

BRIDGEWATER TOWNSHIP PLANNING BOARD

Regular Meeting

October 15, 2024

-Minutes-

CALL MEETING TO ORDER

Chairman Vescio called the meeting to order at 7:00 pm.

OPEN PUBLIC MEETINGS ACT ANNOUNCEMENT

Chairman Vescio read the OPMA Statement.

SALUTE TO THE FLAG

ROLL CALL

Mayor Moench-	Absent	Mr. Banga-	Present
Councilman Kirsh-	Present	Ms. Sikora-	Present
Mr. Pappas-	Present	Mr. Choudhury-	Present
Mr. Magura-	Present	Mr. Atkins-	Present
Chairman Vescio-	Present	Ms. Chartowich-	Present
Mr. Wang-	Present		

Others present: Board Attorney Mr. Mark Peck, Mr. Bill Burr, Township Engineer, Ms. Katherine Sarmad, Board Planner & Land Use Administrator Nancy Probst.

MEETING OPEN TO THE PUBLIC

Chairman Vescio opened the meeting to the public.

APPROVAL OF MINUTES

May 21, 2024 Regular Meeting Minutes

On motion by Councilman Kirsch, seconded by Ms. Sikora, the Board voted to approve the minutes based on the following roll call vote:

Aye:	Councilman Kirsch, Mr. Pappas, Mr. Magura, Mr. Wang, Ms. Sikora, Mr. Choudhury, Ms. Chartowich, Mr. Atkins & Chairman Vescio
Nay:	
Abstain:	
Not Eligible:	Mr. Banga
Absent:	Mayor Moench & Mr. Choudhury

August 13, 2024 Regular Meeting Minutes

On motion by Mr. Pappas, seconded by Mr. Banga, the Board voted to approve the minutes based on the following roll call vote:

Aye: Mr. Pappas, Mr. Magura, Mr. Banga, Mr. Choudhury, Mr. Atkins
& Chairman Vescio
Nay:
Abstain:
Not Eligible: Councilman Kirsch, Mr. Wang, Ms. Sikora, Ms. Chartowich
Absent: Mayor Moench & Mr. Choudhury

MEMORIALIZATION OF RESOLUTIONS

Area in Need of Redevelopment (Ethicon)

Block 411/Lot 39- 55 Route 22; Block 408/Lot 67- Route 22 and Country Club Rd.

On motion by Councilman Kirsch, seconded by Mr. Pappas, the Board voted to approve the resolution based on the following roll call vote:

Aye: Councilman Kirsch, Mr. Pappas, Mr. Magura, Mr. Wang, Ms. Sikora,
Ms. Chartowich, Mr. Atkins & Chairman Vescio
Nay:
Abstain:
Not Eligible: Mr. Banga & Mr. Choudhury
Absent: Mayor Moench

Application # 23-006-PB; Kumar Realty LLC

Block 418.02, Lot 14; 386 Van Holten Rd.

Extension of Prior Approvals

On motion by Ms. Chartowich, seconded by Ms. Sikora, the Board voted to approve the resolution based on the following roll call vote:

Aye: Councilman Kirsch, Mr. Magura, Mr. Wang, Ms. Sikora, Mr. Banga,
Ms. Chartowich, Mr. Atkins & Chairman Vescio
Nay: Mr. Pappas
Abstain:
Not Eligible: Mr. Choudhury
Absent: Mayor Moench

OTHER BOARD BUSINESS

Preliminary Investigation of An Area In Need of Redevelopment

Block 221, Lots 1.02, 1.03, 1.04, 2 & 2.01; 1200, 1210, and 1220 Route 22

Mr. Michael Sullivan introduced himself as the Township Redevelopment Planner. He identified the subject property as the Greymark Office building and advised the Township Council has passed a resolution to direct the Planning Board to study the area as an area in need of redevelopment.

Mr. Sullivan explained the Local Redevelopment Law and identified his report. Mr. Sullivan oriented the Board to the overall site and office building located on one of the five lots. He used the tax map to identify the 28 acres comprising of all five lots that are owned by one owner, 1200 Rt 22 Land Investors. He went on to describe the remaining "vacant" lots with some having certain improvements such as a shared driveway and stormwater management facilities. Mr. Sullivan then displayed various images of the site over the years and described them for the Board in detail.

Mr. Sullivan discussed the environmental conditions of the site and identified the Cuckles Brook, the wetlands, 100 year flood plains and flood ways on the property. He advised there have been numerous attempts to develop this site over the years and briefly reviewed prior Board applications.

On questioning by the Board, Mr. Sullivan confirmed property has city water and sewer. Mr. Sullivan further confirmed the property is not fenced either, which could lead to potential nefarious activity or potentially unsafe situations.

Councilman Kirsh expressed environmental concerns are priority throughout this study.

On questioning by the Board, Mr. Sullivan advised in 2015 during an application to the Board, residents spoke about flooding related to the brook and requested protection from the flooding.

On questioning by the Board, Mr. Sullivan discussed stormwater facilities that may be required for the site. The Board then expressed concerns about the surrounding residents from flooding and engaged in a lengthy discussion regarding stormwater management with Mr. Burr.

Mr. Peck advised the purpose of this hearing to determine whether this property should be determined to be an area in need of redevelopment. There will be an opportunity for questions regarding stormwater and impervious coverage at another time.

John Ercolo of 1110 Washington Valley Rd. Bridgewater NJ. Mr. Ercolo asked why the current owner is not responsible for maintaining stormwater facilities on the property and Mr. Sullivan advised does not know the answer. Mr. Peck reiterated the purpose of this hearing is to determine whether this property should be designated as an area in redevelopment.

With no other members of the public wishing to speak, this portion of the meeting was closed.

The Board deliberated.

On motion by Ms. Chartowich, seconded by Mr. Banga, the Board voted to determine the subject sites are an area in need of redevelopment based on the following roll call vote:

Aye: Councilman Kirsch, Mr. Pappas, Mr. Magura, Mr. Wang, Ms. Sikora,
Mr. Banga, Ms. Chartowich, Mr. Atkins, Mr. Choudhury
& Chairman Vescio

Nay:

Abstain:

Not Eligible:

Absent: Mayor Moench

LAND DEVELOPMENT APPLICATIONS

**Application No. 23-024-PB; Has
Block 150, Lots 12&13; 147 Chestnut St.
Minor Subdivision with Variances**

This application was carried to the Tuesday December 3, 2024 Regular Meeting without further notice.

**Application #24-014-PB; Chick-Fil-A
Block 164, Lot 6.05; 754 Route 202
Preliminary & Final Major Site Plan**

See attached transcript provided by AB Court Reporting LLC.

This application was carried to the December 3, 2024 Regular Meeting without further notice.

ADJOURN

The Board unanimously voted to adjourn the meeting at 9:56 pm.

Respectfully Submitted



Jo-Ann M. Ricks
Board Secretary Certified

1 TOWNSHIP OF BRIDGEWATER PLANNING BOARD
2 COUNTY OF SOMERSET - STATE OF NEW JERSEY

3 -----
4 REGULAR MEETING FOR:

5 CHICK-FIL-A, INC.
6 BLOCK 164, LOT 6.05
7 754 ROUTE 202

8 *PRELIMINARY & FINAL MAJOR SITE PLAN*

9 APPLICATION NO. 24-014-PB
10 -----

11 MUNICIPAL BUILDING
12 COUNCIL CHAMBERS
13 100 COMMONS WAY
14 BRIDGEWATER, NEW JERSEY 08807

15 -----
16 TUESDAY, OCTOBER 15, 2024

17 7:00 P.M.
18 -----

19 TRANSCRIPT OF PROCEEDINGS

20 PUBLIC HEARING

21
22 AB COURT REPORTING, LLC
23 Certified Court Reporters
24 26 Algonquin Terrace
25 Millstone Township, New Jersey 08535
Tel: (732)882-3590
angelabuonocsr@gmail.com

1 BOARD MEMBERS PRESENT:

2 MAURIZIO VESCIO, CHAIRMAN
3 WILLIAM ATKINS
4 INDERPREET BANGA
5 SONIA CHARTOWICH
6 NIREN CHOUDHURY
7 MICHAEL KIRSH, COUNCILMAN
8 JAMES MAGURA
9 MICHAEL PAPPAS
10 ASHLEY SIKORA
11 HENRY WANG

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14 PROFESSIONALS AND STAFF PRESENT:

15 MARK R. PECK, ESQUIRE, Board Attorney
16 Florio Perrucci Steinhardt Cappelli & Tipton, LLC
17 WILLIAM H. BURR, IV, P.E., Township Engineer
18 Township of Bridgewater
19 KATHERINE SARMAD, P.P., Board Planner
20 Sarmad Planning Group, LLC
21 NANCY PROBST, Land Use Administrator
22 Township of Bridgewater

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26 STENOGRAPHICALLY REPORTED BY:

27 ANGELA BUONANTUONO, CCR, RPR
28 License No. 30XI00233100

1 A P P E A R A N C E S:

2

3 DIFRANCESCO, BATEMAN, KUNZMAN, DAVIS, LEHRER & FLAUM, PC
4 BY: MICHAEL E. SILBERT, ESQUIRE

5 15 Mountain Boulevard
6 Warren, New Jersey 07059

7 T: 908.757.7800

8 F: 908.757.8039

9 Email: msilbert@newjerseylaw.net

10 --Counsel for the Applicant

11

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

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21 JEFFREY MARTELL, P.E.
22 Stonefield Engineering & Design

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24 PATRICK DOWNEY, P.E., PTOE
25 Dynamic Traffic

26 MATT FLYNN, P.P.

27 John McDonough Associates, LLC

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I N D E X

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WITNESSPAGE

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JOHN MARTINEZ, Senior Development Manager
Chick-fil-A, Inc.

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PUBLIC QUESTIONS AND/OR COMMENTS:

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NAME

ADDRESS

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NONE.

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E X H I B I T S

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<u>NO.</u>	<u>DESCRIPTION</u>	<u>PAGE</u>
A-1	Site Plan Rendering, prepared by Stonefield Engineering	16
A-2	Grand Opening Plan, prepared by Stonefield Engineering, dated 10/15/2024	17
A-3	Drone photographs entitled, "Planning Exhibits for Chick-fil-A, Inc."	46

6 1 CHAIRMAN VESCIO: Good evening, and 2 welcome to the Bridgewater Township Planning Board 3 Regular Meeting for Tuesday, October 15th, 2024. 4 Adequate notice of this meeting having 5 been given in accordance with the Open Public 6 Meetings Act, N.J.S.A. 10:4-6. On February 7th, 7 2024, proper notice was sent to The Courier News and 8 The Star-Ledger, and filed with the Clerk at the 9 Township of Bridgewater, and posted on the bulletin 10 board in the Municipal Building. 11 Please be aware that the Planning Board 12 Policy for public hearings, no new applications will 13 be heard after 9:30 p.m. and no new testimony will 14 be taken after 10:00 p.m. 15 Hearing assistance is available upon 16 request. Accommodation will be made for individuals 17 with a disability, pursuant to the Americans with 18 Disabilities Act, or ADA, provided the individual 19 with the disability provides 48 hours' advance 20 notice to the Planning Department secretary before 21 the public meeting. However, if the individual 22 should require special equipment or services, such 23 as a CART transcriber, seven days' advance notice, 24 excluding weekends and holidays, may be necessary. 25 Would everyone please rise and salute	8 1 MEMBER ATKINS: Here. 2 ADMINISTRATOR PROBST: You have a 3 quorum. You can proceed. 4 - - - 5 (Whereupon, the board continues with 6 the posted agenda.) 7 - - - 8 (Time noted, 8:45 p.m.) 9 - - - 10 CHAIRMAN VESCIO: Okay, moving along 11 this evening, our application portion for the 12 evening, there will be only one application this 13 evening as Has Hulya has requested adjournment to 14 December 3rd. We do have Chick-fil-A here however 15 on Block 164, Lot 6.05, commonly known as 754 Route 16 202. 17 And who will be representing the 18 application this evening? 19 ATTORNEY SILBERT: Good evening, 20 Mr. Chairman. Michael Silbert from the law firm 21 DiFrancesco Bateman, located in Warren Township. 22 And I have the privilege and honor this evening of 23 representing Chick-fil-A, Inc. 24 So this is the first time in my career 25 I have ever sent out notices and got phone calls of
7 1 the flag. 2 (Pledge of Allegiance.) 3 CHAIRMAN VESCIO: Ms. Probst, can I 4 have a roll call, please. 5 ADMINISTRATOR PROBST: Chairman 6 Vescio? 7 CHAIRMAN VESCIO: Here. 8 ADMINISTRATOR PROBST: Mayor Moench is 9 absent. Councilman Kirsh? 10 COUNCILMAN KIRSH: Here. 11 ADMINISTRATOR PROBST: Mr. Pappas? 12 MEMBER PAPPAS: Here. 13 ADMINISTRATOR PROBST: Mr. Magura? 14 MEMBER MAGURA: Here. 15 ADMINISTRATOR PROBST: Mr. Wang? 16 MEMBER WANG: Here. 17 ADMINISTRATOR PROBST: Ms. Sikora? 18 MEMBER SIKORA: Here. 19 ADMINISTRATOR PROBST: Mr. Banga? 20 MEMBER BANGA: Here. 21 ADMINISTRATOR PROBST: Ms. Chartowich? 22 MEMBER CHARTOWICH: Here. 23 ADMINISTRATOR PROBST: Mr. Choudhury? 24 MEMBER CHOUDHURY: Yes. 25 ADMINISTRATOR PROBST: Mr. Atkins?	9 1 people calling me with excitement for a development 2 application. That's certainly a first for me. 3 Before I introduce the application, I 4 just want to confirm that notice is adequate and 5 sufficient, and that the board has jurisdiction to 6 hear this matter with Mr. Peck? 7 ATTORNEY PECK: Yes. I didn't see any 8 problems with what was provided. 9 CHAIRMAN VESCIO: Okay. 10 ATTORNEY PECK: Appropriate to proceed. 11 ATTORNEY SILBERT: Okay. So the 12 applicant this evening is Chick-fil-A, Inc. The 13 property is Block 164, Lot 6.05, more commonly known 14 as 754 Route 202. The applicant is seeking 15 Preliminary and Final Site Plan approval with bulk 16 variance relief. The property is located in the M-1 17 zone. 18 Just a little background information, 19 the property consists of 54.3 acres. It's a 20 shopping center with multiple pads. It was part of 21 an original development that consisted of 84.3 acres 22 and is being treated in accordance with the original 23 tract size, and that's all in accordance with the 24 township's requirements. 25 One thing I would say is that, to my

