6 a federal survey checking on the online/offline medical
 7 direction and the pediatric equipment as recommended in the
 8 national guidelines within the state.

9 The survey was deployed in early December,
 10 and we were required by the feds to get an eighty percent
 11 response rate within a three month turnaround time. I was a
 12 little concerned that with a state the size of New York that
 13 we'd be able to do that, but thanks to all of your help --
 14 and I really mean that because this really was a community
 15 effort -- we got an eighty-four percent response rate in two
 16 months and five days. So I want to thank everybody in this
 17 room and the extension of yourselves that reached out to get
 18 the correct e-mail addresses from me because we did this
 19 survey online. And it was done in a much more expeditious
 20 manner online than it was two years ago when we did it on
 21 paper. So thank you to everyone in this room for your help
 22 in getting those surveys answered.

23 While I've yet to analyze the results of
 24 the survey, just glancing at some of the surveys that came
 25 in, we're in a much better position than we were two years

1 document that's going around. It's actually a technical
 2 document. I only had enough copies in hand for Committee
 3 members, and it addresses technical guidelines to recognize
 4 whether or not the technology that you're using is capable
 5 of meeting narrowbanding guidelines. If other people in the
 6 room are interested in a copy of this document, please
 7 contact me, and I'll be happy to share it with you. So I'm
 8 sorry that I have limited copies of that available.

9 The last thing I wanted to point out is
 10 that there's an excellent federal resource that's available.
 11 It's called the National Interoperability Field Operations
 12 Guide, or the NIFOG. The current public version is version
 13 1.3. If you go on the Department of Homeland Security,
 14 there is a secure link by which you can order copies of
 15 this. And if you're a municipal entity, you can get them
 16 shipped to you for free. If you're willing to be patient
 17 for snail mail to get it to you, you can get enough copies
 18 to give it to all of your agencies and people that have to
 19 deal with significant communications issues. And I highly
 20 recommend it.

21 **CHAIRMAN BRANDT:** Thank you, Mr. Jonas.
 22 E.M.S. for Children, Ms. Gohlke?

23 **MS. GOHLKE:** Thank you. The E.M.S. for
 24 Children grant, as you may remember, is a HRSA grant that
 25 New York State gets really to -- actually most states get to

1 ago when we did this survey. There could be several reasons
 2 for that. I'd like to think that the two policies that we
 3 rolled out last October that addressed the gaps in New York
 4 State hopefully had an effect before we deployed the survey.
 5 One of which, a copy is in your packet here that Dana handed
 6 out. It was the medical direction. The -- a couple of the
 7 performance measures are is that obviously that we have
 8 online and offline pediatric medical direction in the State.
 9 And while we have that, what we didn't have in policy in New
 10 York State was that the -- the offline protocols had to be
 11 at the scene of emergency available to the provider if they
 12 needed to look something up. So we've added that to the
 13 medical direction policy like I said at the end of last
 14 October, and a copy is in your packet here.

15 The other thing we did was the policy
 16 statement at the same time we rolled it out that we were
 17 endorsing the national guidelines with the pediatric
 18 equipment of those national guidelines. So hopefully,
 19 E.M.S. agencies got these policies, and they've put all
 20 these items on their rigs, and they were able to answer yes
 21 on the survey. Although I have to say for the agency that I
 22 worked for, they had no idea that these policies came out
 23 and don't have the necessary equipment on their rigs yet.
 24 But they answered yes on the survey, interesting enough,
 25 that they had all the -- the equipment. So that -- that

1 lends itself to the next take home message is that,
 2 obviously, to make sure that the E.M.S. services are aware
 3 of these policies and that they have the equipment and the
 4 protocols available on either their person or their rigs
 5 when you go to the scene of an accident.
 6 And then also, you know, not that I want
 7 to doubt the veracity of the survey, but the bureau will be
 8 updating its inspection process this year and will be making
 9 sure that these items exist in the rigs or at the agencies.
 10 So take that message back that we will be doing our
 11 inspection as such and in accordance to those policies. And
 12 thank you, again, to everybody for all the help you did with
 13 the survey.
 14 I -- next week, I'll actually be analyzing
 15 the results of the survey, and I hope to have a report to
 16 you either next meeting or the following. I'd like to, when
 17 I do my report, include the national results, so I'll wait
 18 until they've analyzed their results nationally so you can
 19 also get an idea of how we look within the nation from New
 20 York State. Thank you.
 21 **CHAIRMAN BRANDT:** Thank you, ma'am. Any
 22 items of old business before the Systems Committee? Mr.
 23 Reisner?
 24 **MR. REISNER:** Not old business, but there
 25 was a handout on the table when I came in from Lynn Stevens

1 (phonetic spelling). Is that before this meeting or is that
 2 for something else?
 3 **CHAIRMAN BRANDT:** I don't know what you're
 4 referring to.
 5 **MR. JONAS:** Something else.
 6 **CHAIRMAN BRANDT:** Something else, I think.
 7 Yeah. You're welcome to keep it, though. It is
 8 complimentary. Any other items? Yes, sir.
 9 **MR. QUINN:** Just for Dana. Give you some
 10 more work. Understand that the budget has removed the
 11 Article 26 monies from the counties and that in several
 12 counties, the county E.M.S. coordinator's salary was being
 13 handled by that Article 26 money.
 14 **MR. JONAS:** Article 6.
 15 **MR. QUINN:** Huh?
 16 **MR. JONAS:** Article 6.
 17 **MR. QUINN:** Article 6.
 18 **CHAIRMAN BRANDT:** There you go, Article 6.
 19 **MR. QUINN:** I put an extra in there. I'm
 20 sorry about that.
 21 **CHAIRMAN BRANDT:** I thought you had
 22 created a new article that had funding. We wanted to know
 23 what it is.
 24 **MR. QUINN:** Well, you know, you've got to
 25 have -- you got to have a little bit of fun there, but I

1 don't know if there -- if you have any way of finding out if
 2 that's adversely affecting some of our counties because
 3 they're obviously going to have to scramble for that money
 4 somewhere or they're going to have to tell they guy to get
 5 lost. You know, that type of thing. So --.
 6 **MR. JONAS:** I don't know if we've asked
 7 that question, but I will certainly direct the concern to
 8 Ms. Burns and pass along what you've expressed. And maybe
 9 it would be worthwhile to ask the various counties what type
 10 of impact this may have.
 11 **MR. REISNER:** I do know in our county,
 12 I -- I discussed that with our coordinator who gets Article
 13 6 money to pay his salary, and they were waiting to see.
 14 And I -- I haven't heard that that Article 6 money did get
 15 cut, but if it did, then it's -- it is a serious issue in
 16 Cattaraugus County at least.
 17 **CHAIRMAN BRANDT:** Thank you. Yes? Vinny?
 18 Mr. Farone.
 19 **MR. FARONE:** I -- I -- I do have an issue
 20 that I want to bring up for the record, and I understand
 21 it's probably not an easy resolve in light of the economic
 22 situation, but as Dana said, we have more and more of these
 23 C.O.N. issues, and they seem to be backing up. Mid-state
 24 has a C.O.N. issue on the table. It's at the A.L.J.'s now.
 25 And we voted unanimously that a community was being

1 underserved. It's probably going to be a year, if not
 2 longer, before the -- the service that we approved to go
 3 into that -- that town will be able to operate. So I guess
 4 the record should just show that, you know, we have
 5 communities out there that are underserved. The local
 6 council voted to change that, and it's tied up in the legal
 7 system. So I -- again, I don't think anything can be done
 8 in this economic climate, but the record should reflect
 9 that, I think.
 10 **CHAIRMAN BRANDT:** Thank you, sir. Any
 11 items of old or new business? Okay. Seeing none, I
 12 entertain a motion to adjourn. Mr. Darby? All in favor?
 13 **ALL:** Aye.
 14 **CHAIRMAN BRANDT:** Thank you all.
 15 (The meeting concluded at 10:30 a.m.)
 16
 17
 18
 19
 20
 21
 22
 23
 24
 25

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

I, Howard P. Hubbard, do hereby certify that the foregoing was taken by me, in the cause, at the time and place, as stated in the caption hereto, at Page 1 hereof; that the foregoing typewritten transcription, consisting of pages number 1 to 76, inclusive, is a true record prepared by me and completed by Associated Reporters Int'l., Inc. from materials provided by me.

Howard P. Hubbard, Reporter

Date

A	
ability 17:13 23:16 25:9 28:12 56:23	affirmative 3:23 44:15
able 8:6 11:5 54:19 68:13 69:20 73:3	aforementioned 5:1
absence 13:16	afternoon 4:8,16 60:16 65:15
abstain 6:4,12,19 43:17,19	agencies 24:25 29:6 49:3 51:24 52:2,10 53:1,7,10,16 57:22 61:7 62:17 66:10 67:18 69:19 70:9
abstentions 44:16	agency 48:25 52:6,13 53:19,25 55:24 57:3 59:6,20 62:19 64:6 69:21
accept 32:14 61:17	agency's 58:22
access 54:15	agenda 3:5,9 44:17 45:4 50:2 65:13,16
accident 70:5	ago 48:5 68:20 69:1
accurately 47:18	agree 29:19 65:3
act 17:6	agreed 4:23
acted 38:3,3	agreement 25:18 53:6,17
acting 16:25	agreements 53:13
action 13:1 26:1,2 37:19 46:7,8 46:11 50:11 60:13	agrees 10:11
actions 12:6 28:8 45:16,18 46:4 64:5	aid 24:19,24 50:3,14 51:8,14,22 51:22,25 52:2,11,16,24 53:5,6 53:11,12,14 54:1,22 55:11,22 57:1,5,6,13,13,14,15,18,19 58:3,7,15,24 59:3,7,15 60:4 61:4 62:20,24 64:25
active 17:17	aimed 51:13
actively 64:19	Alan 2:5
actual 20:9	alike 5:8
add 40:21 44:8	alleged 13:6
added 69:12	allocation 15:22 31:16
addition 14:17	allow 4:12,16 29:7,23
additional 4:9 10:5 29:16 33:15 34:20 35:1 40:25 41:3 47:2 54:22 64:22 65:25	allowed 4:24 9:9 10:15 17:5 21:8 58:9,9
address 14:6 34:3,20 53:13 56:14 59:24 64:5	allows 9:10
addressed 58:16 64:23 65:8 69:3	allude 59:4
addresses 67:3 68:18	Alternates 42:14
addressing 59:17	ambulance 3:20 4:4 8:5 9:7,22 9:23 10:1,16 13:5 14:4,16 16:7 17:8 19:1,5 20:4 22:14 22:25 23:2 25:12,13 26:7,12 26:23 29:8 37:6,7 38:18 50:19 50:22 63:4
adequate 36:8	ambulances 24:10,15 58:25 59:1
adequately 14:6	amend 3:24
adhere 5:13 52:4	amended 61:3
adjacent 13:20	amendment 39:7
adjourn 73:12	analyze 68:23
administrative 4:9 34:6 35:24	analyzed 70:18
adopted 5:7 14:22 48:4 49:9	analyzing 70:14
adoption 15:2	Andrew 2:2
advantage 33:7 47:17	
adversely 72:2	
advice 27:10	
advised 65:19	
advisory 65:19	
Affairs 34:12,17	
affect 58:11	
affiliation 5:3	

<p> Andy 55:18 62:9 and/or 53:7 64:12 ankle 57:6 annual 15:1 answer 32:11 34:14 35:2 41:8 59:20 60:8 62:1 69:20 answered 57:8 68:22 69:24 answering 11:8 anybody 20:9 22:10 58:2 63:11 anymore 61:25 anyway 11:2 19:16 APCO 66:6 apology 61:17 apparatus 57:16 apparent 6:1 64:15 apparently 48:9 appeal 3:6 8:9,9 9:3 11:19 12:24 21:9,13 28:2 34:16 41:8 45:17 appealed 8:23 appeals 4:8 21:17 33:4 APPEARANCES 2:1 appears 19:19 33:21 36:7 Appellant 3:16 4:17 6:22 7:3 8:22 11:19 14:7,11,15 15:24 16:5,10 Appellant's 12:2 13:2,17 14:18 applicant 4:16 6:22 7:9 12:11 13:3,15,19 14:15 16:8 29:22 46:9,13 applicants 14:23 15:8 application 3:19 8:23,24 9:19 21:19 24:8 28:17 30:22,25 35:8 42:5 46:1,15 applications 4:4 9:2 53:14 applied 14:7 33:11 apply 10:2 11:5 28:20 29:8,13 appreciate 38:11,14 approach 33:22 approached 22:17 appropriate 52:6 53:19 54:3,10 55:2 64:20 66:12 appropriately 37:9 51:22 54:13 54:23 approval 52:11 approved 3:18 28:20 35:8 53:8 73:2 approving 51:25 area 15:21 19:13 21:25 22:11 24:18 30:4,15 31:15 40:24 </p>	<p> 53:9 55:6 59:2 areas 47:25 59:18 arguing 9:25 10:1 arrival 53:22 arrived 13:18 article 4:5 10:3,5 12:8,25 27:24 28:12,13 29:12,15 33:5 33:13 34:21 35:2 41:5 52:4 53:24 71:11,13,14,16,17,18,22 72:12,14 asked 4:22 18:1 22:24 28:8 34:19,25,25 48:3 72:6 asking 15:11 30:5 assemble 57:2 assertion 12:2 13:2,17 assets 63:15 assist 33:7 assistance 35:1 52:13 53:1 61:7 64:7 assistant 53:15 Associated 74:7 Association 50:19,20,21,21 assuming 36:10 asterisks 44:3 Athens 26:3,15,19 attempting 14:15 52:19 attempts 15:22 attendance 5:4 attention 45:13,23 47:20 48:20 60:4 attorney 8:18,21 34:18 attorneys 40:17 Auburn 10:20,20 audience 5:5 authoritative 13:16 65:24 authorities 47:20 authority 3:8 11:21,22 17:12 23:19,20 26:9,16,16,19,25 27:1,2,25 28:14,20 29:16 36:11,16,18 46:18 47:9 48:6 54:17,19,21,21 authorized 47:24 availability 31:20 available 4:10 14:4,5,23 15:8 16:9 24:7,11,19 38:23 47:2 54:14,24 58:24 59:10 63:9 67:8,10 69:11 70:4 average 18:20 avoid 57:11 avoided 14:12 </p>
---	--

aware 9:11 12:22 18:5 24:9,9 47:6 70:2	47:23 48:25 49:2
Aye 73:13	bills 58:5
A.L.J 10:9 11:1 12:20 27:11,15 27:16 31:14 32:15 34:11,19	bit 18:5 64:11 66:2 71:25
42:2,7 72:24	Bittner 56:8
a.m 1:8,8 3:1 73:15	block 35:14
	Blum 2:12 33:16 42:18,19 61:21 62:1,5,12
B	bodies 50:18
B 16:19,20,25,25	body 12:9 28:19 38:23 41:7 48:3 50:5 52:20 54:6 66:17
back 11:2,3 15:9 22:16 25:16 35:18 38:23 40:4,13 41:2,18 41:20,22 42:5 45:22 46:8,13 55:1 62:6 70:10	boils 64:11
backfilled 24:15	borders 9:7 10:12 11:22
backing 72:23	borne 58:14
balance 11:25	bothered 18:9
based 12:4,20,24 13:5 18:23 25:13,13 26:1,10,14 27:5 38:24 42:2 54:23	bottom 46:17 49:11
basic 49:12	bound 14:18
basically 64:11	boundaries 10:8 16:14 19:16 28:25
basis 15:1 33:9 59:15	box 48:24
bears 58:17 61:16	boxes 9:25
beat 28:4	branded 16:25
beginning 54:16 64:15	Brandt 2:3 3:2 6:9,14,20 7:1,5 7:8,11,18,24 8:14,19 11:11 15:16 18:11,15 20:24 21:21 23:24 27:6 30:1 32:9,18,22,24 33:14 34:2,8 35:4 36:1 37:23 38:19 39:3,8,14,18,19,22,25 40:8 41:10,17,24 42:4,9,12 43:25 44:13,20,24 45:3,6 49:25 60:19,23 61:19 65:10 66:20,24 67:21 70:21 71:3,6 71:18,21 72:17 73:10,14
behalf 5:1 11:16 17:6 33:20 38:3,3	break 41:13 44:21
believe 6:18 7:2 21:9 22:18 23:3,15 31:2,5,9 33:20 38:1,3 39:9,10,11,12 46:19 49:2 50:8 61:7,8	brief 45:10 65:17
believed 25:11	briefed 9:8
benefit 60:4 64:25	briefs 29:14
Berlin 3:9,20 4:17 7:9 8:4 9:16 9:25 10:16,17 11:4,25 13:8 18:6,8 19:15,21,23 20:4 21:5 21:10,16,18,18 22:22,25 23:3 23:6,6,15,19 24:13 25:18,23 26:7 31:6 32:1,1,2,4,5,7 35:14,19,22 36:15,18 37:16 38:17	bring 45:13 72:20
Berlin's 3:18 11:21 24:22	brochure 66:15,16
best 13:9 18:25 23:21 25:9 38:4 64:13 66:5	Broome 22:17
better 61:13 68:25	brought 5:9 34:20 48:19
biannually 68:3	budget 71:10
biggest 28:16	bureau 12:18 13:7,13 25:21 70:7
bill 9:12 10:25 58:8,9,9	Burns 2:2 7:17 23:25 25:20,20 27:6,8,21 28:5 34:2,4,8 36:4 36:14 37:23 38:14 40:23 72:8
billing 9:17 10:19 16:25 47:22	business 3:13 13:25 49:5 70:22 70:24 73:11
	busy 45:15
	bylaws 5:25 17:5 29:6,7,8,23

C	
call 30:18 36:24 41:12 53:20 56:25 62:18,20 64:16	challenging 33:3
called 57:14 58:6 67:11	change 29:8 40:13 66:19 73:6
calls 24:16 31:3,23,25 32:2,2,7 48:21 51:3 56:22 59:21 60:2 63:23	changed 12:23
capable 54:16 67:4	changes 29:20 47:7 50:13
capacity 12:10 46:21	charging 49:5
caption 74:3	check 9:24 49:23
care 31:22 38:3,13 58:6	checking 68:6
carefully 11:18 13:24 14:12 15:14	Chenango 14:9 16:1 22:14,15,19 22:20 25:14 30:22
carries 44:15	Chiefs 50:21
carry 12:9	children 67:22,24 68:1
case 13:10 15:4,13 16:3,8 19:13 54:18	choose 23:17
cases 59:8	chooses 17:7
Catskill 26:3,14,18	chose 26:11
Cattaraugus 72:16	Chris 56:8
caught 35:12	circulated 61:23
cause 74:2	circumstance 40:22
caused 46:8	cited 13:8
center 56:23	citizens 36:12
centers 52:3,10 54:11	City 10:20,20 24:13
certain 9:9 56:15 59:8,18	Civil 4:5
certainly 18:15 37:2,3,20 46:23 46:24 72:7	clarification 5:19 47:8
certificate 10:17,18 17:9 19:20 25:10,24 26:6,12 36:19,21 48:13	clarify 34:4 66:25
certificates 4:4	clarifying 48:23
certified 15:21 49:15	clear 14:2 27:15 28:13,13 29:15 51:21
certify 74:1	cleared 59:8 65:21
Chair 5:11 6:16 11:14 18:14 41:13 44:16	clearly 9:17 36:25
chaired 56:7,9	clients 49:1,4
Chairman 3:2 6:8,9,14,20 7:1,5 7:8,11,18,24 8:14,19 11:11 15:16 18:11,15 20:24 21:21 23:24 27:6 30:1 32:9,18,22,24 33:14 34:2,8 35:4 36:1 37:23 38:19 39:3,8,14,18,19,22,25 40:8 41:10,17,24 42:4,9,12 43:20,25 44:13,20,24 45:3 49:25 60:19,23 61:19 65:10,18 66:20,24 67:21 70:21 71:3,6 71:18,21 72:17 73:10,14	close 21:1
challenged 28:8	closed 44:21
	closely 49:19
	closer 8:20 14:9,13 16:5,6
	closest 19:1,10 52:5 54:9,14,23
	collaborate 46:10
	collaboration 52:8
	collaborative 56:2 62:24
	collect 49:10
	collecting 49:16,20
	Columbia 35:20 48:5
	Columbus 3:21 12:1 17:20 20:1,3 21:20 23:7,7,8,11,14 25:2,23 26:1,5,11,20,24 30:21 31:3,4 31:23 32:3 35:15,21 36:20 37:10,17
	Columbus's 31:9
	come 6:24 7:6,25 23:6 54:5 55:1 56:11 62:6,16
	comes 57:19 59:5