10 1 knowledge, this is one of the -- one of the only 2 properties in Bridgewater that permits 3 drive-throughs as of right. 4 So Chick-fil-A is proposing to 5 construct approximately 5,000-square-foot 6 Chick-fil-A restaurant with a drive-through on the 7 commercial pad in the location of the former Ruby 8 Tuesday restaurant. That restaurant has been vacant 9 since approximately 2018. It's a full demolition 10 and construction of a new building. 11 I'm not going to provide too much of an 12 introduction here. I will just go through some of 13 the variances that are being requested, as I had 14 mentioned, there are some variances. 15 So we are requesting a front yard 16 setback. 17 A variance for parking where 100 feet 18 is required and where 19.3 feet is proposed. I 19 believe this is -- was a variance that was 20 previously granted. However, because the building 21 is coming down, we are seeking it again. And our 22 engineer can address if that number has changed in 23 any way due to the canopy. 24 We're also seeking a side yard setback 25 with respect to parking. Again, 100 feet is	12 1 address, obviously, the site plan, can answer 2 questions on the architectural plans and elevations 3 you see. 4 And then followed by Patrick Downey, 5 our professional traffic expert. And then to 6 conclude I have Matt Flynn from McDonough Planning 7 Associates here to provide the planning testimony. 8 So I don't see the exhibit up, but -- 9 actually, we can introduce the exhibit when you come 10 up here so. 11 CHAIRMAN VESCIO: We could have them 12 all sworn in as well, actually. 13 ATTORNEY SILBERT: Yeah. Do you want 14 to do that now? 15 CHAIRMAN VESCIO: Yes. 16 ATTORNEY SILBERT: Great. Thank you. 17 ATTORNEY PECK: And then when -- after 18 we, you know, affirm or swear then just, in order, 19 state and spell your names for the record. 20 Raise your right hand. 21 Do you swear or affirm that the 22 testimony you're going to give in accordance with 23 this hearing will be the truth, the whole truth, and 24 nothing but the truth? 25 In unison: I do.
11 1 required whereas 48.9 feet is proposed. Again, that 2 variance was previously granted but, again, a new 3 building here. 4 We're seeking variance relief for the 5 proposed signage. Wall signs are limited to 5 6 percent of the building facade or 100 square feet, 7 whichever is left. We're proposing three wall 8 signs, and we're seeking 153.5 square feet amongst 9 the three signs. 10 We're also not providing an off-street 11 loading and unloading area. That is required 12 pursuant to 126-341.40. 13 And we're requesting some variance 14 relief with respect to landscaping for the number of 15 trees. 16 So I'm taking a little different 17 approach this evening to the application, given the 18 joint review memo that we received from the board's 19 planner and engineer. A lot of operational 20 questions. So, Mr. Chairman, if it would be okay 21 with you, I'd like to actually call as our first 22 witness John Martinez. He's the senior development 23 manager for Chick-fil-A. 24 And then we would move on to our 25 engineer, Jeff Martell, followed by -- he'll	13 1 ATTORNEY PECK: So the fellow in the 2 back. 3 PATRICK DOWNEY: Sure. Do I need to 4 be at the microphone? 5 Patrick Downey, D-O-W-N-E-Y. 6 JOHN MARTINEZ: John Martinez, 7 M-A-R-T-I-N-E-Z. 8 JEFFREY MARTELL: Jeffrey Martell, 9 M-A-R-T-E-L-L. 10 MATT FLYNN: Matt Flynn, F-L-Y-N-N. 11 ATTORNEY PECK: Thank you very much. 12 CHAIRMAN VESCIO: Thank you, 13 Mr. Silbert. 14 ATTORNEY SILBERT: Thank you. 15 Just a couple of things I thought the 16 board should be made aware of, just when they are 17 considering this application. There is a pending 18 application in Hillsborough for a Chick-fil-A that's 19 at the zoning board. I have nothing to do with it. 20 And just making the board aware that there is 21 another Chick-fil-A that will hopefully be opening 22 in the relative -- in a relative close proximity to 23 this location. 24 Another thing that I just wanted to 25 mention, our engineer will certainly speak to it, is

14 1 that there's cross parking availability. So while 2 the restaurant is on the -- proposed to be on the 3 pad, employees and patrons have the ability to park 4 elsewhere on the site; it's not secluded to the pad. 5 Another thing I just wanted to address 6 briefly, the fire review memo, dated September 11th, 7 2024, which we received October 10th, 2024. To 8 address some of the points raised in the memo, I 9 actually had the opportunity to meet with Xavier 10 Alvarado. He's the assistant fire inspector and 11 assisted Mr. Sklare in preparing the report. I met 12 with him in person on October 11th. 13 And one of the things I asked for 14 clarification on was there were -- his review letter 15 suggested that the Greenville fire truck had to 16 traverse around the drive-through lane and that 17 would not be possible based on what we're proposing. 18 What Mr. Alvarado was able to clarify 19 was that the fire truck just needs to have access 20 into the commercial pad, it doesn't need to have the 21 ability to circulate around it. And so as much as 22 the people on the ladder truck there might want to 23 stop for Chick-fil-A while they're in the truck, 24 they're not going to be able to do that. 25 So that has been clarified. So I just	16 1 review, so if we can have the colorized site plan 2 aerial up there. 3 So we're not doing -- the computer is 4 fine, right? 5 JEFFREY MARTELL: Yeah. The computer 6 is fine, if that works for everybody. We do have 7 paper exhibits as well, but the computer works for 8 everybody. 9 So, Jeffrey Martell. I'm just going to 10 state -- or put two exhibits on the record for 11 Mr. Martinez's testimony. 12 Mark Exhibit A-1, what is on the screen 13 now, which is entitled the Site Plan Rendering 14 prepared by Stonefield Engineering. It is -- in 15 terms of its content, it's identical to the site 16 plan sheet within the set. However, it has been 17 enhanced with an aerial image and colorized with the 18 landscaping for the purposes of the presentation 19 this evening. 20 - - - 21 (Exhibit A-1, Site Plan Rendering, 22 prepared by Stonefield Engineering, was 23 marked.) 24 - - - 25 JEFFREY MARTELL: Exhibit A-2 is what
15 1 wanted to say that I think we're able to work 2 through a number of the concerns or issues raised in 3 the fire review letter. 4 Most of the comments in the joint 5 review memo require testimony. The comments that 6 don't require testimony, the applicant can comply 7 with all of them. 8 Mr. Peck, I can list them if you want 9 now, or we can -- 10 ATTORNEY PECK: Do you want to list -- 11 yeah, well, what are there more of? 12 ATTORNEY SILBERT: Pretty much 13 everything that says testimony is not needed. If it 14 just asked for a plan revision or applicant shall 15 comply with this, we can comply with it. So there's 16 no -- 17 ATTORNEY PECK: Just identify which 18 comment it is that the testimony is going to. 19 ATTORNEY SILBERT: Okay. And, let's 20 see if there's anything else. I think that's it. 21 I think I am able to call my first 22 witness, Mr. Chair, with your permission. Again -- 23 actually, he has already been sworn. 24 I did what to bring up a couple of the 25 exhibits and have them up for the board for their	17 1 is entitled a Grand Opening Plan, and it's prepared 2 by Stonefield Engineering. And it has a date of 3 10/15/2024. 4 Mr. Martinez will describe it in a few 5 moments, but I think those are the two exhibits that 6 will be used for the first witness's testimony. 7 ATTORNEY SILBERT: Thank you. 8 - - - 9 (Exhibit A-2, Grand Opening Plan, 10 prepared by Stonefield Engineering, dated 11 10/15/2024, was marked.) 12 - - - 13 E X A M I N A T I O N 14 - - - 15 ATTORNEY SILBERT: Mr. Martinez, if 16 you would be so kind, can you just introduce 17 yourself to the board and explain your relationship 18 to Chick-fil-A. 19 THE WITNESS: I can. I assume 20 everyone can hear me. Again, John Martinez. I'm a 21 development manager with Chick-fil-A. I have been 22 in this role for about ten years, but I have been 23 associated with Chick-fil-A since about 2001. 24 I have been involved with most of the 25 new store development here in New Jersey as well as

J. Martinez 18 1 Pennsylvania, New York, Delaware, Virginia, 2 Maryland. 3 In my role as development manager I'm 4 responsible for finding -- not finding locations, 5 but once a location is identified, developing the 6 plan, putting the team together, making sure we 7 comply with both shopping center requirements or 8 property requirements, as well as municipal 9 requirements including DOT requirements. And so, in 10 my looking at this site, that's what I've done. 11 I'll kind of take a little step back, 12 kind of tell you a little bit about Chick-fil-A. So 13 it's a privately held company. We have about 3,000 14 restaurants throughout the country. In fact, we 15 just opened our 3,000th one earlier this year. 16 All the sites we develop are chosen by 17 Chick-fil-A. So we don't have preferred developers, 18 we find our own sites. We either purchase them or 19 lease them. The Cathy family owns Chick-fil-A. 20 And with that, once we design a site, 21 we construct it. We do then end up having a 22 franchisee or an operator come on board. So we 23 partner with a operator. But unlike a typical 24 franchisee relationship that may have a territory or 25 multiple locations, if you are chosen to be a	J. Martinez 20 1 New Jersey. We only have maybe 40, 45 stores. And 2 so a lot of Chick-fil-A operators that may have been 3 raised in New Jersey, have left. They actually come 4 back to their hometown to operate the store. So 5 it's pretty exciting to be involved with that. 6 The store itself is, as Michael 7 indicated, is just under 5,000 square feet, it's 8 4,989. It's a one-story building. We'll have 9 somewhere in the neighborhood of up to 90 seats or 10 so, 92 seats on the property. Probably about 20 of 11 them would be maybe for outdoor seating, but the 12 rest would be inside. The store itself is really 13 what I would call the latest and greatest that we're 14 doing. 15 So there was a significant change at 16 Chick-fil-A during COVID. As we all experienced, 17 COVID was a challenge and it was a challenge for us, 18 but in a different way. Our business, quite 19 honestly, exploded during COVID. We were able to 20 stay open through our drive-through and it really 21 introduced the brand to a lot of folks. And while 22 that's great for business, it certainly was a 23 challenge from handling cars perspective. I'm sure 24 you have all seen YouTube videos of cars lined out 25 the streets.
J. Martinez 19 1 Chick-fil-A operator, you get one store. That's it. 2 That's the one location. 3 Now, if you have proven yourself over 4 many years, you may have an opportunity to get a 5 second store, but it's not a guarantee. 6 The vast majority of Chick-fil-As are 7 operated by one individual. That individual is not 8 decided here in Bridgewater. We get probably in the 9 neighborhood of 50- to 60,000 people a year that 10 apply to Chick-fil-A to become operators. And of 11 that we only choose about -- less than 100. This 12 year we'll open 145 locations. 13 And so it's pretty -- we're pretty 14 selective on who we find. And the reason for that 15 is really our success. It's because we're finding 16 an individual that is very motivated from a business 17 perspective to drive a business. But more than 18 that, is really interested in building a team, 19 building in a community. 20 So the operators typically are -- have 21 a connection to the store location, whether they 22 live there currently or they grew up there. That is 23 what we're looking at. 24 Quite often we'll see -- especially in, 25 like, New Jersey, we're relatively new here in	J. Martinez 21 1 But one of the things we realized right 2 away during COVID is we were testing something 3 called dual-lane fulfillment. In the locations that 4 we had it, in parts of the country, mainly in Texas, 5 where we had that operating during COVID, it was 6 remarkable how we handled the traffic. 7 So, essentially, and we have it on this 8 plan, is you will see there's two full lanes going 9 around the entire building. Unlike some other 10 competitors -- even what Chick-fil-A used to do 11 prior to COVID, we used to merge the two lanes into 12 one and go to a pick-up window. We no longer merge 13 those lanes. 14 So the obvious question is hey, well, 15 that's great for the inside lane that gets to the 16 window, but what do you do in the outside lane? 17 So, essentially, Chick-fil-A has taken 18 out the drive-through window, the typical window you 19 see at other locations, and we replaced it with a 20 door, a bi-fold door similar to what you would see 21 at a pharmacy or supermarket. And so we walk the 22 food out to both lanes. And what that does, that 23 gives us the ability to not only provide food 24 quicker, but it also allows us to provide better -- 25 what we feel better customer service to our

J. Martinez 22 1 customers that are in the drive-through lane. 2 A drive-through business is 50 percent 3 of our sales, so it's an important factor to us. 4 It's not the only thing that we do, but it's an 5 important thing. So we definitely want to make sure 6 that we give good customer service to the folks that 7 are in the cars visiting us through the 8 drive-through. 9 This design is relatively new, but it's 10 not uncommon here in New Jersey. So since COVID I 11 have been -- this is what our designs have been. In 12 fact, Bridgewater originally wasn't this design. We 13 actually modified it during -- in our planning to 14 incorporate it. 15 But we've opened this in locations that 16 are extremely high traffic. So, in my mind -- I 17 grew here in New Jersey. In my mind probably 18 Route 17 in Paramus is probably one of the most 19 busiest roads that we have in New Jersey. 20 So we recently opened a store, the old 21 Fireplace, if you're familiar with it. It's in a 22 jug handle on Route 17 with an access point off of 23 17. And, to the best of my knowledge, there has not 24 been any traffic backup onto 17 because of this 25 store. And it's because of this dual-lane	J. Martinez 24 1 The store itself has somewhere in the 2 neighborhood of between 80 and 100 employees, or 3 team members as we call them. 4 ATTORNEY PECK: I'm sorry, how many, 5 80? 6 THE WITNESS: Between 80 and 100 total 7 employment, yeah. 8 So it's a very heavily labored 9 operation. So unlike some of our competitors that 10 are probably adding more and more equipment and 11 robots, we actually add more people. 12 Not all those people are full time, of 13 course. It's up to the operator who they choose, 14 but we find that typically about half the people are 15 full time and half are part time. On any given 16 shift, the maximum we would expect would be about 17 25 people. But operators are very flexible with 18 their team members on the hours they work. And so 19 that's where we would look. 20 The site here, our leased area is about 21 1.2 acres. And that has about 45 or so parking 22 spaces -- it's actually 44 parking spaces. But 23 technically, with how New Jersey calculates parking 24 now with EV, we have 45 spaces. 25 We also have cross parking with the
J. Martinez 23 1 fulfillment. It's really a significant improvement 2 to that. 3 Additional to that, one of the other 4 things you will notice is the building is fairly 5 large, at 5,000 square feet. A lot of this building 6 is kitchen. So the other thing we learned is we 7 need to have a kitchen that can support sales. So 8 this building will have enough fryers and all that 9 equipment, the technical equipment, to supply that. 10 Chick-fil-A is open 6:30 in the 11 morning. Yes, we do sell chicken for breakfast. 12 It's not a big seller in the northeast, but it's 13 really filling, it's really good. And we close 14 10:00 o'clock at night, Monday through Saturday. 15 We'll be closed Sundays here, and that's a company 16 policy. 17 We have deliveries. We do get 18 deliveries every day, pretty much, of fresh baked 19 bread, of vegetables, but that comes in a small box 20 truck. We do get tractor-trailer deliveries that 21 come approximately four times a week, but they come 22 at night when we're closed. So after hours we have 23 a key-drop-type facility where the drivers will gain 24 access to the building after all of our team members 25 have left, and they will put that product inside.	J. Martinez 25 1 shopping center. So the expectation is that all of 2 our team members will be parking off of our pad, 3 freeing up quite a bit of that space for our 4 customers. 5 One of the concerns that is raised by 6 other boards is how do you handle that pent-up 7 demand, that initial grand opening. So Chick-fil-A 8 has a process in place where when we are ready to 9 open a store, we actually bring in team members from 10 elsewhere, from the other 3,000 stores across the 11 country. 12 So it's a really good opportunity for 13 someone that lives in, you name it, Iowa, to get a 14 chance to travel, paid by Chick-fil-A, to come to a 15 store here in New Jersey, in the New York market, 16 and to help train staff. 17 So that's a real important part of 18 Chick-fil-A. We'll bring in probably 20, 30 folks, 19 have them here for the first couple of weeks, and it 20 really serves two main purposes. One is it helps 21 train the new team members on Chick-fil-A's service. 22 You know, the "my pleasure," all those types of 23 things, how to do it. And it also helps manage the 24 customer demand, the pent-up demand. So that is 25 something that is really important to Chick-fil-A to