comfortable 11:8 26:20	consideration 5:10 12:24 38:24
coming 47:7	39:2 40:5,16 41:23,25 42:6
commenced 3:1	56:18
commend 60:25	considerations 51:11
comment 4:25 7:12 28:6 33:17	considered 15:14 24:7 53:25
commentary 50:9 60:11 62:7	57:21
comments 33:2,9,15 37:24 39:4	considering 11:18 24:21
45:10 64:21	consisting 74:5
committee 1:1 3:4 4:12,13,16	conspicuously 15:7
5:8,11,14,16,17,23 6:1,4,5,13	constantly 24:14
15:17 27:4 32:12,12 42:15,17	constituents 66:12
50:7 51:20 61:1,12,13 66:2	contact 30:4 67:7
67:2 70:22	contacted 25:3
common 33:22	contained 5:19 12:19 16:2
communication 52:2,9 54:11	contemplate 15:8
communications 65:17 67:19	contest 11:24
communities 14:1 62:23 73:5	context 33:10
community 18:24 62:22 63:8	contract 10:16,18 16:14,19,21
68:14 72:25	17:10,19 21:6,8 23:17,17,20
company 19:22	25:7 31:6,7,11 35:21 49:3
compelled 36:4 45:20	contracting 10:24
competency 13:14 29:12,22	contractors 49:2
competent 13:4,15 29:11	contracts 10:21 35:20
complete 46:1 50:5	contrary 13:16,22
completed 5:21 46:15 47:14 74:6	control 63:8,15
completely 13:12,21 16:2	conundrum 27:9 28:7 34:15 38:1
compliance 17:3 33:5	39:1 40:5
complicated 36:16	conversation 11:20
complimentary 71:8	conversations 25:25
comprehensive 51:21	conversion 8:25
Comptroller 10:4	converted 26:15
Comptroller's 28:12	cooperation 52:8
conceded 11:19	cooperative 10:14
concept 52:5	Cooperstown 3:5,16 4:18 6:10
concern 24:21 63:3 72:7	8:7,18,22 15:24 22:7
concerned 68:12	coordinated 52:25 61:6
concerns 57:10,24 59:9 64:21,23	coordination 66:8
65:7	coordinator 55:5,25 63:25 66:9
conclude 13:15 14:14	66:17 72:12
concluded 73:15	coordinators 50:22 52:3,9 54:11
conclusion 16:4 34:18	63:21 64:18
conducting 45:23	coordinator's 71:12
conference 51:3 63:23 64:16	copies 47:2 56:20 60:14 65:15
confine 11:23	67:2,8,14,17
confines 9:14,20	copy 34:16 45:12 48:11 49:1
conflict 6:1,6,11,19 22:4 27:25	60:17 67:6 69:5,14
conflicted 28:4	corner 14:3 19:15,19 20:1,3
conjunction 55:25	correct 19:24 21:6,14,18 28:7
conscience 36:5	36:13 38:12 42:7,8 61:10,23
consider 28:22 37:2 51:7	68:18

corrected 15:10
correction 65:24 66:3
corrective 41:3
correctly 15:20 16:13 61:22
cost 25:8 65:3
costs 58:12,14,19
council 1:1 3:3,22 4:3,7,15,19
 5:24 6:17,18 11:15,17 12:3,7
 12:8 13:3,7,11,17,21 14:3,14
 14:18,22 15:4,5 20:19 24:6,21
 26:13,23 27:9,23 29:21 30:4,6
 32:17 33:11,20,21 36:21 37:2
 37:20 38:2,16,24 40:4 41:22
 42:6,14 43:21 46:2,13 47:15
 53:8 55:5 56:1 60:17 61:5
 73:6
councils 3:25 12:7,8 29:5 45:21
 46:6 47:16 49:19 50:18 51:24
 52:9
Council's 3:7 11:18,19 15:13
 24:3 27:4 40:17
council-person 37:18
counsel 33:7,18
count 20:15,16
counter 27:11
counties 71:11,12 72:2,9
county 14:8 16:1 19:18 22:14,15
 22:15,16,17,19,20 23:2 25:14
 26:4 30:22 48:5,7 50:22 52:3
 52:9 54:11 55:5,25 63:8,20,24
 63:25 64:12 66:16 71:12 72:11
 72:16
county-wide 48:6
couple 45:10,13 51:16,17 55:7
 56:21 59:9 61:21 62:12 69:6
course 16:3
Court 12:25
cover 17:25 21:19 22:11,19
 30:15 32:1,6 57:18
coverage 10:19 20:5 52:24
covered 19:18 24:20 64:22
covering 20:2 23:21 25:14 59:1
covers 19:14,25
created 12:8 60:6 71:22
creating 59:21
credit 37:16
crept 64:16
crew 57:2 59:1 62:25 63:1,6,9
crewing 62:18
crisis 59:23

criteria 14:21,25 15:5 56:24
cross 37:10 50:24
crux 9:22
crystal 14:2
current 16:23 21:8 45:23 50:13
 51:8 62:3 67:12
currently 19:1 34:21 39:4
cut 41:13 72:15
Czapranski 2:4 24:1,2 38:20,21
 40:1,3,15 41:17,20 42:1,8,21
 42:22 44:23 47:1
Czapranski's 39:6 40:12
C.E.O 65:20,23
C.M.T 17:24 18:1,24 20:5 24:10
 25:3,4 27:13 30:3,5,10 31:17
C.O.N 8:25 9:1 10:21,23,25,25
 16:15,17,18,22,25 17:13,17,21
 18:7 21:6,9,11,19 22:18,21
 23:10,11,15,17 27:4 30:22
 31:4,5,9 35:20,21 37:2 38:15
 41:1 45:15,18,24 46:1,4,7,11
 47:11 54:4,4 72:23,24

D

daily 53:15
damaged 57:17
Dan 55:7,17 56:5,7
Dana 2:3 18:6 42:2 60:10 69:5
 71:9 72:22
Daniel 2:12 42:18
Darby 2:10 40:21 41:13 42:23,24
 73:12
data 18:21 49:8,16
date 1:7 62:3,4 74:12
day 13:10 37:2
days 22:15 46:2 68:16
de 5:8
deal 23:21 29:2 35:2 41:7 48:11
 65:6 67:19
dealing 27:18 35:17
dealt 27:15,20
debate 6:12
December 68:9
decide 55:2
decided 55:9 56:16
decision 4:6 27:12 31:14 32:16
 38:2 56:24 58:11
declaration 5:16 21:5 26:6
 36:18
declare 6:2,6

<p>declared 22:3 25:24 decline 59:6 declining 14:17 deficiencies 46:7 defined 29:12 53:21 definition 14:19 51:21 61:4 62:19 63:4 definitive 35:1 37:19 degree 51:10 Delagi 2:11 15:18,19 16:11 17:7 17:15 18:12,13 32:25 33:1 40:10,11,20 42:25 43:1 delay 63:10 delays 24:24 delegates 42:12 deliberation 42:6 delineate 52:15 delineating 58:22 delivered 4:15 demand 60:6 denied 12:3 denies 13:21 Department 7:16 8:11 18:10 19:17,21,25 20:2 25:21 28:25 34:11,12,16,19,25 36:8,10 37:3 45:16,18,25 49:6,17 50:23 51:6,7 59:25 60:1 67:13 Department's 26:4 28:7,21 34:17 deployed 24:15 68:5,9 69:4 describe 24:3 55:8 described 47:18 57:9 describes 51:10 designate 54:13 designated 53:13 designed 52:12 53:18 54:12 designing 54:1 determination 3:7,17 11:23 12:10,13,20 13:4,13,18 14:21 14:23 determinations 3:24 4:3 15:3 determine 28:23 36:8 38:9 56:3 58:22 59:20 determined 53:5 determines 28:19 develop 52:19 55:20 developing 51:25 development 52:10 56:8 dialogue 64:17 dice 63:17 differences 57:12</p>	<p>different 29:9 39:17 45:21 46:11 52:15 54:6 diligently 60:18 diminished 15:5 direct 54:15 66:13 72:7 directed 6:3 direction 26:10 45:8 68:7 69:6 69:8,13 directly 64:23 Director 8:4 director's 27:19 discharge 12:16 discovered 40:5,18 discuss 4:12 discussed 26:21 27:3 64:9 72:12 discussing 24:4 discussion 5:16 6:3,25 7:7,10 7:13,23 8:2,16 32:23,25 41:11 41:16 42:11 44:12,19 45:9 47:5 51:19 54:3,5 61:2 63:11 63:22 65:12 discussions 55:1 63:18 64:2 dispatch 53:22 56:23,25 disregard 5:12 disseminate 50:9 distance 24:19 distant 20:6 distribute 60:21 distributed 50:7 district 9:13,15,15 54:15,18,22 57:14 58:6,7 Division 34:17 document 55:6,16,20 56:12 58:16 60:9 62:10 66:15,19 67:1,2,6 documentation 11:4 56:10 documented 18:19 documents 51:5,6 60:15 doing 14:2,13 23:10,14,15 30:7 31:25 32:2 33:25 37:6 38:4 45:15 58:19 59:16 61:1 70:10 domain 36:10 Donald 2:12 43:2 doubt 70:7 dozen 51:3 draft 51:7 55:14 56:13 61:3,15 61:22 62:2 66:4 drafts 50:5 61:14 66:10 due 12:16 40:11 duly 14:22 17:2 dynamic 41:1,2</p>
--	--