J. Martinez 26 1 do. 2 The other thing we do is we work with 3 the local police, and the expectation is we'll work 4 with your local police, to have some off-duty 5 officers also be ready there on-site to help -- I'll 6 say not initially control the traffic, but certainly 7 keep the peace, keep people calm while they're 8 getting on-site. 9 To do that we'll also have a Grand 10 Opening Traffic Control Plan that we'll develop with 11 your town. As we go through this process, we'll 12 share it with you, your engineer, your traffic 13 engineer, and certainly your police, to develop a 14 method of handling that traffic. 15 So what we found, and this is -- this 16 is based on my personal experience for probably 17 opening 2- to 300 Chick-fil-As is that when we have 18 that grand opening, it's the perfect storm of new 19 employees not necessarily knowing what they're 20 doing, customers that don't necessarily know how to 21 get around, and a lot of demand. 22 So we'll kind of come up with what 23 we'll call is kind of a worst-case scenario for how 24 to handle drive-through traffic. Because 25 essentially that is usually what is the attention	J. Martinez 28 1 center parking lot. Or, as you'll see in the site 2 plan, there's sidewalks that we're proposing that 3 aren't there today that will allow customers and 4 team members to access other parts of the parking 5 lot to come to the Chick-fil-A. 6 Again, I want to assure you that that 7 pent-up demand is something that occurs initially a 8 couple of weeks, and it really dies off. And as that 9 traffic starts to get managed by our team members 10 are more experienced, customers know what they're 11 doing, we will then re-introduce parking on our site 12 as we go through. 13 My expectation is that as time goes on, 14 we won't even need that traffic control plan 15 anymore, but it will be on-site. So if something 16 happens, a special event happens or something, that 17 operator will be able to pull the trigger and 18 implement that as we move forward. 19 A few other items I just wanted to 20 touch base on. We also are showing canopies on this 21 site. So there are two canopies that are shown on 22 this site. One is over the meal-ordering area and 23 the other is over the meal-fulfillment area. These 24 canopies have a height limitation of nine feet. It 25 has a clearance. Nine foot can go through there.
J. Martinez 27 1 getter is the drive-through backup. So we'll work 2 with the town and have a plan that will essentially 3 kind of take away some of our on-site parking 4 spaces, convert that to drive-through stacking. And 5 we'll be able to stack quite a few cars. 6 So my traffic engineer will talk more 7 about the specifics, but essentially, our dedicated 8 drive-through lane can handle 29 vehicles. So there 9 can be 29 customer cars in our drive-through lane 10 without affecting our parking lot at all. 11 When that 30th and 31st car comes, 12 there's room for them on-site, but in this grand 13 opening plan, we're going to actually allow them to 14 stack another ten cars by taking out some parking 15 spaces. So we'll get to about 39 cars on-site 16 without really causing any effect. 17 We have the ability, if we need, to 18 increase that further, and during grand opening we 19 will probably actually do that as well. We can get 20 to somewhere in the neighborhood of upper fifties of 21 cars parking on our site without affecting one drive 22 aisle in the shopping center. 23 Customers will be then directed, if 24 they don't want to go wait in that line, they would 25 be directed to park in the parking lot, the shopping	J. Martinez 29 1 So it can take most vehicles. 2 And these canopies are essentially 3 there to allow these -- our team members to be 4 outside delivering food and taking orders in all 5 types of weather, whether it's raining -- honestly, 6 really the biggest issue is sun, heat for them. 7 They have -- there's an area of shade. And that 8 allows them all-weather -- the ability for 9 all-weather order taking. 10 So you may have seen a similar 11 Chick-fil-As team members are outside with iPads. 12 We'd expect that here as well to take that order, as 13 well as delivering the food, they can deliver that 14 outside. So those canopies are an important part of 15 providing good working environment for our team 16 members. 17 Other things, you know, we do have 18 trash dumpsters on-site, both a trash dumpster and a 19 recycling dumpster. They get picked up -- well, 20 some of them get picked up as needed. We typically 21 start with every other day for trash, but if the 22 store is that busy, we can certainly move that to 23 every day pickup. Those who are interested, there's 24 an eight-yard container inside those trash 25 enclosures. So it's a fairly large enclosure.

1 We also recycle other parts besides
2 cardboard, specifically oil gets recycled. We
3 actually have to keep that inside of our store. We
4 use a DAR PRO system. So think of your home, a hot
5 water heater, an 80-gallon hot water heater. That
6 is essentially what a DAR PRO system is.
7 Believe it or not, that actually gets
8 stolen out of -- if we kept it outside, because it's
9 a valuable product. So we actually sell that back
10 to a recycler. And I mentioned the deliveries
11 already.

12 So I think I have hit a lot of the
13 operational questions, Michael.

14 ATTORNEY SILBERT: Great job. So most
15 of my questions for you were answered there. And if
16 you didn't already mention it, what are the typical
17 peak hours for Chick-fil-A?

18 THE WITNESS: Great question. So we
19 measure -- basically there's five times that we
20 measure. So we have five parts in a day. If we
21 have morning, I can tell you that's extremely slow.
22 You will have more traffic probably at a closed
23 store than you will have at a Chick-fil-A. But our
24 lunch time is fairly busy.

25 Since COVID there is actually a new day

1 part. It's actually the time between when lunch
2 stops and dinner starts. The afternoon is actually
3 a fairly large time for us.

4 And then dinnertime. Here in
5 Bridgewater we would expect that dinner would
6 probably be a fairly busy time. But generally our
7 peak is Saturday at lunch. So Saturday at lunchtime
8 from about 11:00 to 1:00, 2:00 in the afternoon is
9 the busiest historically for Chick-fil-A.

10 ATTORNEY SILBERT: Thank you.

11 And we spoke about it today. I'm
12 bringing it up simply because it was in the report.
13 Can you talk a little bit about curbside pickup and
14 mobile ordering?

15 THE WITNESS: Sure.

16 ATTORNEY SILBERT: I know we had spoken
17 about it, but it's in the report so I just want to
18 address it.

19 THE WITNESS: Sure. So Chick-fil-A
20 has -- we equip our operators with multiple ways of
21 serving customers. And what I mean by that is they
22 can serve them at a counter inside the store;
23 there's dining in; we allow takeout; we have a
24 drive-through; we have areas where you could have
25 curbside pickup. So we give a lot of potential

1 options. We have mobile. We have our app. So
2 customers can order on their phone and go pick it
3 up.

4 We also can participate with third
5 parties, you know, your DoorDashes, your Uber Eats.
6 However, we encourage new operators not to turn on
7 all those channels at the same time because it
8 overwhelms their staff. It overwhelms everybody.
9 So they gradually bring on those channels as they
10 get more and more experienced.

11 So I want to assure you that
12 Chick-fil-A has the ability to control how we
13 deliver and we sell our product. And it's more
14 important for us to have a good experience for our
15 customers than just to turn it on and just sell
16 everything all at once. It doesn't do us good.

17 So things such as curbside pickup are
18 actually kind of almost going to the wayside. We
19 have the ability to do that but it's not actually
20 the most common. So typically on something like
21 that, curbside pickup, what you have previously saw
22 as curbside pickup, with geofencing -- and if you
23 don't what that is, that's essentially the way you
24 track someone's cell phone -- we have the ability to
25 determine when that individual comes onto our

1 property and where they park. I mean, you can get
2 down to literally within like this parking spot.

3 And so if we wanted to, we could bring
4 the food out to them, but typically, we still have
5 them actually just park and come in and pick that
6 up. So things like curbside pickup in all those
7 numbered spaces are kind of starting to go away from
8 Chick-fil-A. We do still use that in some locations,
9 but that's not -- we're not going to necessarily
10 designate a whole bunch of spaces with those kinds
11 of signs.

12 ATTORNEY SILBERT: Thank you. And
13 just to preface my question, so would you agree that
14 a lot of fast food operations or drive-through
15 operations, if they have what I will refer to as a
16 queuing mitigation plan, they implement it on an
17 as-needed basis; would you agree with that?

18 THE WITNESS: Yes.

19 ATTORNEY SILBERT: You're saying no
20 matter what, you're coming into the site here and
21 you're going to have a plan put in place -- whether
22 the pent-up demand is there for a grand opening or
23 not, you're going to have a plan in place no matter
24 what?

25 THE WITNESS: That is correct. So

J. Martinez 34 1 essentially what we've learned is -- you know, we go 2 to using a military -- we go to DEFCON 5 at first, 3 and then we back that down. 4 So we'll do that for a minimum at least 5 the first week to understand what people's patterns 6 are, and then we'll start to back down that 7 mitigation. And I say this to you just to give you 8 a level of confidence that Chick-fil-A is here to 9 manage that. 10 I know Michael mentioned that we're 11 looking at other locations, like a Hillsborough, but 12 even more importantly what Chick-fil-A does is we 13 don't necessarily just build the store and then 14 leave it and walk away. We will go back and invest 15 heavily and reinvest in our stores. 16 So the first store, for example, that I 17 did here, a freestander in New Jersey, was in 18 Hamilton, Hamilton Marketplace. It was a very 19 prototypical, back-in-the-day how you did a 20 drive-through restaurant. We actually have just 21 closed that restaurant and built another one behind 22 it in that same shopping center and opened it up 23 with all the same technology. 24 Trust me, we hadn't even -- you know, 25 we hadn't even written off the investment on that.	J. Martinez 36 1 Mr. Chairman and the board, for any questions. 2 CHAIRMAN VESCIO: Yes. Thank you, 3 Mr. Martinez, for that background. 4 Any questions from our board members 5 for Mr. Martinez? 6 MEMBER CHARTOWICH: I have a question. 7 CHAIRMAN VESCIO: Ms. Chartowich. 8 MEMBER CHARTOWICH: Most of the time 9 when we frequent Chick-fil-A, you see on the 10 highways the sign that says this exit Chick-fil-A. 11 I'm assuming that because this is about six miles 12 off of the highway, there won't be a sign on 287, or 13 whatever, advertising that there's a Chick-fil-A in 14 this location. Is that accurate? 15 THE WITNESS: That's more than likely 16 accurate, yeah. So those highway wayfinding signs, 17 there's a group at the DOT that handle that. And we 18 have folks that handle that for Chick-fil-A. They're 19 on a first-come-first-serve basis, and it's 20 literally based on whoever is closer to the exit 21 gets on there. 22 At six miles, I would not anticipate 23 that being the case, no. 24 MEMBER CHARTOWICH: Okay. 25 CHAIRMAN VESCIO: Any other questions?
J. Martinez 35 1 That is important. 2 You may be familiar with probably the 3 closest store here is Flemington. I would imagine 4 that is the closest one. Again, that was built with 5 almost none of what I talked about, the technology 6 aside. But we actually just got approved from 7 Flemington, we're going to be closing that store -- 8 and I think we may have already even closed it 9 actually -- to go there and implement a lot of what 10 I just talked about, these dual lanes. 11 So Chick-fil-A is going back and 12 implementing that where we can, where we physically 13 have room to do that. Whether that involves leasing 14 more space -- it's really important to us to provide 15 that good customer service. 16 So I definitely want to impress upon 17 you that Chick-fil-A is here to be a good neighbor 18 in Bridgewater. We've been looking for a long time 19 to be in here. I can tell you for sure it's been 20 many years. Even before I was in this role, ten 21 years ago we were looking in Bridgewater. So we're 22 excited to be here and we definitely do not want to 23 wear out our welcome in Bridgewater. 24 ATTORNEY SILBERT: Thank you, 25 Mr. Martinez. I would turn it back to you,	J. Martinez 37 1 MEMBER CHOUDHURY: Yes, Mr. Chairman. 2 CHAIRMAN VESCIO: Mr. Choudhury. 3 MEMBER CHOUDHURY: First of all, the 4 way you are explaining it, actually even though I 5 don't eat chicken, probably you are tempting me to 6 eat the chicken. 7 So a few questions, this may not be 8 exactly related, but you said that you will have 44 9 parking spots? 10 THE WITNESS: Within our leased area 11 there is 44 spaces. 12 MEMBER CHOUDHURY: Okay, then -- 13 THE WITNESS: And then we have cross 14 access to the rest of the shopping center for 15 additional parking. 16 MEMBER CHOUDHURY: How many -- 17 assuming that you are not discarding the curbside 18 pickup, how many generally -- in general, how many 19 you block for curbside parking spot. 20 Do you reserve any curbside pickup 21 parking spot? 22 THE WITNESS: We typically don't 23 necessarily reserve that for that. We have in the 24 past, but we don't necessarily reserve for specific 25 for parking cars and walking food out. That is --

J. Martinez 38 1 if I'm understanding your question. 2 MEMBER CHOUDHURY: Yeah. So you don't 3 have... 4 THE WITNESS: But this site is set up 5 that it could be done, but if we were to do that, it 6 would be -- very few would be that way. 7 More than likely customers that have 8 mobile order or ordered in advance will walk in to 9 pick up the food. 10 MEMBER CHOUDHURY: As probably you 11 have seen -- by the way, it is very close to my 12 home, so I know that place very, very well. 13 Wegmans generally has lots of traffic 14 during Thanksgiving time. I mean, you know, you 15 cannot even pick your parking spot even up to the, 16 you know, the furniture store there. 17 So have you planned on -- given that 18 situation, have you planned on Thanksgiving, how 19 you're going to handle that Thanksgiving traffic? 20 Especially on the Friday, Saturday, Sundays before, 21 because that way you probably have a maximum flood 22 of the people there, as well as cars. 23 Have you thought about Thanksgiving, 24 and probably, you know, Mother's Day and 25 Thanksgiving, those two days will be a tremendous	J. Martinez 40 1 the mobile ordering. And the folks that either 2 mobile order come and pick it up or they use 3 DoorDash. So that was kind of surprising how much 4 DoorDash gets used. Again, it would be something 5 that wouldn't necessarily be day one, but it would 6 be eventually used here as well. 7 And so those individuals they would 8 park in the stall, walk in, pick up their food, and 9 leave right away. 10 MEMBER CHOUDHURY: There's some 11 hygienic questions here. Oils recycling, how 12 many -- basically what's the frequency of the oil 13 recycling? 14 I'm asking you for more, like, you 15 know, hygienic point of view. 16 THE WITNESS: Sure. So the oil gets 17 picked up as needed, but typically, that's about 18 every month or so we'll have to get that oil 19 recycled, emptied. 20 MEMBER CHOUDHURY: Those are basically 21 -- obviously you will follow all the township 22 procedures and everything else. 23 THE WITNESS: Yeah. I mean, it is 24 very -- it's a very -- actually a very clean, simple 25 process because we actually put a nozzle connector
J. Martinez 39 1 traffic, even for Wegman. 2 THE WITNESS: Sure. So what I will 3 say is I can easily answer one of your points. 4 We're closed on Sundays. So half of the weekend 5 we're closed. And that's not going to change as 6 long as the current ownership owns that. 7 But what we would find out is when 8 there's a known event, like a Black Friday, for 9 example, we may proactively then just block off some 10 more parking spaces and anticipate some more 11 drive-through. It also really comes down to what 12 the operator finds is their biggest sales channel. 13 So when COVID first ended and dining 14 rooms opened back up, dining room usage was very 15 little. In fact, Chick-fil-A started to actually 16 take seats out of our stores. But what we're 17 finding as time goes on, a lot of it goes back to 18 the same except for one thing, which I'll get into 19 in a minute. So dining is still -- right now it's 20 about 15 percent of our business, people that dine 21 in. Pre-COVID it was about 20 percent of our 22 business. Drive-through is actually going back down 23 to about 50 percent of our business. That has 24 stayed the same. 25 The thing that has changed the most is	J. Martinez 41 1 on the side of our building and the tank that 2 comes -- the truck that comes to pick it up just 3 connects to it, siphons it out. 4 What was happening is DAR PRO has a 5 specific nozzle. Some criminals got that nozzle and 6 were visiting locations in the middle of the night, 7 you know, with a rental U-Haul truck and just 8 stealing it so. 9 MEMBER CHOUDHURY: Okay. On the 10 safety side, when your team members basically walk 11 around with the iPad or delivering the food, 12 especially on the dual lane, how do they actually -- 13 do you have any sort of record for accidents, or at 14 least preventing the accidents for cars, not only -- 15 on the abusing also, people do abuse, you know, 16 verbal or anything else. 17 So how do you control that basically on 18 the safety side, you know, team members walking 19 around the both lanes? 20 THE WITNESS: Great question. That 21 was a big challenge that Chick-fil-A had even trying 22 to roll this out. So when we were testing it, we 23 worked through a lot of different methods for 24 safety. 25 So beyond the bollards and the striped