dynamics 46:21	erroneously 13:18
D.O.H 65:22	especially 13:25
<hr/>	
E	
early 3:4 68:9	espoused 14:20
ease 54:10	essentially 11:6 65:23
easily 55:24	established 48:5
easy 72:21	evaluate 68:2
echo 33:2,17	Evan 63:19,22 65:4
economic 72:21 73:8	event 64:5
Edmeston 19:17 20:2 31:22	eventually 51:5 55:22 56:16
effect 69:4	everybody 3:3 20:8 48:23 55:13
effective 25:8 63:12 65:21	68:16 70:12
effort 68:15	everyday 59:14 60:5
eighty 68:10	evidence 16:3
eighty-four 68:15	exact 64:1
either 15:18 20:25 46:23 59:22	exactly 21:16 64:1
64:12 70:4,16	examined 24:6 37:18
elaborate 22:9	excellent 67:10
elected 14:1 25:1	excuse 47:1 53:9,18,25 54:12
electronic 56:19	64:24
electronically 50:10 61:16	exercise 13:23
65:14	exist 70:9
elements 55:16	existence 15:12
eligible 44:6	existing 9:6 14:5 15:23 19:12
emergency 22:18 36:11 37:2	19:12 21:13 24:4
38:15 53:1 58:1 59:21 61:8	exists 28:2,14 54:19
69:11	expand 13:5,19 17:10,13 27:2
emergent 56:25	28:24 29:13
employers 13:25	expanded 12:11 14:20,21,25
empowered 28:24	expansion 3:8,19 8:24 10:13
enabled 28:23	11:24 12:4,13 20:21,22 24:22
enables 37:21	26:17 40:24
enabling 9:10 10:6 28:14 29:6	expeditious 68:19
29:16	expended 53:3
encourage 48:25 52:7	expenditure 57:23
ended 41:25	explains 55:13
endorsing 69:17	expressed 72:8
enforced 17:2	extend 27:3
ensure 33:5 52:12 68:1	extended 52:14
ensuring 47:17	extension 68:17
enter 17:10 25:7 26:5	extensive 25:25
entertain 37:3 73:12	extensively 26:21
entire 14:8 16:1 23:2 34:16	extent 6:2 34:24
entirely 13:14 48:10	extra 71:19
entirety 3:20	extraordinarily 36:24
entities 46:24 65:8	extremely 45:15
entity 9:17 66:8 67:15	e-mail 60:20 68:18
environment 37:5	E.M.S 1:1 3:3,6,22 4:15,19 5:24
equipment 68:7 69:18,23,25 70:3	6:18 8:8 11:15,17 12:7,8,18
	13:7,12 25:21 31:16,20 33:11
	42:6,14 50:3,14,17,22,25

51:21,24,24 52:2,3,6,8,9,10 52:11,13,13,23,25 53:2,7,8,10 53:15,16,18,25 54:1,10,11 55:4,4,25 56:1 57:1,13,19,22 58:3,22 59:15,20 60:4 61:7 63:9,14,20 64:18 66:16,21 67:22,23 69:19 70:2 71:12	finding 11:20 12:3 72:1 findings 34:7 fire 9:13,14 19:17,21,22,25 20:2 50:20,21 57:13,15,17 first 3:4,9,12 9:5,23 15:19 22:18,20 49:12 51:19,20 52:22 54:17 61:5 fiscal 46:21 48:9 fit 13:3,15 fitness 13:13 29:12 five 4:20 5:15 44:23,24 45:19 46:2,11 68:16 fix 15:22 24:5 27:20 flies 36:6 floor 18:14 38:22 39:4,10 41:11 44:7 fluid 54:25 flung 24:18 flux 41:2 fly 33:23 folks 6:5 follow 52:3 55:21 followed 21:16 55:24 56:4 following 5:6 12:17 50:17 70:16 foregoing 74:2,4 forgot 18:6 form 4:14 48:22 49:7 formal 53:6 formed 50:12 51:4 forms 9:24 54:6 formulated 51:4 formulating 51:14 forth 60:18 forum 4:25 12:23 forward 6:24 7:6 8:1 26:23 27:1 29:19 37:19 40:19,25 44:22 56:16 for-profit 46:23 foster 54:10 found 13:3 27:14 46:5 51:11 fourth 52:7 53:17 fractional 48:19 free 59:2 67:16 Freemantle 2:5 44:1,9,10 frequently 15:6 friendly 39:7 front 28:11 51:16 60:7 full 4:15 fully 9:8 14:6 fun 71:25
F	
face 28:16 33:23 36:6 fact 12:7,15 13:8,19 16:13 24:9 24:9 29:4 33:12,23 34:16 45:14 56:4 59:13 63:13 factional 48:16,19 facts 40:17 51:11 Faeth 2:12 18:12,15,17 19:4,9 20:7,13,16,18,21,23 39:5,6 43:2,3 failed 15:23 failing 59:18,20 faithfully 12:16 familiar 66:18 far 15:12 20:13 21:15 24:18 32:6 52:23 Farone 2:13 72:18,19 far-flung 14:16 favor 17:9 20:20 73:12 federal 65:20 67:10 68:6 feds 68:3,10 fee 16:21 feel 28:21 36:5 45:20 feels 6:13 15:4 27:20 fees 49:5 felonies 29:24 felt 55:3 64:2,13 66:12 field 57:21 67:11 fifth 52:15 53:23 59:18 figure 61:13 file 18:9 56:2 filed 17:18 filing 36:20 66:10 fill 48:6 filled 24:14 final 4:8 22:21 50:11 61:23,25 62:1,7 65:21 66:10 finally 13:17 28:11 46:5 final-ish 62:8 financial 57:10,15,24 58:5,13 64:23 65:7 financially 46:25	

fund 58:1	group 34:3
funding 71:22	groups 50:17 60:16
further 21:21,22 23:25 27:3	guess 30:2 36:3 50:7,10 57:8
41:23,24 42:6 49:8 63:9 65:11	59:18 60:10 73:3
furthest 32:3,4	guests 5:4
future 64:10	guidance 12:17
F.C.C 66:8	Guide 67:12
	guidelines 5:6 22:12 52:1 67:3
<hr/> G <hr/>	67:5 68:8 69:17,18
gap 37:1	guy 72:4
gaps 48:7 69:3	guys 47:16
Garden 1:9	G.M.L 12:11
gauge 13:23	
gee 48:21	<hr/> H <hr/>
general 4:7 12:5,6,21,24 27:11	half 66:18
27:25 30:10 50:23 52:21	hand 18:16 47:10 58:23 67:2
generally 65:6	handed 69:5
geographic 53:9	handful 45:7
geographical 53:9	handled 71:13
getting 24:24 31:4 37:8 49:4	handout 70:25
66:13 68:22	happen 21:13 31:8
give 10:5 28:14 29:15 51:15	happened 21:17
61:17 62:2 63:19 65:8 67:18	happens 59:14 66:6
71:9	happy 65:19 67:7
given 9:8 14:19 27:10 34:16	hard 59:4 60:17
40:16,17 48:11	hardship 59:22
gives 23:21	hardships 59:8
glad 60:8	hate 38:13
glancing 68:24	headed 46:21
glimpses 51:16	heading 28:10
go 11:2,3 27:16 34:24 35:9	health 3:22 4:1 8:11 12:5 18:10
56:17 57:4 58:24 65:13,16	25:20 27:24 36:5 47:22 59:23
67:13 68:1 70:5 71:18 73:2	hear 3:10 15:20 38:25 58:25
goes 35:22 52:23 55:10	heard 9:2 21:4 45:17 50:16 61:4
Gohlke 2:15 66:21 67:22,23	72:14
going 3:11 8:6 9:12 18:8 22:16	hearing 4:24 7:15 11:3,17 40:12
23:25 25:11,15 28:9,10,25	heart 59:25
29:2,19,20,20 31:23,25 41:8	held 26:9 56:2
41:21 42:20 55:7 57:4,6,16	help 51:13 57:22 58:1 68:13,21
58:18 61:22,23 63:4 64:7,10	70:12
65:5 67:1 72:3,4 73:1	helped 25:5
good 3:2 8:3 50:24	hereof 74:4
governing 50:14	hereto 74:3
governs 12:6	heretofore 29:5
grant 20:11 36:10 67:24,24 68:2	hesitate 61:24
granted 29:10	Hi 8:17
granting 20:20	hiding 37:9
great 13:22 24:20	highly 40:22 48:8,25 67:19
Greene 26:3	Hilton 1:9
ground 5:13 24:9 37:12 46:8	hire 17:3,3,4,5

hired 62:18	including 13:25 44:16
historically 18:25 19:18	inclusive 15:3 74:5
history 10:3 22:13 27:5	incorporated 3:16 4:18 19:22
hold 42:20 65:11	Incorporated's 3:6
holder 48:13 54:4,4	incorrect 14:20
holds 26:18	indicated 10:11
holes 48:6	indication 23:12
home 63:13 70:1	individual 31:11 45:22
Homeland 67:13	influential 25:5
honestly 37:4	information 5:9,10,12,19 13:12 13:16 25:6 26:24 48:4 49:20 50:8,9 65:25 66:2,5,14
Hoosick 1:9	informed 8:5 15:13
hope 9:4 16:17 38:15 47:9,15 55:14 70:15	infractions 13:6
hopefully 69:4,18	inherent 24:24
hoping 21:16 55:15,21	initial 15:2 30:13 38:25
hospital 65:20	initially 25:24
host 63:7	INSA 66:7,14
hour 35:10	inspection 70:8,11
Howard 74:1,11	instances 62:23
HRSA 67:24	instant 45:25
Hubbard 74:1,11	instruct 5:11 37:13
Hudson 26:13	instructions 60:11
Huh 71:15	Insurance 47:22
hundred 49:13	intention 14:13 16:6
hunts 63:8	intentioned 15:12
hurdle 65:21	interaction 30:3
	interactions 30:9
I	interacts 41:5
idea 30:18 69:22 70:19	interest 6:2,3,6
ideas 41:7	interested 23:12 40:12 67:6
identify 5:3	interesting 69:24
identifying 7:15,25 48:12 58:21 61:14	International 66:6
illegal 35:9	Interoperability 67:11
immediately 57:1	interpret 33:6
impact 34:21 72:10	interpretation 12:4,21 16:23 33:18,19
imperative 47:19,24	interpretations 10:4
implement 41:1	inter-municipal 25:17
implementation 54:10 55:11	introduce 32:13
implemented 34:22	introduced 5:10
implying 14:12	Int'l 74:7
important 5:22	invested 64:6
improper 32:16	investigated 38:5
improperly 18:5	investing 65:2
improved 14:16 16:9	invitation 23:5
improvement 14:4	involved 14:1 27:10 40:23 51:13 51:18 54:15 64:19
incidents 53:14	isolated 14:3
include 11:25 13:20 26:17 55:14 56:19 70:17	issue 11:1 15:9 17:19,24 22:1,3
included 9:18	