J. Martinez 42 1 areas that team members walk, I think it's important 2 to realize that when cars are in the drive-through 3 going through there, they're essentially going 4 almost zero, right, there's no speed with these 5 cars. 6 So they are trained on how to stay in 7 their lanes, cars. The bollards are there to 8 protect the cars from going into the striped areas. 9 My knowledge is I'm not aware of any 10 major issues. I have heard that some team members 11 have gotten their toes run over, but it's not been 12 any kind of safety issue there. 13 And I want to assure that you that what 14 we're proposing here is being done in hundreds and 15 hundreds -- probably by this point thousands of 16 locations throughout the country. 17 If you want to see them, you can see 18 them here in New Jersey. I'm trying to think, so 19 the closest one that we do is -- I know we opened 20 one in Edison recently that has it. Yeah, there's a 21 lot of locations that have this. 22 MEMBER CHOUDHURY: Well, I will go 23 and look at it now. 24 But we will obviously discuss about 25 variance later on, 100 feet by 19 feet versus 100 by	J. Martinez 44 1 center doesn't want those trees specifically because 2 of the sign. 3 So the main sign is set back from the 4 roadway a little bit, and it's not a very tall sign. 5 It's a -- I would use the term it's a glorified 6 monument sign that has, you know, Wegmans and all 7 that. 8 MEMBER CHOUDHURY: Yeah, I know. 9 THE WITNESS: Chick-fil-A is not even 10 on that sign. We're not going on that sign. We 11 don't have a freestanding sign. 12 The only signs we have are on our 13 building. That's one of the reasons why we're 14 asking for a variance there. That's the only signs 15 we have. 16 MEMBER CHOUDHURY: So you will not 17 have a Town Center sign -- Chick-fil-A on the Town 18 Center sign, like Wegmans and all the stores are 19 there? 20 THE WITNESS: Yeah, we're just going 21 to be on the building. 22 MEMBER CHOUDHURY: Okay. Thank you. 23 ATTORNEY SILBERT: We have -- 24 obviously our engineer can address the trees -- but 25 we do have an exhibit from our planner that I can
J. Martinez 43 1 89 and all those things. 2 On the trees, number of trees, now if 3 you look at the Ruby Tuesday, what -- do you know, 4 Mr. Michael, what is the square feet of Ruby Tuesday 5 was? 6 ATTORNEY SILBERT: I'm checking the 7 plan here. 8 THE WITNESS: Yeah, I can tell you 9 it's larger than Chick-fil-A. It's probably about 10 6,000 square feet. So we're smaller, our building 11 is smaller than Ruby Tuesday's. 12 MEMBER CHOUDHURY: Okay. That means 13 you're not disturbing any trees, right. 14 Do you have to disturb any trees there? 15 THE WITNESS: The only -- so our 16 perimeter curb is really the same, but you asked a 17 great question. And the reports have a question 18 about the shade trees out front. So it's kind of 19 interesting because Ruby Tuesday's lot is really the 20 only lot that doesn't have any trees, while the rest 21 of the trees are there. 22 So we have kind of inquired as to, hum, 23 we're not opposed to trees. We don't necessarily, 24 you know, feel either way, but the shopping center 25 doesn't want those trees there. And the shopping	J. Martinez 45 1 pass out to the board that will demonstrate from an 2 aerial perspective why we think there probably 3 weren't trees at the existing pad here when Ruby 4 Tuesday was there. 5 MEMBER CHOUDHURY: Okay. 6 THE WITNESS: I mean, I just want to 7 put that out, it's not like we're saying hey, we 8 don't want trees. We have landscaping and 9 landscaping is super important to us. It's 10 something that I think the shopping center owner 11 doesn't necessarily want. 12 ATTORNEY SILBERT: I'll not hold it 13 back; I could just pass it out now. 14 Call this A-3? 15 ATTORNEY PECK: A-3, yes. 16 MEMBER CHOUDHURY: How long your shift 17 is; how many hours are per shift? 18 THE WITNESS: I'm sorry? 19 MEMBER CHOUDHURY: How many hours per 20 shift? 21 ATTORNEY PECK: What would you call 22 this? 23 ATTORNEY SILBERT: We're going to call 24 it just by its title, Planning Exhibits for 25 Chick-fil-A, Inc.

J. Martinez 46 1 ATTORNEY PECK: Planning exhibit? 2 ATTORNEY SILBERT: Yes. They're drone 3 photos taken today. They're four pages. So I will 4 pass that out. 5 Thank you. 6 - - - 7 (Exhibit A-3, Drone photographs 8 entitled, "Planning Exhibits for Chick-fil-A, 9 Inc.," was marked.) 10 - - - 11 MEMBER CHOUDHURY: You said you have 12 80 to 100 employees per store. 13 THE WITNESS: That is correct. 14 MEMBER CHOUDHURY: But obviously, 15 25 per shift. So how many hours per shift? How 16 many hours in a shift? 17 THE WITNESS: It depends. So, again, 18 it's really up to the operator in the mix, but 19 generally speaking, you will have about half of the 20 team members will be full time. 21 MEMBER CHOUDHURY: Okay. 22 THE WITNESS: So they may work an eight 23 or a ten-hour shift. But the other half are either 24 retirees or school -- you know, younger folks that 25 maybe can only put in an hour or two or three in at	J. Martinez 48 1 right to get into Chick-fil-A. 2 In the case that -- let's say the 3 parking lot is completely full, it looks like 4 there's a walkway right across the street that would 5 kind of go into the furniture store. Is that 6 accurate? 7 And then how would, you know, a 8 potential pedestrian I guess make their way through 9 or -- I guess is that an expectation of yours, that 10 they would be able to do that? 11 THE WITNESS: Sure. 12 MEMBER BANGA: So I guess I'm looking 13 at where it says like 7, 11, 7. It's towards the 14 north side on the east. 15 THE WITNESS: That is correct. 16 So you've described it generally 17 correct in your description of it. That connection 18 doesn't exist today. So we're proposing to add that 19 sidewalk connection, that -- the crossing, that 20 access drive, and provide a path, a concrete 21 walkway, onto the sidewalk that is against the 22 Chick-fil-A that both team members and customers can 23 get to our front door. 24 Based on some grades and meeting ADA 25 requirements, we don't want those folks necessarily
J. Martinez 47 1 one time. 2 MEMBER CHOUDHURY: Thank you, 3 Chairman. I'm done. 4 MEMBER BANGA: Mr. Chairman, if I may. 5 CHAIRMAN VESCIO: Mr. Banga, please. 6 MEMBER BANGA: Just a general 7 question, what was the primary reason for this being 8 the site that you selected? 9 THE WITNESS: The other sites we 10 looked at in Bridgewater had zoning challenges, 11 specifically not a permitted use. And this location 12 became available and we started -- we have been 13 negotiating with the property owner ever since. So 14 that is a -- one reason. 15 Secondly, honestly, we have been very 16 interested in trying to be -- we would prefer to be 17 in a shopping center with a Wegmans, with a Home 18 Depot, with those types of uses. So this really 19 checks a lot of the boxes that Chick-fil-A would 20 like. 21 So we're excited to be here for sure. 22 MEMBER BANGA: Great, thank you. And 23 then just regards to, I guess, over-parking, and I'm 24 just taking a look at the current -- I see Town 25 Center Road, so you make a right, and then another	J. Martinez 49 1 crossing the drive-through at an undesignated 2 location, so we're purposely having that sidewalk 3 connection come up and having them cross where we 4 feel is a controlled location. 5 MEMBER BANGA: Oh, so there would be 6 crossing going west and then past the dumpsters, I 7 guess, and then come back around. Is that kind of 8 how I'm navigating that? 9 THE WITNESS: It's slightly 10 circuitous. And I'm going to let my civil engineer 11 kind of go into more detail because, you know, I 12 don't want to step on his toes. But I can tell you 13 that we make sure that it meets all of the 14 requirements from ADA and that does. 15 Plus, again, we're cautious as to where 16 folks potentially cross or don't cross our 17 drive-through lane. We want that location to be 18 very well designated and we feel it's the safest 19 location to do that. 20 MEMBER BANGA: Thank you, 21 Mr. Martinez. 22 CHAIRMAN VESCIO: Mr. Martinez, you 23 mentioned that Sundays are closed, correct? 24 Is there any store activity on Sunday 25 at all, any deliveries or any store personnel

J. Martinez 50 1 on-site? 2 THE WITNESS: Great -- excellent 3 question. So one of the main reasons we close on 4 Sundays is so that it allows us to actually maintain 5 our store. So while we will not cook chicken or 6 sell chicken on that day, you may see some folks 7 there doing maintenance on the equipment, changing 8 filters. 9 I've always asked how do companies that 10 stay open 24/7 actually maintain their equipment and 11 change filters? Well the answer is they don't. 12 But at Chick-fil-A we make sure that we 13 change those filters and maintain it. It's not an 14 every-Sunday occurrence, but occasionally you will 15 see someone in there doing some maintenance. 16 The only time operators are allowed to 17 open on a Sunday is, and we've done it occasionally, 18 unfortunately, it's usually when there's a -- a 19 negative event occurs, where we're going to take 20 care of the community. 21 So if there's a fire in an apartment 22 complex or something, our operators will come in, 23 cook chicken. The only requirement is they're not 24 allowed to sell it; they have to give it away. So 25 it's truly a giving back to the community for that.	J. Martinez 52 1 likely be on-site? 2 THE WITNESS: So the expectation is 3 that we would have about 25 folks on-site at that 4 point. 5 Now, I said we will have more folks in 6 that initial period for sure because we're going to 7 over-staff, significantly over-staff it, just to 8 make sure we have got proper training. But on any 9 given Saturday after that, the expectation is 10 probably about 25. 11 COUNCILMAN KIRSH: Okay. And when you 12 talk about parking on-site, are any of those spots 13 likely to be taken by employees or are the 14 employees -- are they going to park maybe elsewhere 15 on the campus? 16 What's the anticipation there? 17 THE WITNESS: The anticipation is that 18 the team members would park off of our leased area 19 in the area directly behind us. And we were putting 20 a sidewalk to make access there convenient. 21 You know, I can't say that an employee 22 would never, maybe if they're running late, sneak 23 in, but absolutely the expectation is to leave the 24 parking lot free for customer traffic. 25 And our studies have shown -- and our
J. Martinez 51 1 That's the only time we would do it. 2 And that's not something we plan on 3 doing, it's just something that happens. 4 CHAIRMAN VESCIO: As far as the oil 5 storage that's on-site, that's common practice for 6 some franchises, or is that specific to Chick-fil-A, 7 the way that you store the oil? 8 THE WITNESS: That DAR PRO system, I 9 mean, it's available to everybody, but I think we're 10 one of the main users of that system. 11 CHAIRMAN VESCIO: Is there like a fire 12 suppression that's isolated to that, for that sort 13 of storage system? 14 THE WITNESS: Our buildings are 15 typically sprinklered, so we would be -- it's not 16 treated like a hood that would have a separate ANSUL 17 system. It would just have the regular sprinkler 18 system protection. 19 CHAIRMAN VESCIO: Any other questions? 20 COUNCILMAN KIRSH: Yeah, a couple of 21 questions. Very thorough reports, so that's why I 22 don't have many. 23 You mentioned there were going to be 80 24 to 100 employees. On like a Saturday where it seems 25 to be your peak time, how many of them are going to	J. Martinez 53 1 traffic engineer can get into it -- that overall, if 2 we were a self-contained lot, we would look for 3 somewhere in the upper 50s to around 60 parking 4 spaces. Here with 45, 44 in our leased area, and 5 having the ability to park behind the 25 team 6 members, that is more than comfortable for us 7 overall for parking. 8 COUNCILMAN KIRSH: Okay. 9 ATTORNEY SILBERT: If I can just add 10 to that. We looked at this and viewed it as a 11 commercial pad. Everyone on the board is very 12 familiar with the property. So the Board is aware, 13 there's over 2,700 spaces on the property. But 14 under the township's ordinance for restaurant uses, 15 we do meet the township's parking requirements based 16 on the number of seats being provided. 17 Chick-fil-A provides more parking, 18 typically, than what the township's ordinance 19 requires. 20 COUNCILMAN KIRSH: And you are 21 churning cars fairly quickly because a relatively 22 low percentage of your people are dining in. 23 THE WITNESS: That's correct. 24 COUNCILMAN KIRSH: So between the 25 drive-through and the quick run in and pick up or

1 the DoorDash, you know, those spots are likely not
 2 being used for more than a few minutes a piece.
 3 THE WITNESS: That's what we found.
 4 That's correct.
 5 COUNCILMAN KIRSH: Okay. You know, I
 6 don't want to jump ahead, especially because I think
 7 it's going to happen on a different night. You do
 8 have a traffic engineer that's going to be coming
 9 on, right?
 10 THE WITNESS: Right.
 11 ATTORNEY SILBERT: We do.
 12 COUNCILMAN KIRSH: Okay. Because I
 13 know one of the areas that I know I have concern --
 14 I'm sure others on the dais, maybe some who are in
 15 the audience -- I'm not talking about when you first
 16 open, I mean, steady state.
 17 Presumably you're going to -- you know,
 18 if approved and if you open, this would be a pretty
 19 successful location. I'll be particularly
 20 interested not in how you're getting people onto the
 21 site, I'm going to be particularly interested in how
 22 you're getting people off the site.
 23 THE WITNESS: Fair enough.
 24 COUNCILMAN KIRSH: Preview of at least
 25 where I'm looking, you know, as you proceed with the

1 hearing.
 2 THE WITNESS: Okay.
 3 ATTORNEY SILBERT: Thank you.
 4 CHAIRMAN VESCIO: Thank you,
 5 Councilman.
 6 Any other questions?
 7 MEMBER PAPPAS: I have -- I guess it's
 8 a comment. And, Mr. Martinez, you probably would
 9 likely -- actually, Mr. Silbert will say well that
 10 question should go to your engineer or your traffic
 11 engineer, but I'll mention it here because you're
 12 probably a decision-maker.
 13 Board members will hear me say I find
 14 that in most commercial operations, the number of
 15 handicap parking spaces are connected with some
 16 formula that is required. But it's been my
 17 observation that more and more individuals have that
 18 parking decal and that the number of spaces will
 19 fill up relatively quickly and making it
 20 inconvenient for those that need that.
 21 So I would ask that you look at,
 22 whatever the number is, that you should look to
 23 increase that. Thank you.
 24 THE WITNESS: Okay.
 25 ATTORNEY SILBERT: We'll look at that.

1 Thank you.
 2 CHAIRMAN VESCIO: Thank you,
 3 Mr. Pappas.
 4 Any other questions from our Board?
 5 MEMBER ATKINS: Mr. Chair, just a
 6 couple of questions, if I may.
 7 Quite honestly, I think Bridgewater
 8 would be blessed to see a Chick-fil-A come to town.
 9 But you know they say it's harder to open a
 10 Chick-fil-A than it is to get into Harvard, and I
 11 think that's just an incredible thing.
 12 But you mentioned electric vehicle
 13 charging. How many spots would there be and is that
 14 required by state law or federal law?
 15 THE WITNESS: Yeah, so I can answer
 16 part of that question.
 17 So New Jersey does require it, so it's
 18 a state law. They actually don't require
 19 necessarily car charging to be there day one. They
 20 require it to be made-ready. And then they require
 21 it to be phased in over a couple of years.
 22 That is not how we operate. We're
 23 going to put it in there day one. So we will
 24 install car charging day one.
 25 MEMBER ATKINS: Okay.

1 THE WITNESS: If your question, and I'm
 2 probably -- I'm going beyond your question because
 3 there's multiple levels of car charging, if you're
 4 an electric individual. We will install Level 2
 5 charging, which is kind of the -- middle-of-the-road
 6 charging is what the expectation is.
 7 MEMBER ATKINS: Okay. How long do you
 8 estimate it will take for just one car to get
 9 through the drive-through to order, to wait, and
 10 then receive their food?
 11 THE WITNESS: Our traffic engineer can
 12 get into specifics but, generally speaking, from the
 13 time you place your order to the time you get your
 14 food is about four minutes or so.
 15 MEMBER ATKINS: And how many cars do
 16 you expect to be in the drive-through at any given
 17 time?
 18 THE WITNESS: That's a great question.
 19 It really varies. Certainly in the mornings it's
 20 very few. It's going to get busy on Saturday
 21 afternoons, let's say. We know that.
 22 I don't have an idea. All I know is
 23 that we're equipping our folks with the ability to
 24 handle a lot of cars through there. And so that's
 25 our expectation. Our traffic engineer can get into

J. Martinez 58 1 some counts and we'll get really specific with that. 2 MEMBER ATKINS: Okay. And you 3 mentioned a sign. Where exactly would that sign be? 4 And would the lights be turned off at night? 5 THE WITNESS: So you mean building 6 sign? 7 MEMBER ATKINS: Building sign, yes. 8 THE WITNESS: So we're actually 9 proposing three signs on our building, one facing 10 Highway 202, and one on either side. 11 It's very similar to what the other 12 tenants along there have done. There's no separate 13 ground-mounted sign for Chick-fil-A. 14 There is also actually a fourth sign 15 that I don't know if your consultants actually found 16 it or not or saw it or not. We actually put a nice 17 kind of -- it's kind of a "Welcome to Bridgewater" 18 sign literally on our building. It's not visible 19 from the street, but it's technically visible. 20 But to answer your question, yeah, our 21 signs are turned off at night. Typically, right 22 after we close for business we turn the signs off. 23 We have to because, if not, people keep coming. 24 Literally, we have to turn the signs off. 25 The parking lot lighting is typically	J. Martinez 60 1 do what we call a static menu board, like what you 2 see at a typical menu board. 3 So static menu boards are installed, 4 operational, and would probably be used for 5 breakfast. To be completely transparent, it's just 6 not enough customers out there. But as soon as 7 lunch picks up, more often than not, those static 8 machines, the boards are turned off and folks are 9 out there with iPads typically the rest of the day. 10 ENGINEER BURR: Okay. You answered my 11 question; so it's going to be both? 12 THE WITNESS: Both, yeah. 13 ENGINEER BURR: The typical menu 14 boards, as well as in person? 15 THE WITNESS: That's correct. 16 ENGINEER BURR: Okay. You had 17 mentioned -- we talked a little bit about the cross 18 access, the parking cross. I guess it's the Raymour 19 & Flanigan parking lot, if I'm not mistaken, just 20 across the drive aisle. 21 Do you have those rights in writing? 22 Are they already secured for the cross access? Or 23 is that something that is being negotiated? 24 THE WITNESS: We have it as part of 25 the lease. We basically have cross access and cross
J. Martinez 59 1 also removed except for some security lighting. 2 Here, being at the entrance to a major shopping 3 center, we will keep some lights on because we want 4 to make sure the rest of the center is active. But 5 we will turn our signs off right when we close. 6 MEMBER ATKINS: All right, thank you. 7 You all provided some great details and clear 8 reports that answered a lot of my questions, so I do 9 have to thank you for that. 10 That's all. 11 CHAIRMAN VESCIO: Thank you, 12 Mr. Atkins. 13 Any other questions? 14 How about from our professionals? 15 Mr. Burr. 16 ENGINEER BURR: Thank you, 17 Mr. Chairman. Just a couple of questions, John. 18 You mentioned the meal ordering will be 19 handled at the drive-through lines by in-person by 20 real people. 21 Is that -- they'll have iPads and 22 they'll be taking orders in person? 23 THE WITNESS: Sure. So the facility 24 is set up with the ability to do both, have team 25 members out there with iPads taking orders, or we'll	J. Martinez 61 1 parking through the entire center. But I can 2 provide that information to our attorney if the 3 board wants to see that. But, yes, we already have 4 that in place. 5 ENGINEER BURR: Okay, very good. 6 You mentioned deliveries. I guess 7 there's two vehicles for deliveries, a small box 8 truck which would be daily, and then a larger 9 tractor-trailer, I think you said, four times a 10 week? 11 THE WITNESS: That's typically four 12 times a week, correct. 13 ENGINEER BURR: Do you envision that 14 tractor-trailer coming into the pad site and 15 navigating around the new building -- 16 THE WITNESS: No. 17 ENGINEER BURR: -- or is that -- is it 18 going to park on that access driveway just beyond 19 the new restaurant? Is that where -- 20 THE WITNESS: Yeah, it's going to 21 actually do a -- it's going to -- typically our 22 expectation is and our direction would be is for 23 them to back in just to the start of our parking lot 24 in that main drive aisle, and then turn off their 25 engines. So it's the truck engine and the box --

J. Martinez 62 1 the refrigerator engine. And then from there they 2 would deliver the food into the facility via hand 3 trucks. 4 ENGINEER BURR: Hence the importance, 5 then, of that operation taking place after hours? 6 THE WITNESS: Correct. 7 ENGINEER BURR: And it will be after 8 hours of the other uses within the complex as well? 9 THE WITNESS: So, typically, the 10 trucks come between midnight and 5:00 a.m. So I 11 don't know the specific hours of all of the uses 12 there, but the ones next to us are closed at that 13 time. 14 ENGINEER BURR: Okay. 15 THE WITNESS: And you can imagine the 16 reason for that is very functional. So back when I 17 first started with Chick-fil-A, we used to have our 18 deliveries during the day. So you can imagine all 19 the busyness of Chick-fil-A and having a large truck 20 come. It was not good. And so having key drop is a 21 much better facility. 22 For the Board's benefit, that's a huge 23 expense for us, all right. To pay people to work at 24 night is not an inexpensive thing, but it's such a 25 better customer experience that we pay a large	J. Martinez 64 1 and we're still on the hook ultimately. If the 2 operator fails to live up to that, we would get 3 involved and we would put pressure on the operator. 4 If that operator just completely didn't -- was 5 negligent, we would take over that responsibility. 6 But that's something that we would not 7 expect to do because in that vetting process of 8 operators, you know, we make sure they're going to 9 understand that they have a responsibility for 10 Truett Cathy's good name to make sure that facility 11 is run appropriately. 12 ENGINEER BURR: Last question has to 13 do with landscaping. We talked very briefly. We 14 have the exhibit here. Understand the likely reason 15 why there's no landscaping along the frontage, 16 especially with the entrance to the complex, the 17 monument sign. 18 In your opinion, is there an 19 opportunity here to add some low-level, some 20 shrubbery along the frontage of the parking spaces? 21 THE WITNESS: Absolutely. 22 ENGINEER BURR: It would break up the 23 view of the front of the vehicles. Is that 24 something you would consider? 25 THE WITNESS: Not even a question,
J. Martinez 63 1 premium to have that occur at night. 2 ENGINEER BURR: You had discussed the 3 queue management rather extensively and how you guys 4 keep an eye on that. When this -- assuming this is 5 approved and this facility is opened, is the ongoing 6 oversight of how the drive-through line queuing 7 functions, is that going to be the responsibility of 8 Chick-fil-A corporate, or will that eventually fall 9 under the individual operator at that site? 10 Like, who is going to hold the bag here 11 if this thing starts stacking out into the main 12 driveway for this heavily used facility? 13 THE WITNESS: Sure. So, with our 14 agreement, the operator is responsible for all -- 15 for running that, okay. 16 So the daily working, implementing 17 that, is 100 percent that operator. That operator 18 is going to have -- you are going to know who that 19 operator is once they're determined. They're going 20 to have a connection with the police. They're going 21 to be your daily contact. So if and when there's an 22 issue, something's not being done, that operator is 23 going to be the individual that you're going to be 24 working with. 25 Corporately, we still hold the lease	J. Martinez 65 1 sure. We will propose it. 2 I will have to get that and I'll take 3 care of getting that through the landlord but, 4 absolutely. We have no issue with that at all. 5 ENGINEER BURR: Very good. Thank you, 6 Mr. Chairman. 7 CHAIRMAN VESCIO: Thank you, Mr. Burr. 8 Ms. Sarmad? 9 PLANNER SARMAD: Thank you. 10 In relation to Bill's second-to-last 11 question relating to the queuing where you mentioned 12 that you would kind of have to take over if there 13 was any kind of terrible situation, has that -- has 14 that ever happened before in any New Jersey sites? 15 THE WITNESS: As far as us taking 16 over? Not that I'm aware of, no. 17 PLANNER SARMAD: Have there been other 18 sites that have had queuing issues or problems with, 19 kind of, neighboring uses or neighboring buildings 20 where there were issues? 21 THE WITNESS: Oh, plenty. 22 PLANNER SARMAD: But they never 23 came -- it never came to the takeover? 24 THE WITNESS: No. And, typically, it 25 wasn't the operator issue. Typically, when we have

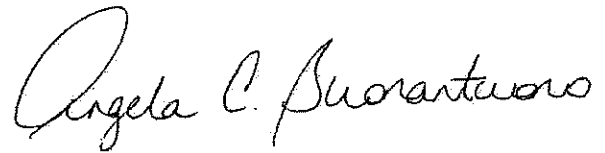
J. Martinez 66 1 some impacts to either roadways or other businesses, 2 it's more related to the design of the site and 3 typically it's an older site. 4 So I'm trying to think of the most 5 egregious one in New Jersey that I'm aware of, was 6 probably in Union, New Jersey, on Route 22, if 7 you're familiar with that. I mean that site is in 8 the center island. 9 And so the issue was really just the 10 amount of cars and our effect on -- there was two 11 other tenants on that site, a 7-Eleven and a -- 12 PLANNER SARMAD: Pita something. 13 THE WITNESS: -- yeah, Pita Shack. So 14 that was -- that went to court and all. And 15 ultimately the solution at Chick-fil-A is that -- is 16 that we ended up taking over the entire property, 17 and so now we're going to go back in and try to 18 adjust that. 19 But New Jersey DOT has very specific 20 requirements on where those driveways are, just 21 because of the complexity of the roadway network 22 there. So we are working with that. 23 And I think it demonstrates 24 Chick-Fil-A's ability to go and say look, we're 25 going to spend a lot of money to try and take care	J. Martinez 68 1 or is it all site-specific? 2 THE WITNESS: I think what we do is 3 we're constantly innovating so we're always looking 4 at what we have done and trying to say, okay, hey, 5 that's great, now let's see what we can do to make 6 it better as we move forward. And some of those 7 improvements, if they're significant enough that 8 they make -- we try to go back and retrofit. 9 So to speak specifically here, like the 10 idea of dual-lane fulfillment is important enough 11 for Chick-fil-A that we're spending a lot of money 12 going back and trying to retrofit a lot of locations 13 with it. So not only Flemington. We're trying to 14 do the same thing with South Plainfield; we're going 15 to try to retrofit that. That is a different 16 challenge because there's a large gas line that goes 17 through there, right? 18 So I would say we're constantly 19 innovating, and it just depends on what the 20 innovation is to whether we go back and put it in 21 that facility or we just use it as a next one moving 22 forward. 23 PLANNER SARMAD: And I'm assuming that 24 the dual lane -- and correct me if I'm wrong -- but 25 the dual-lane queuing really has to do with making
J. Martinez 67 1 of something that technically maybe we can keep on 2 operating, but that's not the right way to do it. 3 Additionally, what you probably don't 4 know is that even during that situation, we try to 5 put another facility on 22 to take some pressure off 6 of that. 7 So I spent quite a few months in zoning 8 board meetings in the town of Springfield, 9 New Jersey, and on a four-acre site to put a 10 Chick-fil-A, only a Chick-fil-A on a four-acre site, 11 and we got denied. And I say that not to feel sorry 12 for us, but I say that just to -- for the Board's 13 benefit to say that we're trying to do what we can 14 and where we can to fix that. 15 PLANNER SARMAD: Thank you. 16 And as far as -- I know you've given 17 some testimony about the operations, about how this 18 site has been designed for specific kind of an 19 operational evolution as Chick-fil-A goes through 20 the motions of that. How often do site's operations 21 change? 22 So once it's built, once it's 23 constructed, it's designed for a certain kind of 24 operational manual at the time, how often does 25 operations change from a corporate level down to --	J. Martinez 69 1 sure that cars continue to move and that orders get 2 fulfilled; it's not limited to just a single 3 drive-through window? 4 THE WITNESS: Oh, that's correct. You 5 actually take the window out with this. And so 6 you're able to process a significant more number of 7 cars. 8 So the same number of cars come to our 9 site, they just don't stack up like they used to. 10 PLANNER SARMAD: Sorry, I meant with 11 like a prototypical drive-through. I meant the 12 single drive-through windows, like a normal 13 drive-through that everyone is used to, that they 14 start to bottleneck there. 15 THE WITNESS: That's correct. 16 PLANNER SARMAD: Thank you. 17 Back to the question that Bill had 18 raised about having cross-access agreement and I 19 know you mentioned before that your employees 20 basically would not park on this pad site, they 21 would park elsewhere? 22 THE WITNESS: Correct. 23 PLANNER SARMAD: Do you have kind of 24 like a max number of employees part-time, full time, 25 you know, operations managers, whatever, that are