24:5 27:3,14,18 28:1 29:1 31:19,19,20 33:22 35:6 41:4 55:3,4 58:10,17 59:25 62:13 62:16 65:5 72:15,19,24 issued 27:15 36:19 issues 9:3,8 33:8 47:21,23 48:3 48:9,11 49:23 56:15,21 60:5 67:19 72:23 item 3:4,9 44:17 45:3 50:2 items 45:13 66:23 69:20 70:9,22 71:8 73:11	Knowing 30:13 knowledge 13:9 19:1 57:3
<hr/> J <hr/>	<hr/> L <hr/>
January 7:17 23:11 Johnson 2:13 7:20 8:3,4 Jonas 2:3 4:22 7:14 34:14 35:4 41:12,19 42:17,20,23,25 43:2 43:4,6,8,10,12,14,16,18,20,24 43:25 44:2,8,11 45:5,6,10 47:3,6 48:18 49:25 50:1 60:14 60:19,22 62:9 65:14 66:1,3,22 66:25 67:21 71:5,14,16 72:6 judge 10:10 11:1 34:6 35:25 judgment 15:12,14 June 14:22 jurisdiction 53:8 jurisdictions 53:7	laborious 56:11 lack 22:9 LaMarca 2:2 34:9,10 50:4 56:5 60:20 61:10,24 62:2,6,11 63:18 64:14 65:10 LaMarca's 50:2 Langsam 32:21 39:12,16 43:4,5 60:25 Langsom 2:8 language 27:14 lapse 23:9 lapsed 38:13 large 19:20 20:3 59:2 largely 57:11 larger 59:11 latest 61:14 launched 49:17 law 3:22 4:2 8:10 10:7,11 12:5 12:6,6,9,21,25 16:23 17:22 21:8 27:11,15,16,18,24,25 28:13 29:14,17 30:11 31:19 32:15,17 33:18,20,23 34:6 35:13,16,24,25 36:7 37:7 40:13,16 41:5 Laws 4:6 lawyers 38:6 leaders 14:1 learn 18:4 62:16 learned 61:12 leave 19:20 44:18 leaves 20:3 leaving 22:16 led 49:2 Lee 2:2 7:17 25:20 36:4 Lee's 28:6 left 33:17 47:3 64:13 legal 9:21 12:10 28:20 33:7,8 34:11,17 35:1 36:10 37:22 38:6,8 73:6 legislation 9:10 10:6 28:15 29:7,17 57:20 legislature 12:23 lend 35:20 lends 70:1 lengths 13:23 Les 43:25
<hr/> K <hr/>	
Karen 2:14 7:3 8:17 28:4 Kavin 25:25 keep 28:9 44:22 49:5 58:19 71:7 kept 17:17 kidding 37:14 kill 45:11 Kim 2:10 43:20,22,22 kind 28:18 46:1,10 know 3:4,11 10:19 11:7 17:2 26:5 28:1,2,3,18 29:4,11,23 31:23,24 34:10 36:23 37:4,8 37:11,15 38:4,10,21 41:8 46:18 47:14 49:14,15 50:4,12 50:14 51:16,17 52:18,20 54:6 54:7 55:9,10,11,12,14 56:3,14 56:21,23,24 57:3,3,5,6,9,12 57:16,22,24,25 58:2,2,11,16 59:4,10,12,25 60:3,5,7,11 61:14,25 62:3 63:24 64:22 65:1,5,6,9 70:6 71:3,22,24 72:1,5,6,11 73:4	

Lester 2:5 44:6	Mark 2:8 22:8 43:16
letter 7:14 31:19 65:19 66:13	markings 61:16
Let's 44:23	masterful 61:2
level 29:21 33:5 55:24 64:17 65:4	Mastrianni 2:11 43:6,7
Lewis 2:5 30:1,2,8,12,19,23 31:1,13 32:8 36:3	material 5:9
licensed 66:9	materials 74:7
lies 19:15	matter 3:7 4:21 8:7 10:7,11 15:15 27:16 29:4 32:15,17 41:4 44:14 49:7 51:10
life 35:22 49:12	matters 58:5
light 56:21 72:21	mayor 7:14,22 22:22
limited 3:11 5:15,17 67:8	ma'am 7:6 23:24 70:21
link 67:14	McGowan 2:14 7:3,4 22:3,6,6,13 30:13,17,20,24 31:2,21 35:13 36:22
Lippes 2:10 43:21,22,23	mean 10:23 17:21 28:3 29:13 36:23 66:18 68:14
list 42:18 44:2,4	means 48:18
listening 13:24	meant 16:16 29:15 48:18 56:12
little 8:20 44:3,8 64:11 66:2 68:12 71:25	measures 41:3 69:7
local 13:24 47:17 49:19 53:2 55:3 64:3,17,18,20 65:4,8 73:5	mechanism 49:9 55:23
located 20:6	Medicaid 17:1 48:2,11,16,16
locates 18:24 19:1	medical 3:5,16 4:18 6:11 8:7,18 8:22 15:25 22:7 68:6 69:6,8 69:13
LOCATION 1:9	Medicare 17:1 48:2,12
long 14:20 16:24 17:4 24:23 46:20 48:7,10 60:4	Medicare/Medicaid 47:23
longer 10:1,2 73:2	meet 18:2 25:4 63:5
look 9:18 29:14,21 46:17 59:15 69:12 70:19	meeting 1:1 3:1 4:11 40:14 50:10,11 60:12 61:3,9 62:10 63:16 67:5 70:16 71:1 73:15
looked 29:5,6 34:12 51:18	member 6:1 32:12,12 42:10 43:21 43:21 44:1,4,5
looking 24:4 28:11 59:16 66:5	members 4:12,23 5:8,12,16,18,23 5:24 15:17 42:13,13,14,15 50:7 56:6 60:17 61:13 62:22 67:3
loss 58:3	membership 3:23 32:25 65:15
lost 72:5	memo 49:1
lot 32:7 46:19 54:2 56:7	mention 19:21
low 36:24	merit 13:21
Lynn 70:25	merits 27:17 28:3
	message 45:22 70:1,10
M	method 36:22
mail 67:17	methodology 48:4
main 51:3	mic 8:19
maintain 23:19	Michael 2:4,6,7,7,11 43:6,8,10
major 58:21	microphone 44:18
majority 3:23 47:12	Mid-state 72:23
making 13:13 15:7 46:16 70:8	Mike 2:9 37:25 43:14
manageable 55:6	
mandate 65:21	
manner 37:22 54:5 68:20	
March 1:7	
Margaret 2:14 22:3,6 38:11	
Margo 25:4	

mile 35:10 48:22,24 49:6,10
mileage 48:17
miles 35:10
mind 7:25 52:21
minute 5:15
minutes 4:20 14:10 16:5 18:18
 18:23 19:5 20:6 24:12 44:25
mission 52:19
model 63:2
modification 65:23
modify 3:24
Mohawk 26:13
money 71:13 72:3,13,14
monies 71:11
monitor 4:22
month 22:20 68:11
months 45:19 46:12 49:18 68:16
moral 38:7
morning 3:2,5,10 5:5 6:7 8:3
 45:4
motion 4:14 5:17,25 32:11,13,19
 32:21 38:22 39:4,7,9,9,16,17
 39:23 40:2,3,12 41:11,18,18
 41:25 42:4 44:15 73:12
move 22:24 32:14 40:19
moved 37:19
moving 40:25 49:9
municipal 8:25 9:7,22,23 10:1,8
 10:21 11:21 12:5,6,21,24
 19:16 21:5 23:18,20 25:24
 26:6,9,15,25 27:11,25 30:11
 35:19,21 36:9 40:24 67:15
municipalities 10:24 26:18
 27:10 34:23
municipality 9:5,9,11,14 10:5,7
 10:12 16:13,15,17,18,19,20
 17:13 28:23 29:9,9,11 30:14
 58:14 64:24,25
municipality's 10:23
muni-C.O.N 23:9,16
Murphy 2:6 43:8,9
mutual 24:19,24 50:3,14 51:8,14
 51:21,22,25 52:2,11,16,24
 53:5,6,11,12,14 54:1,22 55:22
 57:1,5,6,13,13,13,15,18,19
 58:3,7,15,24 59:3,6,15 60:4
 61:4 62:20,24 64:25
myriad 33:8

N

name 8:3 11:16 22:6,23
narrow 14:18
narrowbanding 65:20 67:5
nation 70:19
national 67:11 68:8 69:17,18
 70:17
nationally 70:18
nature 6:2 56:25
near 24:11 32:6
necessarily 33:6
necessary 50:13 56:3 69:23
need 3:7,18,25 11:2,6,20 12:3
 12:13 13:4,19,24 14:19,21,24
 15:3,13 17:10 18:1 24:21
 25:10 27:17 28:2 31:18 35:18
 35:23 36:22,23,25 38:12 40:18
 46:2 49:5 56:25 63:16 64:8,17
 64:18
needed 38:15 69:12
needs 14:3,6 31:10,16 37:7
 40:16,24 53:15 55:12 64:4
neighboring 53:16 59:22 62:22
NEMSIS 49:8
Network 50:23
never 18:2,9 23:4 28:8 29:15
new 1:1,10 3:3,8,18,20 4:17 5:9
 5:10 7:9 8:4 9:16,25 10:16,17
 11:4,21,25 13:8 18:6 19:15,21
 19:23 20:4 21:5,10,15,17,18
 22:19,22,22,25 23:2,6,6,11,15
 23:19 24:13,22 25:18,23 26:7
 31:6,25 32:1,2,4,5,7 35:14,19
 35:22 36:12,15,18 37:16 38:17
 40:2 45:12 48:3 49:20 50:18
 50:20,20,21,22,25 63:13 67:25
 68:12 69:3,9 70:19 71:22
 73:11
news 65:19
NIFOG 67:12
ninety-nine 47:14
normally 58:7
northeastern 19:18 20:2 30:21
northern 19:3
northwestern 19:15 20:1
Norwich 24:13
note 5:3
notice 22:16
notices 49:4
notification 46:5
notified 13:7

notify 45:25 46:2
not-for-profit 17:4 46:23
novo 5:8
number 46:3,12,18 47:16 48:20
 49:18 52:24 62:15,17 74:5
numbers 17:1,1

O

objective 55:19
objectives 51:19,20
obligation 38:7
obtain 26:6 38:16
obtained 36:21
obvious 6:11 45:14 60:3
obviously 24:14 50:6,23 56:7
 63:20 64:18 69:7 70:2 72:3
occasion 60:1
occur 57:14 63:7
October 69:3,14
offer 14:12 16:8 41:2
offered 16:8
offering 14:12
Office 47:22
officials 25:2
offline 69:8,10
Off-the-record 6:25 7:7,10,13
 7:23 8:2,16 32:23 41:16 42:11
 44:12,19 45:9 47:5
oh 19:20 21:1
okay 5:7 6:21 7:5,11 8:13,14
 11:11 20:18,23 21:1,23,23
 22:5 30:8,19 32:22 34:9 39:19
 39:19,25 40:1,8 41:11 42:9
 44:8,11,25 50:1 60:23 61:19
 62:5 73:11
old 70:22,24 73:11
Olmoz 55:7,18
once 26:15 33:2 60:9
ones 28:25
one's 17:25
online 68:19,20 69:8
online/offline 68:6
onus 53:4
open 32:11,24 65:13
opening 27:21
operate 9:6,9,14 10:8,12,22
 15:21 16:14,19,22 17:8 26:6,7
 26:11,22 29:7,23 73:3
operated 18:4
operates 16:20

operating 3:8,19 9:19 10:17,18
 11:21,24 12:12 13:19 14:8
 15:25 17:9 19:19 25:10 26:12
 26:17,19 27:2 36:9,15,18
 37:21 46:18 47:9,18,20,25
 48:6 52:5 53:24 54:17,18,20
 54:21 58:12
operation 9:11
operational 46:21 52:24 53:15
operationally 48:8
operations 8:4 22:14 45:4 47:11
 48:7 67:11
opinion 10:10 27:15,17,19,22
 31:14 34:6,11 41:5 42:7
opinions 28:13
opportunity 7:16 41:3
oppose 8:24
opposed 20:14 30:24 31:4,8
opposition 44:16
opt 59:6
optimal 54:16
option 41:9
options 37:5,18 38:22
order 5:12 17:10 54:9 67:14
organization 63:14,15
organizations 62:21
organized 9:6 10:7 52:25 61:6
original 39:17 66:4
Originally 47:9
originates 55:23
Otsego 19:17
outlying 15:21
outside 9:7 10:8,12 16:14 17:14
 19:16 21:11 28:24 36:9
outvoted 45:1
overseen 55:4
overture 18:3 23:5
overturn 3:17 32:16
owners 13:25 22:7
O.H.I.P 47:22 48:1,10

P

P 74:1,11
packet 69:5,14
page 46:17 47:8 49:12 57:7
 62:25 74:3
pages 74:5
paid 60:5 62:19,21,21 63:1,6
pain 28:21
paper 65:14 68:21

papers 18:5	54:1,22,25 57:15 61:2 62:24
paragraph 48:16 66:4	64:4,4,12,12
pardon 35:20	plans 40:25 51:25 52:2,11,11,16
parliamentarian 39:11,13	53:12 54:12,12
part 8:9 17:2 30:21 34:5 46:2	plant 41:6
58:13 62:23 63:4	played 15:2
participants 54:22	playing 57:21
participate 53:10 54:19 59:6	please 5:2,3 6:24 41:12 45:20
participating 6:12 53:7	45:24,24,25 62:25 67:6
particular 19:14 27:16	pleased 49:23
particularly 19:3 25:25 33:3	plus 9:14
parties 5:2 33:18 51:13	point 5:22 7:20 8:13 22:25 23:4
partner 25:21	28:17 30:16,17,18 34:20 35:12
partners 46:10	35:13 40:13,15,21,23 46:16
party 5:11,13,20	47:7 52:7,15 53:4,12,17,23
pass 45:7 61:15 72:8	57:20 58:21 59:19 61:5 62:8
patience 44:14	63:8,10 65:7 67:9
patient 38:3 63:5 67:16	pointed 27:12 34:15
pay 45:23 47:20 72:13	points 11:7 52:22 62:12
paying 65:2	policies 51:8 55:22 68:4 69:2
pediatric 68:7 69:8,17	69:19,22 70:3,11
penalty 57:16	policy 13:11 14:19,24 15:7 33:5
pending 46:20	45:12,23 47:10,13 50:14 55:10
people 13:24 48:21 49:4 60:21	55:13 68:2 69:9,13,15
66:13 67:5,18	pool 59:10
people's 36:5	portion 44:20
percent 47:15 68:10,15	portions 19:13 20:4
performance 69:7	pose 40:2
period 4:20 32:10	position 12:5,15 14:18 27:13
periods 5:15	30:15 33:3 37:5 68:25
permanent 9:1 11:22 26:16,25	positioned 16:4 23:1
36:15	positioning 17:24 18:19
permitted 5:18	positions 4:21 14:9 40:19
person 39:8 70:4	possesses 14:8,9 15:25
personally 56:6	possibility 17:11
personnel 58:13	possible 13:22 53:13 57:24
perspective 50:15	posts 24:10,14
pertains 62:14	potential 34:22 59:22 63:7
phenomenon 63:11	power 3:22 9:6 29:10
phone 48:21	powers 10:6
phonetic 10:10 18:7 22:23 25:4	Practices 4:6
37:11 56:9 63:19 66:7 71:1	preceding 5:12
piece 22:12 32:3,5 35:17 51:9	prefer 22:2
51:12	prepare 4:13
pipeline 46:19	prepared 24:17 25:22 47:7 74:6
place 14:12 31:10 41:4 46:11	preplanned 52:25
57:4 63:6 65:9 68:4 74:3	present 5:20 7:16 15:3 42:10
placed 3:9	presentations 5:14,21
plain 27:14	presented 34:13
plan 37:12 51:14 53:6,11,17	Presently 36:14

president 6:10
presume 7:11
pretty 27:22 50:24 52:18 57:11
prevent 14:15 46:10
previous 25:22 26:1,2 33:2,17
 59:9
previously 4:25 5:7,14 20:5
 26:13
pre-planned 61:6
primary 9:3 11:24 12:12 52:5,13
 53:24
prior 6:3 28:8 50:10 57:3
priority 15:25
private 10:21 17:3
probably 16:12 33:24 38:12 51:3
 55:4 56:19 59:11,13 60:9,10
 65:11 72:21 73:1
problem 15:22 38:5 43:23 64:1,3
problematic 33:21
procedures 55:22 68:4
proceeded 46:6
proceeding 5:9 44:21 49:18
 54:20
proceedings 14:11 20:12
process 4:9 8:9 12:17 23:10,11
 24:3 25:11 31:10 33:4,10,12
 34:5 35:7 37:3,7 39:1 40:6
 47:17 56:4 70:8
processing 46:6
product 56:1 62:4
Professor 32:20
program 51:24
Programs 47:23
project 49:17
prolonged 63:5
promulgated 15:6
proper 4:25 12:23 13:14
properly 17:18
propose 40:3
propriety 35:7
protection 9:15,15
protocols 69:10 70:4
provide 3:19 10:15,22 22:10
 23:13 51:21 52:1 54:9 58:6
provided 4:5,25 33:18 49:1
 50:25 66:16 74:8
provider 10:21 15:21 69:11
providers 19:12,12 49:15
provides 19:13
providing 35:14 54:16 58:15

provision 57:18
provisions 53:23
proximal 15:14
proximity 54:14
public 3:7,18,22,24 4:1,24,24
 4:25 7:15 11:3,20 12:3,5,13
 13:4,19,24 14:19,21,24 15:13
 27:24 50:23 59:23 63:16 67:12
Pull 8:19
purpose 4:11 53:20
purposes 12:9
pursuant 3:25
purview 21:11
pushing 44:22
put 8:12 18:1 23:2 30:22 36:13
 50:15,16 60:18 69:19 71:19
puts 33:3
putting 61:1
P.H.L 12:14

Q

question 9:21 16:12 17:22 20:8
 22:8 23:5 27:8 28:9,16 29:17
 30:10,13 32:10 33:25 34:1,14
 34:25 36:3 41:14 44:4,9 48:14
 53:10 57:19 59:5 72:7
questioned 25:3
questions 5:18 11:7,8 15:17,19
 18:17 20:25 21:22,22 23:25
 32:10 37:24 49:21 50:1 56:17
 58:4 60:8 61:20
quick 66:23
quickly 17:23 56:18
Quinn 2:7 48:15 71:9,15,17,19
 71:24
quite 37:4 46:14 47:14

R

raised 35:13
rate 68:11,15
Ray 11:9 25:22 37:11 43:18
Raymond 2:9 11:16
reach 11:2
reached 17:25 68:17
reaches 19:3
reaching 22:10
read 3:14 9:4 20:9 27:17 41:18
 41:20 51:17 52:22 54:8 61:6
readily 54:14,23 64:15
Reading 25:1

<p> ready 30:14 reaffirm 51:23 real 31:18,19 38:12 realities 24:8 reallocate 30:5,14 reallocation 22:11 24:4 really 17:23 32:5 33:10 45:22 51:9 57:8 58:23 59:2,4,14,16 59:24 61:1 65:11 67:25 68:14 68:14 reason 46:3 reasons 69:1 receive 12:11 13:4 received 12:18 13:12 16:3 23:4 23:12 receiving 64:24 recognize 27:24 63:24 67:3 recognized 66:8 recognizing 34:15 40:24 recommend 67:20 recommendation 4:14 12:19 26:4 32:15 59:5 recommendations 42:2 52:20 recommended 50:5 68:7 recommends 35:25 reconsider 40:19 reconsideration 15:9 record 3:15 4:13 5:19 7:25 8:12 9:4 20:8 25:1 33:2 45:2 52:22 54:9 72:20 73:4,8 74:6 recoup 58:12 recourse 59:7 recourses 59:10 recover 58:19 65:3 redress 4:9 references 47:8 49:12 referred 66:15 referring 71:4 reflect 73:8 refuse 59:7 62:21 regarding 4:4 21:25 30:3 65:20 regardless 52:6 regards 35:2 48:4 region 14:3 38:4,5,15 45:16 62:14,17 63:12 regional 3:6,25 4:19 6:18 8:8 11:15,17 12:7 14:20,21,25 29:5,21 32:17 33:11 36:20 38:16,24 40:4,16 41:22 42:5 50:17 51:24 52:8 53:8 55:5,25 </p>	<p> 64:4,12,20 regions 18:21 19:6 38:7,13 45:22 47:6,13 62:15 registered 5:20 registration 5:2 regulate 59:14 Reid 2:7 43:10,11 reimburse 64:25 Reisner 2:6 21:2,3,12,23,24 22:5,9 23:23 27:7,8 28:5 32:14,18 35:5,6 36:1 39:21,23 39:24 43:12,13 70:23,24 72:11 Reisner's 32:19 33:2 reject 12:19 related 48:2 relevant 33:23 reliable 24:19 relinquish 17:8,12 relinquished 17:18 relocating 16:6 reluctant 57:23 rely 13:11 remained 13:10 remains 3:12 9:22 remand 38:23 40:4 41:22 42:5 46:8 remanded 46:13 remanding 15:9 40:13 41:2,8 remark 19:24 remarks 11:23 24:18 27:22 remedied 21:4 remedy 21:13 35:19,23 remember 62:25 67:24 68:5 reminded 5:8 remote 30:4 removed 15:12 71:10 REMSCO 11:12 20:9,10,13 61:9 REMSCO's 3:17 rendered 4:7 renew 17:21 26:12 report 12:20 45:4,12,14 48:2,8 49:11 50:2 65:17 70:15,17 Reporter 74:11 Reporters 74:7 reports 65:13 represent 7:18,21 11:14 60:21 representation 8:6 33:19 representative 6:17 representatives 6:21 45:21 50:24 </p>
--	---