J. Martinez 70 1 on-site at a given time? 2 Like what is the max number of 3 employees that you will see at a peak part of the 4 day? 5 THE WITNESS: So what I would say to 6 that is that decision is actually made by the 7 operator. Because they're paying all of those 8 folks. Other than grand opening, so putting grand 9 opening to the side, our experience has been 10 somewhere in the neighborhood of around 25 folks in 11 that Saturday peak period. 12 Not to say that there couldn't be 28 or 13 there might be 20, but 25 is probably a number that 14 I would feel comfortable telling us where we're at. 15 PLANNER SARMAD: Okay. I only ask 16 that question in trying to assess kind of the impact 17 it has on the overall site development, not just 18 this site as part of the application tonight, but 19 the overall site that it could impact. 20 And then -- so would you say because 21 kind of the parking pressure no longer includes 22 employees, that the parking that is being provided 23 is adequate to handle the customer base. Basically 24 everyone, their visitors to the site? 25 THE WITNESS: Yeah, absolutely. With	J. Martinez 72 1 don't mind. Sure. 2 MEMBER CHOUDHURY: One of the things I 3 was thinking when, you know, Ms. Katherine was 4 basically asking about the car traffic jam or 5 something, since you are so-called a 6 technology-driven company, have you thought about 7 using AI to basically use the AI to make sure at 8 least you know beforehand what people will be likely 9 with the ordering, make ready, and then make the 10 cars go fast, at least all the line go faster. 11 THE WITNESS: So I don't know if I 12 would use the term "AI," but, to answer your 13 question, yeah, some predictive ordering and food 14 preparation, we absolutely do that. 15 So we kind of find out what the pattern 16 is in the community and understand -- and account 17 for it. 18 So there's communities that, you know, 19 have -- Tuesday nights are extremely busy. Well 20 why? But we know every Tuesday night you are going 21 to have certain orders, or there's certain products 22 that get sold -- 23 COUNCILMAN KIRSH: Land use board 24 meetings? 25 THE WITNESS: -- and when we come
J. Martinez 71 1 the 44 spaces, we're very comfortable that would 2 more than handle our customer needs. 3 PLANNER SARMAD: Okay. And you 4 mentioned -- I think you mentioned earlier that the 5 drive-through accounts for about 50 percent. 6 THE WITNESS: Um-hum. 7 PLANNER SARMAD: So then the other 8 50 percent would be walk-ins or mobile orders, those 9 are curbside delivery? 10 THE WITNESS: Yeah, so essentially the 11 real rough breakdown as stores go, is somewhere 12 around 50 percent drive-through, 15 percent or so 13 dine in, and then the other 35 percent are a 14 combination of folks that mobile order, come pick it 15 up and leave. DoorDash could be anywhere from 10 to 16 15 percent here in the -- I'll say in the suburbs. 17 PLANNER SARMAD: Oh, like a DoorDash 18 driver will come pick up multiple orders? 19 THE WITNESS: Yeah, correct. 20 PLANNER SARMAD: Okay. All right, I 21 think that's all I have for now. Thank you. 22 THE WITNESS: Thank you. 23 MEMBER CHOUDHURY: Mr. Chairman, can I 24 ask -- can I pass a comment or it is not our time. 25 CHAIRMAN VESCIO: Quickly, if you	J. Martinez 73 1 out -- when we come out with our vegan chicken, 2 we're going to have whole new folks. 3 COUNCILMAN KIRSH: Land use meetings 4 are on Tuesday nights. 5 THE WITNESS: There you go. 6 MEMBER CHOUDHURY: Thank you, 7 Mr. Chairman. 8 CHAIRMAN VESCIO: Thank you, 9 Mr. Choudhury, because I'd like to give the public 10 an opportunity to respond. 11 But before I do that, Mr. Silbert, I'm 12 just acknowledging the hour, and I'm looking at our 13 calendar here, and forgive me, are there are any 14 dates? I think November -- Nancy, no, right? 15 December 3rd I think we find you back 16 here. 17 ATTORNEY SILBERT: We will be here 18 anyway on December 3rd. Let me just check with my 19 team to make sure. 20 Yes, we'll certainly take the 3rd. 21 Thank you. 22 CHAIRMAN VESCIO: The 3rd, okay, thank 23 you. And, again, if I could just open up to the 24 public now, to anybody that wishes to ask any 25 question or comments based on Mr. Martinez's

1 testimony, please come forward now.
 2 MEMBER OF THE PUBLIC: Good evening.
 3 This is the time for appeal or registering appeal or
 4 is this just comment right now?
 5 ATTORNEY PECK: At this time it's just
 6 to ask questions of the witness who just -- of his
 7 testimony. When all the testimony is concluded,
 8 then you can make general comments.
 9 MEMBER OF THE PUBLIC: Okay, thank
 10 you.
 11 CHAIRMAN VESCIO: Thank you.
 12 Anybody else?
 13 Okay, that closes the public portion
 14 for this witness.
 15 Mr. Silbert, unless you have anybody
 16 that is going to give a 30-second or five-minute
 17 testimony, I think maybe it's a good place to pause.
 18 ATTORNEY SILBERT: We're not that
 19 quick. Thank you, Mr. Chairman.
 20 CHAIRMAN VESCIO: Very good.
 21 ATTORNEY SILBERT: So we'll return back
 22 on the 3rd and continue on with our presentation.
 23 We'll start off with our civil engineer, and we'll
 24 go through the site plan.
 25 CHAIRMAN VESCIO: Very good.

1 JOHN MARTINEZ: Thank you for your
 2 time this evening.
 3 CHAIRMAN VESCIO: Have a good evening.
 4 We'll see you on December 3rd.
 5 And just so we have it on the record,
 6 no further notice will be given that we are carrying
 7 this to December 3rd as well.
 8 ATTORNEY PECK: Correct.
 9 - - -
 10 (Whereupon, the application was adjourned.)
 11 - - -
 12 (Time noted, 9:58 p.m.)
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CERTIFICATE

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2
 3 I, ANGELA C. BUONANTUONO, a Notary Public
 4 and Certified Court Reporter of the State of New
 5 Jersey and Registered Professional Reporter, do
 6 hereby certify that prior to the commencement, the
 7 witness was duly sworn to testify the truth, the
 8 whole truth and nothing but the truth.
 9 I DO FURTHER CERTIFY that the foregoing is a
 10 true and accurate transcript of the proceeding as
 11 taken stenographically by and before me at the time,
 12 place and on the date hereinbefore set forth.
 13 I DO FURTHER CERTIFY that I am neither a
 14 relative, nor employee, nor attorney, nor counsel of
 15 any of the parties to this action, and that I am
 16 neither a relative, nor employee of such attorney or
 17 counsel, and that I am not financially interested in
 18 the action.
 19
 20
 21
 22
 23 Angela C. Buonantuono, CCR, RPR, CLR
 24 NJ License No. 30XI00233100
 25 Notary Public Commission No. 50014616
 Dated: November 15, 2024

0	3	24:6, 46:12, 51:23 80-gallon [1] - 30:5 84.3 [1] - 9:21 89 [1] - 43:1 8:45 [1] - 8:8	activity [1] - 49:24 ADA [3] - 6:18, 48:24, 49:14 add [4] - 24:11, 48:18, 53:9, 64:19 adding [1] - 24:10 additional [2] - 23:3, 37:15 additionally [1] - 67:3 address [6] - 10:22, 12:1, 14:5, 14:8, 31:18, 44:24 ADDRESS [1] - 4:16 adequate [3] - 6:4, 9:4, 70:23 adjourned [1] - 75:10 adjournment [1] - 8:13 adjust [1] - 66:18 Administrator [1] - 2:19 ADMINISTRATOR [11] - 7:5, 7:8, 7:11, 7:13, 7:15, 7:17, 7:19, 7:21, 7:23, 7:25, 8:2 advance [3] - 6:19, 6:23, 38:8 advertising [1] - 36:13 aerial [3] - 16:2, 16:17, 45:2 affecting [2] - 27:10, 27:21 affirm [2] - 12:18, 12:21 afternoon [2] - 31:2, 31:8 afternoons [1] - 57:21 agenda [1] - 8:6 ago [1] - 35:21 agree [2] - 33:13, 33:17 agreement [2] - 63:14, 69:18 ahead [1] - 54:6 AI [3] - 72:7, 72:12 aisle [3] - 27:22, 60:20, 61:24 Algonquin [1] - 1:23 all-weather [2] - 29:8, 29:9 Allegiance [1] - 7:2 allow [4] - 27:13, 28:3, 29:3, 31:23 allowed [2] - 50:16, 50:24 allows [3] - 21:24, 29:8, 50:4 almost [3] - 32:18, 35:5, 42:4 Alvarado [2] - 14:10, 14:18	Americans [1] - 6:17 amount [1] - 66:10 AND [1] - 2:14 AND/OR [1] - 4:14 ANGELA [2] - 2:24, 76:3 angela [1] - 76:23 angelabuonocsr@gmail.com [1] - 1:25 ANSUL [1] - 51:16 answer [6] - 12:1, 39:3, 50:11, 56:15, 58:20, 72:12 answered [3] - 30:15, 59:8, 60:10 anticipate [2] - 36:22, 39:10 anticipation [2] - 52:16, 52:17 anyway [1] - 73:18 apartment [1] - 50:21 app [1] - 32:1 appeal [2] - 74:3 applicant [4] - 9:12, 9:14, 15:6, 15:14 Applicant [1] - 3:7 application [10] - 8:11, 8:12, 8:18, 9:2, 9:3, 11:17, 13:17, 13:18, 70:18, 75:10 APPLICATION [1] - 1:7 applications [1] - 6:12 apply [1] - 19:10 approach [1] - 11:17 Appropriate [1] - 9:10 appropriately [1] - 64:11 approval [1] - 9:15 approved [3] - 35:6, 54:18, 63:5 architectural [1] - 12:2 area [9] - 11:11, 24:20, 28:22, 28:23, 29:7, 37:10, 52:18, 52:19, 53:4 areas [4] - 31:24, 42:1, 42:8, 54:13 as-needed [1] - 33:17 ASHLEY [1] - 2:10 aside [1] - 35:6 assess [1] - 70:16 assistance [1] - 6:15 assistant [1] - 14:10 assisted [1] - 14:11 associated [1] - 17:23 Associates [2] - 3:20, 12:7 assume [1] - 17:19
1	4	9		
1.2 [1] - 24:21 10 [1] - 71:15 10/15/2024 [3] - 5:8, 17:3, 17:11 100 [12] - 1:10, 10:17, 10:25, 11:6, 19:11, 24:2, 24:6, 42:25, 46:12, 51:24, 63:17 10:00 [2] - 6:14, 23:14 10:4-6 [1] - 6:6 10th [1] - 14:7 11 [1] - 48:13 11:00 [1] - 31:8 11th [2] - 14:6, 14:12 126-341.40 [1] - 11:12 145 [1] - 19:12 15 [6] - 1:13, 3:4, 39:20, 71:12, 71:16, 76:25 153.5 [1] - 11:8 15th [1] - 6:3 16 [1] - 5:5 164 [3] - 1:5, 8:15, 9:13 17 [6] - 4:4, 5:7, 22:18, 22:22, 22:23, 22:24 19 [1] - 42:25 19.3 [1] - 10:18 1:00 [1] - 31:8	3,000 [2] - 18:13, 25:10 3,000th [1] - 18:15 30 [1] - 25:18 30-second [1] - 74:16 300 [1] - 26:17 30th [1] - 27:11 30XI00233100 [2] - 2:25, 76:23 31st [1] - 27:11 35 [1] - 71:13 39 [1] - 27:15 3rd [8] - 8:14, 73:15, 73:18, 73:20, 73:22, 74:22, 75:4, 75:7	90 [1] - 20:9 908.757.7800 [1] - 3:5 908.757.8039 [1] - 3:5 92 [1] - 20:10 9:30 [1] - 6:13 9:58 [1] - 75:12		
2	5	A		
2 [2] - 26:17, 57:4 2,700 [1] - 53:13 20 [4] - 20:10, 25:18, 39:21, 70:13 2001 [1] - 17:23 2018 [1] - 10:9 202 [4] - 1:5, 8:16, 9:14, 58:10 2024 [6] - 1:13, 6:3, 6:7, 14:7, 76:25 22 [2] - 66:6, 67:5 24-014-PB [1] - 1:7 24/7 [1] - 50:10 25 [7] - 24:17, 46:15, 52:3, 52:10, 53:5, 70:10, 70:13 26 [1] - 1:23 28 [1] - 70:12 287 [1] - 36:12 29 [2] - 27:8, 27:9 2:00 [1] - 31:8	4,989 [1] - 20:8 40 [1] - 20:1 44 [5] - 24:22, 37:8, 37:11, 53:4, 71:1 45 [4] - 20:1, 24:21, 24:24, 53:4 46 [1] - 5:10 48 [1] - 6:19 48.9 [1] - 11:1	A's [2] - 25:21, 66:24 A-1 [3] - 5:5, 16:12, 16:21 A-2 [3] - 5:7, 16:25, 17:9 A-3 [4] - 5:10, 45:14, 45:15, 46:7 a.m [1] - 62:10 AB [1] - 1:22 ability [12] - 14:3, 14:21, 21:23, 27:17, 29:8, 32:12, 32:19, 32:24, 53:5, 57:23, 59:24, 66:24 able [9] - 14:18, 14:24, 15:1, 15:21, 20:19, 27:5, 28:17, 48:10, 69:6 absent [1] - 7:9 absolutely [5] - 52:23, 64:21, 65:4, 70:25, 72:14 abuse [1] - 41:15 abusing [1] - 41:15 access [12] - 14:19, 22:22, 23:24, 28:4, 37:14, 48:20, 52:20, 60:18, 60:22, 60:25, 61:18, 69:18 accidents [2] - 41:13, 41:14 accommodation [1] - 6:16 accordance [4] - 6:5, 9:22, 9:23, 12:22 account [1] - 72:16 accounts [1] - 71:5 accurate [4] - 36:14, 36:16, 48:6, 76:10 acknowledging [1] - 73:12 acre [2] - 67:9, 67:10 acres [3] - 9:19, 9:21, 24:21 Act [2] - 6:6, 6:18 action [2] - 76:15, 76:18 active [1] - 59:4		
	6			
	7			
	8			
	80 [5] - 24:2, 24:5,			