represented 50:17, 18	reviewing 33:10 51:25
representing 6:22 7:2, 2, 9 11:12	revise 51:8
represents 49:15 63:20	revised 55:22
request 5:18 26:14 53:1, 5 61:7	revisited 15:1
requested 54:21	re-cert 9:24
requesting 54:17	rhetorical 34:1
requests 52:12	Rich 42:20
require 57:6	Richard 2:3
required 52:16 68:10	Rich's 27:21
requirements 48:13 52:4	right 7:12 28:7, 22 33:16, 25
Rescue 50:19	35:11, 16, 18, 24 38:17 39:20
research 49:8 50:13 51:10 55:13	47:11
researched 27:13	rigs 69:20, 23 70:4, 9
reserve 62:7	Riley 22:23
reserved 63:6	risk 36:6, 13
resolution 9:18 18:7, 9	road 28:9 46:6 57:20, 25
resolve 72:21	Robert 2:11 42:25
resolved 41:4 44:14 48:10	role 15:2, 4 30:7 51:23 54:3
resounding 57:12	55:2
resource 19:10 53:2 67:10	roll 26:25 41:12
resources 14:9 15:23 16:4, 6	rolled 69:3, 16
22:11 26:22 30:5, 15 31:11	rolling 63:17
36:9 52:14 53:19 57:23 58:22	room 67:6 68:17, 21
58:23 65:2	rotating 25:15
respect 12:2 40:11 52:4 53:24	routine 59:17
respectful 63:13	rule 63:14
respond 17:23 54:5 57:23 58:12	rules 4:6 5:13
58:18 59:2, 10	run 27:11 60:4
responded 60:2	running 65:12
Respondent 4:19 6:22 11:13, 15	rural 13:20 14:16 36:24
response 11:18 16:9 18:20, 20	
30:13 48:12 49:13 52:12, 17, 25	S
53:5, 20, 21 54:16 55:3 57:1	s 10:9, 25, 25 16:22, 25 17:17, 24
58:13, 24 59:17 60:5 61:6	21:9 31:14 32:15 34:11 41:1
64:20 68:11, 15	42:2, 7 47:11 65:20, 23 72:24
responses 60:11	sake 65:12
responsibility 3:10 12:16 13:23	salary 71:12 72:13
responsive 47:13	saying 48:21
restate 41:18	says 9:17, 19 64:6
restrictions 10:2	scale 52:16
restructure 66:13	scene 53:20, 22 69:11 70:5
restructuring 46:22	Schrag 7:14
results 68:23 70:15, 17, 18	scramble 72:3
resurfaced 61:11	searches 63:9
reticent 65:1	seated 5:23 42:13
return 46:9	second 11:1 16:11 20:7 32:19, 21
reveals 49:8	40:1, 7, 8, 9 48:16 51:9, 23 53:4
reverse 3:24 12:20	54:20 57:10 66:4, 25
review 4:5, 12 34:20 52:10 56:16	seconded 4:14 5:17, 24 38:22
reviewed 15:5 34:5, 18 56:3	secondly 57:24

<p>seconds 55:8 section 3:21 5:25 12:21 48:1 50:25 53:21 66:11 sections 4:1 51:18 secure 67:14 Security 67:13 see 7:5 27:19 28:21 30:6 35:15 38:12,13 42:2 51:7 57:12 62:9 72:13 seeing 21:1 41:11 50:1 63:11 73:11 seeks 3:17 seen 9:24 54:5 SEMSCO 42:15 65:15 66:17 send 18:6 50:6 56:16 60:10,10 62:21 65:1 sense 33:22 48:17 sensitive 31:18 sent 7:14,16 49:3 separate 5:4 9:2 10:19 16:24 57:25 series 13:6,6 51:2 serious 72:15 Serowik 2:9 6:15,16,20 11:12,14 11:16 15:16,18,20,24 18:18,22 19:7,11 20:10,15,17,19,22,25 21:23 24:3,6 30:3,6,9 43:18 43:19 65:17,18 66:21 served 8:10 63:25 serves 19:22 service 3:20 4:4 8:5 9:7 13:5 14:4,16 16:7,21 17:8 19:13 26:8 31:12 35:15 36:9 38:18 54:18,24 55:4 58:5,8,11,15,17 58:25 60:1 73:2 services 10:16,22 14:5 21:25 22:10,11 23:18 24:5 37:6 46:20,22 47:18,20 49:5,13,14 54:13,20 59:22 70:2 session 4:7 60:16 Seth 2:13 8:4 seven 49:13 seventy-five 35:10 share 64:7 67:7 sheet 5:4 Sherburne 19:14,25 shipped 67:16 short 24:19 36:9 shortest 53:19 shortfalls 59:17</p>	<p>shortly 65:22 show 73:4 showing 36:22 shut 18:3 sick 57:9,9 Sidney 24:12 25:13 sign 5:2 signature 7:17 signed 6:23 42:10 significant 46:17 49:16,22 67:19 sign-in 5:4 similar 49:3 simple 10:9 single 23:5 64:16 66:8,16 sir 7:18,24 8:14 15:20 22:1 32:19 33:14,15 36:2 37:24 39:3,15 41:14 42:7 60:24 66:20 71:8 73:10 site 66:14 sitting 47:11 situation 34:5 72:22 sixty 37:2 size 68:12 small 19:13 snail 67:17 solution 38:6 solutions 63:12 solve 33:22 somebody 37:7 38:9 57:5 58:8 soon 12:22,22 sorry 6:15 18:12 21:2 24:1 30:21 36:4 40:9 41:14 43:22 48:19 66:24 67:8 71:20 sort 33:8 36:11 64:20 sorted 31:17 sought 12:17 sounds 31:13,15 source 65:25 66:5 south 16:5 19:21,22 23:6 24:12 32:2 speak 4:20,24 5:1 6:23 8:6 21:25 22:3 49:24 speaker 4:23 5:2 speakers 5:7,20 speaking 5:11,13 48:1 specific 11:8 48:13,14 specifically 37:13,17 48:3 54:7 specified 14:24 66:5 specifies 15:7</p>
---	---

spectrum 66:8, 9, 11, 11
spelling 10:10 18:7 22:23 25:5
 37:12 56:9 63:20 66:7 71:1
spoke 64:1
spokesperson 6:17
sponsoring 63:14
spot 48:22
staff 44:5, 6 45:4, 12 48:2 49:11
 62:19, 19, 21, 22
staffed 54:13, 23
staffing 63:2
stand 35:23 51:1
standardized 56:23
standing 45:1
star 44:9
started 23:11 55:8 59:13
starts 51:19
state 1:1 3:3, 22 4:3, 7, 15 5:24
 12:8, 18, 25 13:7, 12 15:4 18:19
 22:18 25:20 33:4 34:22 36:12
 42:13 49:14 50:6, 19, 20, 20, 21
 50:25 52:21, 23 55:14 56:13
 59:19 63:13, 14 65:6 67:25
 68:8, 12 69:4, 8, 10 70:20
stated 5:14 8:5 20:5 24:17
 27:22 36:23 51:20 74:3
statement 3:14 13:11 25:22 33:6
 45:12 47:10, 13 55:10 69:16
statements 50:14
states 67:25 68:3
Statewide 49:17
statute 29:10
statutory 3:10 13:23
step 4:8 60:3
Stevens 70:25
stick 10:6 47:21
stop 5:11 29:18, 24 37:6
stopped 28:17
Street 1:9
stress 47:19
strictly 8:7 15:1
strike 61:18
strongest 13:22
struck 61:8
struggling 33:24 62:13, 15
Subdivision 4:1
subject 4:5 14:10 16:1, 7 19:2
submit 21:18 51:5 66:10
submitted 9:1 45:19 46:1, 4
Subsequent 5:15

substantial 14:4
substantially 16:9
substitute 15:11
successful 26:8 48:9
sufficient 55:11
suggested 32:6
suggestion 39:7 41:6 56:13
suggestions 54:8 65:8
summarize 4:20
Superior 22:14
supplied 58:8
supplying 14:16 64:25
support 49:12 56:12 60:16
supposed 38:8
Supreme 12:25
sure 9:4 18:5 33:11 37:8, 20, 21
 48:23 62:10, 11 64:10 70:2, 9
surface 40:14
surrounding 24:25
survey 68:6, 9, 19, 24 69:1, 4, 21
 69:24 70:7, 13, 15
surveys 68:3, 22, 24
suspect 62:15
Susquehanna 3:6, 17 4:19 6:18
 8:8 11:15, 16 26:23 27:4 32:17
 33:11 37:1 38:2, 16, 24 40:4
 41:22 42:5
sustain 46:25
sustained 58:2
swatches 19:20
sworn 27:23
system 18:3, 4 25:15 59:17 68:1
 73:7
Systems 1:1 3:4 4:12, 13, 16 5:7
 5:23 6:13 15:17 32:11 42:15
 70:22