assuming [4] - 36:11, 37:17, 63:4, 68:23 assure [3] - 28:6, 32:11, 42:13 ATKINS [9] - 2:3, 8:1, 56:5, 56:25, 57:7, 57:15, 58:2, 58:7, 59:6 Atkins [2] - 7:25, 59:12 attention [1] - 26:25 ATTORNEY [40] - 8:19, 9:7, 9:10, 9:11, 12:13, 12:16, 12:17, 13:1, 13:11, 13:14, 15:10, 15:12, 15:17, 15:19, 17:7, 17:15, 24:4, 30:14, 31:10, 31:16, 33:12, 33:19, 35:24, 43:6, 44:23, 45:12, 45:15, 45:21, 45:23, 46:1, 46:2, 53:9, 54:11, 55:3, 55:25, 73:17, 74:5, 74:18, 74:21, 75:8 attorney [3] - 61:2, 76:14, 76:16 Attorney [1] - 2:15 audience [1] - 54:15 availability [1] - 14:1 available [3] - 6:15, 47:12, 51:9 aware [7] - 6:11, 13:16, 13:20, 42:9, 53:12, 65:16, 66:5	behind [3] - 34:21, 52:19, 53:5 benefit [2] - 62:22, 67:13 best [1] - 22:23 better [5] - 21:24, 21:25, 62:21, 62:25, 68:6 between [5] - 24:2, 24:6, 31:1, 53:24, 62:10 beyond [3] - 41:25, 57:2, 61:18 bi [1] - 21:20 bi-fold [1] - 21:20 big [2] - 23:12, 41:21 biggest [2] - 29:6, 39:12 Bill [1] - 69:17 Bill's [1] - 65:10 bit [5] - 18:12, 25:3, 31:13, 44:4, 60:17 Black [1] - 39:8 blessed [1] - 56:8 BLOCK [1] - 1:5 block [2] - 37:19, 39:9 Block [2] - 8:15, 9:13 Board [6] - 2:15, 2:18, 6:2, 6:11, 53:12, 56:4 BOARD [2] - 1:1, 2:1 board [19] - 6:10, 8:5, 9:5, 13:16, 13:19, 13:20, 15:25, 17:17, 18:22, 36:1, 36:4, 45:1, 53:11, 55:13, 60:1, 60:2, 61:3, 67:8, 72:23 board's [1] - 11:18 Board's [2] - 62:22, 67:12 boards [4] - 25:6, 60:3, 60:8, 60:14 bollards [2] - 41:25, 42:7 bottleneck [1] - 69:14 Boulevard [1] - 3:4 box [3] - 23:19, 61:7, 61:25 boxes [1] - 47:19 brand [1] - 20:21 bread [1] - 23:19 break [1] - 64:22 breakdown [1] - 71:11 breakfast [2] - 23:11, 60:5 Bridgewater [14] - 2:17, 2:20, 6:2, 6:9, 10:2, 19:8, 22:12, 31:5, 35:18, 35:21, 35:23, 47:10, 56:7, 58:17	BRIDGEWATER [2] - 1:1, 1:10 briefly [2] - 14:6, 64:13 bring [5] - 15:24, 25:9, 25:18, 32:9, 33:3 bringing [1] - 31:12 build [1] - 34:13 building [20] - 10:10, 10:20, 11:3, 11:6, 19:18, 19:19, 20:8, 21:9, 23:4, 23:5, 23:8, 23:24, 41:1, 43:10, 44:13, 44:21, 58:5, 58:9, 58:18, 61:15 Building [2] - 6:10, 58:7 BUILDING [1] - 1:9 buildings [2] - 51:14, 65:19 built [3] - 34:21, 35:4, 67:22 bulk [1] - 9:15 bulletin [1] - 6:9 bunch [1] - 33:10 Buonantuono [1] - 76:23 BUONANTUONO [2] - 2:24, 76:3 Burr [2] - 59:15, 65:7 BURR [15] - 2:16, 59:16, 60:10, 60:13, 60:16, 61:5, 61:13, 61:17, 62:4, 62:7, 62:14, 63:2, 64:12, 64:22, 65:5 busiest [2] - 22:19, 31:9 business [9] - 19:16, 19:17, 20:18, 20:22, 22:2, 39:20, 39:22, 39:23, 58:22 businesses [1] - 66:1 busy [5] - 29:22, 30:24, 31:6, 57:20, 72:19 busyness [1] - 62:19 BY [2] - 2:23, 3:3	72:4 cardboard [1] - 30:2 care [3] - 50:20, 65:3, 66:25 career [1] - 8:24 carrying [1] - 75:6 cars [23] - 20:23, 20:24, 22:7, 27:5, 27:9, 27:14, 27:15, 27:21, 37:25, 38:22, 41:14, 42:2, 42:5, 42:7, 42:8, 53:21, 57:15, 57:24, 66:10, 69:1, 69:7, 69:8, 72:10 CART [1] - 6:23 case [3] - 26:23, 36:23, 48:2 Cathy [1] - 18:19 Cathy's [1] - 64:10 causing [1] - 27:16 cautious [1] - 49:15 CCR [2] - 2:24, 76:23 cell [1] - 32:24 Center [3] - 44:17, 44:18, 47:25 center [15] - 9:20, 18:7, 25:1, 27:22, 28:1, 34:22, 37:14, 43:24, 44:1, 45:10, 47:17, 59:3, 59:4, 61:1, 66:8 certain [3] - 67:23, 72:21 certainly [8] - 9:2, 13:25, 20:22, 26:6, 26:13, 29:22, 57:19, 73:20 certified [1] - 1:23 Certified [1] - 76:4 certify [1] - 76:6 CERTIFY [2] - 76:9, 76:13 Chair [2] - 15:22, 56:5 Chairman [12] - 7:5, 8:20, 11:20, 36:1, 37:1, 47:3, 47:4, 59:17, 65:6, 71:23, 73:7, 74:19 CHAIRMAN [29] - 2:2, 6:1, 7:3, 7:7, 8:10, 9:9, 12:11, 12:15, 13:12, 36:2, 36:7, 36:25, 37:2, 47:5, 49:22, 51:4, 51:11, 51:19, 55:4, 56:2, 59:11, 65:7, 71:25, 73:8, 73:22, 74:11, 74:20, 74:25, 75:3 challenge [5] - 20:17, 20:23, 41:21, 68:16 challenges [1] - 47:10 CHAMBERS [1] - 1:9 chance [1] - 25:14	change [6] - 20:15, 39:5, 50:11, 50:13, 67:21, 67:25 changed [2] - 10:22, 39:25 changing [1] - 50:7 channel [1] - 39:12 channels [2] - 32:7, 32:9 charging [6] - 56:13, 56:19, 56:24, 57:3, 57:5, 57:6 CHARTOWICH [5] - 2:5, 7:22, 36:6, 36:8, 36:24 Chartowich [2] - 7:21, 36:7 check [1] - 73:18 checking [1] - 43:6 checks [1] - 47:19 Chick [72] - 4:4, 5:10, 8:14, 8:23, 9:12, 10:4, 10:6, 11:23, 13:18, 13:21, 14:23, 17:18, 17:21, 17:23, 18:12, 18:17, 18:19, 19:1, 19:6, 19:10, 20:2, 20:16, 21:10, 21:17, 23:10, 25:7, 25:14, 25:18, 25:21, 25:25, 26:17, 28:5, 29:11, 30:17, 30:23, 31:9, 31:19, 32:12, 33:8, 34:8, 34:12, 35:11, 35:17, 36:9, 36:10, 36:13, 36:18, 39:15, 41:21, 43:9, 44:9, 44:17, 45:25, 46:8, 47:19, 48:1, 48:22, 50:12, 51:6, 53:17, 56:8, 56:10, 58:13, 62:17, 62:19, 63:8, 66:15, 66:24, 67:10, 67:19, 68:11 CHICK [1] - 1:4 Chick-fil-A [67] - 4:4, 5:10, 8:14, 8:23, 9:12, 10:4, 10:6, 11:23, 13:18, 13:21, 14:23, 17:18, 17:21, 17:23, 18:12, 18:17, 18:19, 19:1, 19:10, 20:2, 20:16, 21:10, 21:17, 23:10, 25:7, 25:14, 25:18, 25:25, 28:5, 30:17, 30:23, 31:9, 31:19, 32:12, 33:8, 34:8, 34:12, 35:11, 35:17, 36:9, 36:10,
B back-in-the-day [1] - 34:19 background [2] - 9:18, 36:3 backup [2] - 22:24, 27:1 bag [1] - 63:10 baked [1] - 23:18 Banga [2] - 7:19, 47:5 BANGA [8] - 2:4, 7:20, 47:4, 47:6, 47:22, 48:12, 49:5, 49:20 base [2] - 28:20, 70:23 based [6] - 14:17, 26:16, 36:20, 48:24, 53:15, 73:25 basis [2] - 33:17, 36:19 BATEMAN [1] - 3:3 Bateman [1] - 8:21 became [1] - 47:12 become [1] - 19:10 beforehand [1] - 72:8	calculates [1] - 24:23 calendar [1] - 73:13 calm [1] - 26:7 campus [1] - 52:15 cannot [1] - 38:15 canopies [5] - 28:20, 28:21, 28:24, 29:2, 29:14 canopy [1] - 10:23 Cappelli [1] - 2:15 car [6] - 27:11, 56:19, 56:24, 57:3, 57:8,	C		

36:13, 36:18, 39:15, 41:21, 43:9, 44:9, 44:17, 45:25, 46:8, 47:19, 48:1, 48:22, 50:12, 51:6, 53:17, 56:8, 56:10, 58:13, 62:17, 62:19, 63:8, 66:15, 67:10, 67:19, 68:11 CHICK-FIL-A [1] - 1:4 Chick-fil-A's [2] - 25:21, 66:24 Chick-fil-As [3] - 19:6, 26:17, 29:11 chicken [7] - 23:11, 37:5, 37:6, 50:5, 50:6, 50:23, 73:1 choose [2] - 19:11, 24:13 chosen [2] - 18:16, 18:25 CHOUDHURY [26] - 2:6, 7:24, 37:1, 37:3, 37:12, 37:16, 38:2, 38:10, 40:10, 40:20, 41:9, 42:22, 43:12, 44:8, 44:16, 44:22, 45:5, 45:16, 45:19, 46:11, 46:14, 46:21, 47:2, 71:23, 72:2, 73:6 Choudhury [3] - 7:23, 37:2, 73:9 churning [1] - 53:21 circuitous [1] - 49:10 circulate [1] - 14:21 civil [2] - 49:10, 74:23 clarification [1] - 14:14 clarified [1] - 14:25 clarify [1] - 14:18 clean [1] - 40:24 clear [1] - 59:7 clearance [1] - 28:25 Clerk [1] - 6:8 close [6] - 13:22, 23:13, 38:11, 50:3, 58:22, 59:5 closed [9] - 23:15, 23:22, 30:22, 34:21, 35:8, 39:4, 39:5, 49:23, 62:12 closer [1] - 36:20 closes [1] - 74:13 closest [3] - 35:3, 35:4, 42:19 closing [1] - 35:7 CLR [1] - 76:23 colorized [2] - 16:1, 16:17 combination [1] - 71:14 comfortable [3] - 53:6, 70:14, 71:1 coming [5] - 10:21,	33:20, 54:8, 58:23, 61:14 commencement [1] - 76:6 comment [4] - 15:18, 55:8, 71:24, 74:4 COMMENTS [1] - 4:14 comments [4] - 15:4, 15:5, 73:25, 74:8 commercial [4] - 10:7, 14:20, 53:11, 55:14 Commission [1] - 76:24 common [2] - 32:20, 51:5 commonly [2] - 8:15, 9:13 COMMONS [1] - 1:10 communities [1] - 72:18 community [4] - 19:19, 50:20, 50:25, 72:16 companies [1] - 50:9 company [3] - 18:13, 23:15, 72:6 competitors [2] - 21:10, 24:9 completely [3] - 48:3, 60:5, 64:4 complex [3] - 50:22, 62:8, 64:16 complexity [1] - 66:21 comply [4] - 15:6, 15:15, 18:7 computer [3] - 16:3, 16:5, 16:7 concern [1] - 54:13 concerns [2] - 15:2, 25:5 conclude [1] - 12:6 concluded [1] - 74:7 concrete [1] - 48:20 confidence [1] - 34:8 confirm [1] - 9:4 connected [1] - 55:15 connection [5] - 19:21, 48:17, 48:19, 49:3, 63:20 connector [1] - 40:25 connects [1] - 41:3 consider [1] - 64:24 considering [1] - 13:17 consisted [1] - 9:21 consists [1] - 9:19 constantly [2] - 68:3, 68:18 construct [2] - 10:5, 18:21 constructed [1] -	67:23 construction [1] - 10:10 consultants [1] - 58:15 contact [1] - 63:21 contained [1] - 53:2 container [1] - 29:24 content [1] - 16:15 continue [2] - 69:1, 74:22 continues [1] - 8:5 control [4] - 26:6, 28:14, 32:12, 41:17 Control [1] - 26:10 controlled [1] - 49:4 convenient [1] - 52:20 convert [1] - 27:4 cook [2] - 50:5, 50:23 corporate [2] - 63:8, 67:25 corporately [1] - 63:25 correct [16] - 33:25, 46:13, 48:15, 48:17, 49:23, 53:23, 54:4, 60:15, 61:12, 62:6, 68:24, 69:4, 69:15, 69:22, 71:19, 75:8 COUNCIL [1] - 1:9 COUNCILMAN [12] - 2:7, 7:10, 51:20, 52:11, 53:8, 53:20, 53:24, 54:5, 54:12, 54:24, 72:23, 73:3 Councilman [2] - 7:9, 55:5 counsel [2] - 76:14, 76:17 Counsel [1] - 3:7 counter [1] - 31:22 country [4] - 18:14, 21:4, 25:11, 42:16 counts [1] - 58:1 COUNTY [1] - 1:2 couple [8] - 13:15, 15:24, 25:19, 28:8, 51:20, 56:6, 56:21, 59:17 Courier [1] - 6:7 course [1] - 24:13 court [1] - 66:14 COURT [1] - 1:22 Court [2] - 1:23, 76:4 COVID [10] - 20:16, 20:17, 20:19, 21:2, 21:5, 21:11, 22:10, 30:25, 39:13, 39:21 criminals [1] - 41:5 cross [12] - 14:1, 24:25, 37:13, 49:3, 49:16, 60:17,	60:18, 60:22, 60:25, 69:18 cross-access [1] - 69:18 crossing [3] - 48:19, 49:1, 49:6 curb [1] - 43:16 curbside [10] - 31:13, 31:25, 32:17, 32:21, 32:22, 33:6, 37:17, 37:19, 37:20, 71:9 current [2] - 39:6, 47:24 customer [9] - 21:25, 22:6, 25:24, 27:9, 35:15, 52:24, 62:25, 70:23, 71:2 customers [12] - 22:1, 25:4, 26:20, 27:23, 28:3, 28:10, 31:21, 32:2, 32:15, 38:7, 48:22, 60:6 D D-O-W-N-E-Y [1] - 13:5 daily [3] - 61:8, 63:16, 63:21 dais [1] - 54:14 DAR [4] - 30:4, 30:6, 41:4, 51:8 date [2] - 17:2, 76:12 Dated [1] - 76:25 dated [3] - 5:8, 14:6, 17:10 dates [1] - 73:14 DAVIS [1] - 3:3 days [1] - 38:25 days' [1] - 6:23 decal [1] - 55:18 December [5] - 8:14, 73:15, 73:18, 75:4, 75:7 decided [1] - 19:8 decision [2] - 55:12, 70:6 decision-maker [1] - 55:12 dedicated [1] - 27:7 DEFCON [1] - 34:2 definitely [3] - 22:5, 35:16, 35:22 Delaware [1] - 18:1 deliver [3] - 29:13, 32:13, 62:2 deliveries [8] - 23:17, 23:18, 23:20, 30:10, 49:25, 61:6, 61:7, 62:18 delivering [3] - 29:4, 29:13, 41:11 delivery [1] - 71:9 demand [6] - 25:7,	25:24, 26:21, 28:7, 33:22 demolition [1] - 10:9 demonstrate [1] - 45:1 demonstrates [1] - 66:23 denied [1] - 67:11 Department [1] - 6:20 Depot [1] - 47:18 describe [1] - 17:4 described [1] - 48:16 DESCRIPTION [1] - 5:3 description [1] - 48:17 design [4] - 18:20, 22:9, 22:12, 66:2 Design [1] - 3:17 designate [1] - 33:10 designated [1] - 49:18 designed [2] - 67:18, 67:23 designs [1] - 22:11 detail [1] - 49:11 details [1] - 59:7 determine [1] - 32:25 determined [1] - 63:19 develop [3] - 18:16, 26:10, 26:13 developers [1] - 18:17 developing [1] - 18:5 development [7] - 9:1, 9:21, 11:22, 17:21, 17:25, 18:3, 70:17 Development [1] - 4:4 dies [1] - 28:8 different [5] - 11:16, 20:18, 41:23, 54:7, 68:15 DIFRANCESCO [1] - 3:3 DiFrancesco [1] - 8:21 dine [2] - 39:20, 71:13 dining [5] - 31:23, 39:13, 39:14, 39:19, 53:22 dinner [2] - 31:2, 31:5 dinnertime [1] - 31:4 directed [2] - 27:23, 27:25 direction [1] - 61:22 directly [1] - 52:19 Disabilities [1] - 6:18 disability [2] - 6:17, 6:19 discarding [1] - 37:17
---	--	--	---	--