T

table 70:25 72:24
tackle 37:12 54:7
Tadio 2:14 7:2, 3 8:15, 17, 17, 21
 11:12 15:18 16:12, 16 17:11, 16
 18:11 21:1, 3, 7, 15, 22 28:6
 34:20
TAG 50:2, 3, 12, 16 51:4 55:19
 56:6 60:15 61:1 65:13
take 17:12 31:10 41:4 44:21, 23
 44:24 45:21 48:7 50:8, 11 57:4
 60:12 64:5, 7 65:9 70:1, 10
taken 23:1 47:12, 17 74:2

<p> talk 10:14,24 23:6 55:17 talked 25:16 60:1 talking 11:10 23:13 talks 48:2 Tarascos 10:10 11:1 34:19 task 59:15 Tayler 2:4 technical 34:23 46:7 65:24 67:1 67:3 technically 35:8 technology 67:4 tell 64:19 72:4 telling 11:5 tells 45:15 temporarily 52:14 temporary 31:16 36:11 53:2 tenths 48:21,24 49:6,10 term 62:7 terms 13:22 23:21 24:8 territories 24:20 47:18 52:5 territory 3:19 11:24 12:12 13:5 13:20 14:7,8,10,17 15:25 16:2 16:7 17:14,25 19:2,2 23:22 26:17 53:24 thank 6:14,20 8:14 11:11,17 15:15,16 16:11 17:15 18:11,13 18:17 20:23,24 21:21 23:23,24 27:6 28:5 29:24 32:8,18 33:14 34:8 35:4 36:1 37:23 38:19 39:3,14 40:20 41:10 43:24 44:11,13,14,17 45:6 49:25 50:4 56:5,6 60:18,19,23 61:19 65:10 66:20,21 67:21,23 68:16 68:21 70:12,20,21 72:17 73:10 73:14 thanks 55:18 68:13 they'd 9:1 65:1 thing 27:5 28:22 33:25 41:2 59:12 61:11 67:9 69:15 72:5 things 35:18 59:13 60:15 64:2 64:15,22 think 10:9,10 21:3,10,10,17 22:2,23 27:13,21 28:16 31:17 31:21,22 33:24 35:6,12,17,19 35:22,23 37:15 38:7,10 39:1,1 40:15,18 44:25,25 50:24 54:2 55:18 56:14 57:8 58:10 60:9,9 61:4 62:7,14 64:14,21 65:4,11 69:2 71:6 73:7,9 thinking 46:14 </p>	<p> third 51:12 52:1 53:12 58:13,21 thirteen 44:15 thirty 14:10 16:5 18:18,23 19:5 20:6 22:15 24:12 31:3 thirty-five 35:10 thirty-plus 47:10 thoroughly 56:4 thought 38:6 61:3 71:21 three 25:17 50:18 51:5 58:25 68:11 threshold 59:19 tie 41:13 tied 73:6 Tilkey 37:11 Tim 2:4 42:21 time 1:8 3:11,12 4:22 5:15,17 9:3 13:6 18:20,20,23 21:10 24:7,23 25:4,6,8,10,12 31:7 40:25 41:3 45:11 46:14 47:12 53:20,21,21,22 54:16 55:3 63:6 64:20 65:12,13 68:11 69:16 74:2 timely 38:18 52:12 54:5 times 16:9 35:11 54:6 55:1 58:25 today 4:11 7:15 29:2 33:19,25 51:1 told 25:6 toolkit 51:12 55:8,15,20 56:8 top 47:8 topic 63:22 town 3:20,21 10:16 11:25 12:1 17:7,20 18:6,6,8 19:15,23 20:1,3,4 21:5,15,18,19 23:7,7 23:8,10,14,15 25:2,16,23 26:1 26:2,3,4,10,13,14,18,19,20,24 30:20 31:2,4,9,23 32:3,5,7 36:14,16,17,20 37:10,16,16,17 73:3 towns 13:20 25:19 31:11 36:17 40:18,23 Township 21:10 track 35:18 49:6 tracking 55:23 traditional 36:22 transaction 45:24 transactions 46:12 transcription 74:4 transfers 46:18 Transport 3:5,16 4:18 6:11 8:8 </p>
---	---

<p>8:18,22 15:25 22:7 travel 18:23 24:23 trees 37:9 45:11 tremendous 63:3 trend 46:20 triaging 56:22 tried 45:11 55:6 trouble 62:18 Troy 1:10 true 74:6 truly 38:1 try 47:21 48:6 50:9 54:7 56:19 trying 33:8 35:14 54:25 turn 3:15 44:4 66:6 turnaround 68:11 turning 23:18 turns 66:14 twenty-five 35:11 twisted 57:5 two 8:25 9:1,3,23 10:2 11:21 13:20 15:19 16:24 17:20 18:4 18:7,17,20 19:5 20:11 25:19 26:8,17 31:24 47:3,8 51:4 58:25 66:23 68:15,20,25 69:2 type 45:24 46:4 52:6 66:9 72:5 72:9 types 49:14 52:15 typewritten 74:4 typically 33:4 typo 48:15 T.L.C 10:22</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>Uh-huh 30:23 31:1 39:18 ultimately 55:19 unable 29:13,13 46:24 unanimous 20:17 unanimously 20:20 72:25 unavailable 52:14 53:2 unclear 30:2 uncomfortable 27:13 underneath 58:3,7,15 underserved 73:1,5 understand 8:11 16:12 47:24 56:11 61:22 65:16 66:1 71:10 72:20 understanding 8:12 16:23,24 17:20 21:7 27:1 understood 16:17 unique 40:22</p>	<p>unit 47:11 53:2 54:10 unite 55:16 United 50:22 units 54:14 57:7 unnecessary 63:5 update 49:17 updates 49:19 updating 70:8 upheld 31:14 uphold 3:24 27:23 31:14 urge 12:18 usable 55:20 usage 66:11 use 3:13 51:6 61:24 66:12 utilized 53:18 utilizing 12:16</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>valid 17:21 41:9 58:10 various 72:9 venture 56:2 ventures 10:15 veracity 70:7 verified 55:5 verify 44:5,6 68:3 version 67:12,12 versus 8:8 16:9 vetted 5:23 42:13 43:20,21 44:1 view 12:25 viewed 55:2 Village 3:8,18 4:17 7:9,19,21 8:24 9:1,16,20 10:17 11:4,20 13:7 17:9,10 19:14 22:22,22 22:25 23:2,19 24:11,11,13,22 25:18,23 26:2,3,7,14,19 31:6 31:25 32:1,4 36:15 37:10,16 villages 36:17 40:18 Vincent 2:13 Vinny 72:17 violation 34:23 violations 13:9 volume 30:18 36:24 voluntary 46:22 50:19 volunteer 29:5 62:17,20,25 63:1 vote 3:23 5:24 6:13 20:9,10,13 36:4 41:12 42:12,14,16 61:5 voted 39:10 61:9 72:25 73:6 votes 44:15,16 voting 6:4,19 44:6</p>
---	---

W	
wait 11:9 57:2,7 63:6 70:17	wondering 36:7 63:10
waiting 37:10 72:13	word 61:24
waive 7:12	words 4:6 61:8
Walt 2:6 43:12	work 37:20 38:15 55:9 56:7,15 60:18 62:4 64:10,10 71:10
want 3:14 7:20 9:13 11:9 18:13 26:11 40:19 44:21,24 45:22 51:17 56:6 68:16 70:6 72:20	worked 69:22
wanted 45:13 47:7 60:25 66:25 67:9 71:22	workgroup 56:7,10 60:15
wants 34:2 35:15	workgroups 51:4
Warren 2:10 42:23	working 42:17 44:2 46:14 49:19 55:16,19
Washington 2:9 37:25,25 38:20 40:7,9 43:14,15	worse 15:8
wasn't 57:8	worth 19:17 46:16
wasted 40:25	worthwhile 72:9
way 21:4 25:7 28:10 49:3 61:14 65:22 72:1	wouldn't 25:8
ways 9:9 48:10	write 41:21
week 70:14	writing 42:3
weeks 31:24	written 53:6
welcome 3:3 71:7	wrong 10:3 22:24 28:9 29:1
welfare 36:6,12	Y
well-founded 41:6	yeah 24:2 34:12 37:25 40:3 42:1 47:3 48:18,23 61:21 66:3 71:7
went 10:3 13:22 24:4 25:16 26:23 27:1 48:10 63:1	year 8:25 11:21 31:3 48:5 66:18 68:5,5 70:8 73:1
Westchester 62:14	years 9:23 10:2 17:20 18:4,8 26:8 68:20,25
we'll 3:13,15 32:11,24 37:11 50:8 56:18 58:25 60:8,9,10 62:7,10 65:8	Yedidyah 2:8 43:4
we're 3:11 8:22 15:10 27:18,18 28:17,18 32:2 33:17,24 35:16 37:9 38:6,8 44:22 49:8,16 54:25 55:15,21 59:16 62:13 63:16,16 64:6,10 65:5,12 68:25	York 1:1,10 3:3 22:19 36:12 50:19,20,20,21,22,25 63:13 67:25 68:12 69:3,10 70:20
we've 3:9 5:7 8:10 9:7 10:4 40:5,17 44:13,25 45:15 46:3 46:17 47:3 51:11,12 54:3,5 55:1,6 59:25 62:16 63:18 64:16 69:12 72:6	Z
whitepaper 51:9 55:13 56:10	Zeek 2:8 6:8,9,10,14 21:24 22:2 22:8 43:16,17
willing 54:19 67:16	zero 46:8
Winton 25:2,25	zone 35:10
wish 6:6 31:6,7 40:1	0
wishing 32:12	0606 13:11 14:19,24 33:6,13
withdraw 39:21	1
withdrawing 39:22 40:1	1 74:3,5
withdrawn 39:20	1.3 67:13
	1/1/13 65:21
	10:30 1:8 73:15
	12180 1:10
	122B 9:6,17,19 10:7 16:13 28:23 28:24 34:23 38:25 41:4
	1999 14:22

2

2007 23:3
2011 1:7
206 9:24
209B 9:12
23rd 14:22
235 1:9
26 71:11,13

3

30 1:7 10:3,5 12:8 27:24 28:12
28:13 29:12,15 33:5,13 34:21
35:2 41:5 52:4 53:24
3002 3:21
3003 4:1
3008 4:1

4

4 5:25

5

5 4:1

6

6 71:14,16,17,18 72:13,14

7

76 74:5
78 4:5 13:1

8

8:39 1:8 3:1
800 17:2

9

911 52:2,9 54:11 56:22 68:1