discuss [1] - 42:24 discussed [1] - 63:2 disturb [1] - 43:14 disturbing [1] - 43:13 DO [2] - 76:9, 76:13 done [8] - 18:10, 38:5, 42:14, 47:3, 50:17, 58:12, 63:22, 68:4 door [3] - 21:20, 48:23 DoorDash [5] - 40:3, 40:4, 54:1, 71:15, 71:17 DoorDashes [1] - 32:5 DOT [3] - 18:9, 36:17, 66:19 down [7] - 10:21, 33:2, 34:3, 34:6, 39:11, 39:22, 67:25 Downey [2] - 12:4, 13:5 DOWNEY [2] - 3:18, 13:3 drive [37] - 10:3, 10:6, 14:16, 19:17, 20:20, 21:18, 22:1, 22:2, 22:8, 26:24, 27:1, 27:4, 27:8, 27:9, 27:21, 31:24, 33:14, 34:20, 39:11, 39:22, 42:2, 48:20, 49:1, 49:17, 53:25, 57:9, 57:16, 59:19, 60:20, 61:24, 63:6, 69:3, 69:11, 69:12, 69:13, 71:5, 71:12 drive-through [31] - 10:6, 14:16, 20:20, 21:18, 22:1, 22:2, 22:8, 26:24, 27:1, 27:4, 27:8, 27:9, 31:24, 33:14, 34:20, 39:11, 39:22, 42:2, 49:1, 49:17, 53:25, 57:9, 57:16, 59:19, 63:6, 69:3, 69:11, 69:12, 69:13, 71:5, 71:12 drive-throughs [1] - 10:3 driven [1] - 72:6 driver [1] - 71:18 drivers [1] - 23:23 driveway [2] - 61:18, 63:12 driveways [1] - 66:20 drone [1] - 46:2 Drone [2] - 5:10, 46:7 drop [2] - 23:23, 62:20 dual [7] - 21:3, 22:25, 35:10, 41:12,	68:10, 68:24, 68:25 dual-lane [4] - 21:3, 22:25, 68:10, 68:25 due [1] - 10:23 duly [1] - 76:7 dumpster [2] - 29:18, 29:19 dumpsters [2] - 29:18, 49:6 during [9] - 20:16, 20:19, 21:2, 21:5, 22:13, 27:18, 38:14, 62:18, 67:4 duty [1] - 26:4 Dynamic [1] - 3:19	Engineer [1] - 2:16 ENGINEER [14] - 59:16, 60:10, 60:13, 60:16, 61:5, 61:13, 61:17, 62:4, 62:7, 62:14, 63:2, 64:12, 64:22, 65:5 Engineering [7] - 3:17, 5:6, 5:8, 16:14, 16:22, 17:2, 17:10 engines [1] - 61:25 enhanced [1] - 16:17 entire [3] - 21:9, 61:1, 66:16 entitled [4] - 5:10, 16:13, 17:1, 46:8 entrance [2] - 59:2, 64:16 environment [1] - 29:15 envision [1] - 61:13 equip [1] - 31:20 equipment [6] - 6:22, 23:9, 24:10, 50:7, 50:10 equipping [1] - 57:23 especially [4] - 19:24, 41:12, 54:6, 64:16 Especially [1] - 38:20 ESQUIRE [2] - 2:15, 3:3 essentially [11] - 21:7, 21:17, 26:25, 27:2, 27:7, 29:2, 30:6, 32:23, 34:1, 42:3, 71:10 estimate [1] - 57:8 EV [1] - 24:24 evening [13] - 6:1, 8:11, 8:12, 8:13, 8:18, 8:19, 8:22, 9:12, 11:17, 16:19, 74:2, 75:2, 75:3 event [3] - 28:16, 39:8, 50:19 eventually [2] - 40:6, 63:8 every-Sunday [1] - 50:14 evolution [1] - 67:19 exactly [2] - 37:8, 58:3 example [2] - 34:16, 39:9 excellent [1] - 50:2 except [2] - 39:18, 59:1 excited [2] - 35:22, 47:21 excitement [1] - 9:1 exciting [1] - 20:5 excluding [1] - 6:24 Exhibit [4] - 16:12,	16:25, 17:9, 46:7 exhibit [6] - 12:8, 12:9, 16:21, 44:25, 46:1, 64:14 exhibits [4] - 15:25, 16:7, 16:10, 17:5 Exhibits [3] - 5:10, 45:24, 46:8 exist [1] - 48:18 existing [1] - 45:3 exit [2] - 36:10, 36:20 expect [5] - 24:16, 29:12, 31:5, 57:16, 64:7 expectation [10] - 25:1, 26:3, 28:13, 48:9, 52:2, 52:9, 52:23, 57:6, 57:25, 61:22 expense [1] - 62:23 experience [4] - 26:16, 32:14, 62:25, 70:9 experienced [3] - 20:16, 28:10, 32:10 expert [1] - 12:5 explain [1] - 17:17 explaining [1] - 37:4 exploded [1] - 20:19 extensively [1] - 63:3 extremely [3] - 22:16, 30:21, 72:19 eye [1] - 63:4	43:4, 43:10 fellow [1] - 13:1 few [8] - 17:4, 27:5, 28:19, 37:7, 38:6, 54:2, 57:20, 67:7 fifties [1] - 27:20 fil [71] - 4:4, 5:10, 8:14, 8:23, 9:12, 10:4, 10:6, 11:23, 13:18, 13:21, 14:23, 17:18, 17:21, 17:23, 18:12, 18:17, 18:19, 19:1, 19:6, 19:10, 20:2, 20:16, 21:10, 21:17, 23:10, 25:7, 25:14, 25:18, 25:21, 25:25, 26:17, 28:5, 29:11, 30:17, 30:23, 31:9, 31:19, 32:12, 33:8, 34:8, 34:12, 35:11, 35:17, 36:9, 36:10, 36:13, 36:18, 39:15, 41:21, 43:9, 44:9, 44:17, 45:25, 46:8, 47:19, 48:1, 48:22, 50:12, 51:6, 53:17, 56:8, 56:10, 58:13, 62:17, 62:19, 63:8, 66:15, 67:10, 67:19, 68:11 FIL [1] - 1:4 fil [1] - 66:24 filed [1] - 6:8 fill [1] - 55:19 filling [1] - 23:13 filters [3] - 50:8, 50:11, 50:13 Final [1] - 9:15 FINAL [1] - 1:6 financially [1] - 76:17 fine [2] - 16:4, 16:6 fire [7] - 14:6, 14:10, 14:15, 14:19, 15:3, 50:21, 51:11 Fireplace [1] - 22:21 firm [1] - 8:20 first [15] - 8:24, 9:2, 11:21, 15:21, 17:6, 25:19, 34:2, 34:5, 34:16, 36:19, 37:3, 39:13, 54:15, 62:17 first-come-first-serve [1] - 36:19 five [3] - 30:19, 30:20, 74:16 five-minute [1] - 74:16 fix [1] - 67:14 flag [1] - 7:1 Flanigan [1] - 60:19 FLAUM [1] - 3:3 Flemington [3] -
	E easily [1] - 39:3 east [1] - 48:14 eat [2] - 37:5, 37:6 Eats [1] - 32:5 Edison [1] - 42:20 effect [2] - 27:16, 66:10 egregious [1] - 66:5 eight [2] - 29:24, 46:22 eight-yard [1] - 29:24 either [6] - 18:18, 40:1, 43:24, 46:23, 58:10, 66:1 electric [2] - 56:12, 57:4 elevations [1] - 12:2 elsewhere [4] - 14:4, 25:10, 52:14, 69:21 Email [1] - 3:6 employee [3] - 52:21, 76:14, 76:16 employees [11] - 14:3, 24:2, 26:19, 46:12, 51:24, 52:13, 52:14, 69:19, 69:24, 70:3, 70:22 employment [1] - 24:7 emptied [1] - 40:19 enclosure [1] - 29:25 enclosures [1] - 29:25 encourage [1] - 32:6 end [1] - 18:21 ended [2] - 39:13, 66:16 engine [2] - 61:25, 62:1 engineer [16] - 10:22, 11:19, 11:25, 13:25, 26:12, 26:13, 27:6, 44:24, 49:10, 53:1, 54:8, 55:10, 55:11, 57:11, 57:25, 74:23		F F-L-Y-N-N [1] - 13:10 facade [1] - 11:6 facility [9] - 23:23, 59:23, 62:2, 62:21, 63:5, 63:12, 64:10, 67:5, 68:21 facing [1] - 58:9 fact [3] - 18:14, 22:12, 39:15 factor [1] - 22:3 fails [1] - 64:2 fair [1] - 54:23 fairly [6] - 23:4, 29:25, 30:24, 31:3, 31:6, 53:21 fall [1] - 63:8 familiar [4] - 22:21, 35:2, 53:12, 66:7 family [1] - 18:19 far [3] - 51:4, 65:15, 67:16 fast [2] - 33:14, 72:10 faster [1] - 72:10 February [1] - 6:6 federal [1] - 56:14 feet [13] - 10:17, 10:18, 10:25, 11:1, 11:6, 11:8, 20:7, 23:5, 28:24, 42:25,	

35:3, 35:7, 68:13 flexible [1] - 24:17 flood [1] - 38:21 Florio [1] - 2:15 FLYNN [2] - 3:20, 13:10 Flynn [2] - 12:6, 13:10 fold [1] - 21:20 folks [17] - 20:21, 22:6, 25:18, 36:18, 40:1, 46:24, 48:25, 49:16, 50:6, 52:3, 52:5, 57:23, 60:8, 70:8, 70:10, 71:14, 73:2 follow [1] - 40:21 followed [2] - 11:25, 12:4 food [14] - 21:22, 21:23, 29:4, 29:13, 33:4, 33:14, 37:25, 38:9, 40:8, 41:11, 57:10, 57:14, 62:2, 72:13 foot [1] - 28:25 FOR [1] - 1:3 foregoing [1] - 76:9 forgive [1] - 73:13 former [1] - 10:7 formula [1] - 55:16 forth [1] - 76:12 forward [4] - 28:18, 68:6, 68:22, 74:1 four [7] - 23:21, 46:3, 57:14, 61:9, 61:11, 67:9, 67:10 four-acre [2] - 67:9, 67:10 fourth [1] - 58:14 franchisee [2] - 18:22, 18:24 franchises [1] - 51:6 free [1] - 52:24 freeing [1] - 25:3 freestander [1] - 34:17 freestanding [1] - 44:11 frequency [1] - 40:12 frequent [1] - 36:9 fresh [1] - 23:18 Friday [2] - 38:20, 39:8 front [4] - 10:15, 43:18, 48:23, 64:23 frontage [2] - 64:15, 64:20 fryers [1] - 23:8 fulfilled [1] - 69:2 fulfillment [4] - 21:3, 23:1, 28:23, 68:10 full [7] - 10:9, 21:8, 24:12, 24:15,	46:20, 48:3, 69:24 functional [1] - 62:16 functions [1] - 63:7 furniture [2] - 38:16, 48:5 FURTHER [2] - 76:9, 76:13 G gain [1] - 23:23 gas [1] - 68:16 general [3] - 37:18, 47:6, 74:8 generally [6] - 31:6, 37:18, 38:13, 46:19, 48:16, 57:12 geofencing [1] - 32:22 getter [1] - 27:1 given [9] - 6:5, 11:17, 24:15, 38:17, 52:9, 57:16, 67:16, 70:1, 75:6 glorified [1] - 44:5 grades [1] - 48:24 gradually [1] - 32:9 grand [7] - 25:7, 26:18, 27:12, 27:18, 33:22, 70:8 Grand [4] - 5:7, 17:1, 17:9, 26:9 granted [2] - 10:20, 11:2 great [9] - 20:22, 21:15, 30:14, 30:18, 41:20, 43:17, 57:18, 59:7, 68:5 Great [3] - 12:16, 47:22, 50:2 greatest [1] - 20:13 Greenville [1] - 14:15 grew [2] - 19:22, 22:17 ground [1] - 58:13 ground-mounted [1] - 58:13 Group [1] - 2:18 group [1] - 36:17 guarantee [1] - 19:5 guess [8] - 47:23, 48:8, 48:9, 48:12, 49:7, 55:7, 60:18, 61:6 guys [1] - 63:3 H half [5] - 24:14, 24:15, 39:4, 46:19, 46:23 Hamilton [2] - 34:18 hand [2] - 12:20, 62:2 handicap [1] - 55:15 handle [10] - 22:22,	25:6, 26:24, 27:8, 36:17, 36:18, 38:19, 57:24, 70:23, 71:2 handled [2] - 21:6, 59:19 handling [2] - 20:23, 26:14 harder [1] - 56:9 Harvard [1] - 56:10 Haul [1] - 41:7 have.. [1] - 38:3 hear [3] - 9:6, 17:20, 55:13 heard [2] - 6:13, 42:10 HEARING [1] - 1:17 hearing [3] - 6:15, 12:23, 55:1 hearings [1] - 6:12 heat [1] - 29:6 heater [2] - 30:5 heavily [3] - 24:8, 34:15, 63:12 height [1] - 28:24 held [1] - 18:13 help [2] - 25:16, 26:5 helps [2] - 25:20, 25:23 hence [1] - 62:4 HENRY [1] - 2:11 hereby [1] - 76:6 hereinbefore [1] - 76:12 high [1] - 22:16 highway [2] - 36:12, 36:16 Highway [1] - 58:10 highways [1] - 36:10 Hillsborough [2] - 13:18, 34:11 historically [1] - 31:9 hit [1] - 30:12 hold [3] - 45:12, 63:10, 63:25 holidays [1] - 6:24 Home [1] - 47:17 home [2] - 30:4, 38:12 hometown [1] - 20:4 honestly [4] - 20:19, 29:5, 47:15, 56:7 honor [1] - 8:22 hood [1] - 51:16 hook [1] - 64:1 hopefully [1] - 13:21 hot [2] - 30:4, 30:5 hour [3] - 46:23, 46:25, 73:12 hours [10] - 23:22, 24:18, 30:17, 45:17, 45:19, 46:15, 46:16, 62:5, 62:8, 62:11	hours [1] - 6:19 huge [1] - 62:22 Hulya [1] - 8:13 hum [2] - 43:22, 71:6 hundreds [2] - 42:14, 42:15 hygienic [2] - 40:11, 40:15 I idea [2] - 57:22, 68:10 identical [1] - 16:15 identified [1] - 18:5 identify [1] - 15:17 image [1] - 16:17 imagine [3] - 35:3, 62:15, 62:18 impact [2] - 70:16, 70:19 impacts [1] - 66:1 implement [3] - 28:18, 33:16, 35:9 implementing [2] - 35:12, 63:16 importance [1] - 62:4 important [11] - 22:3, 22:5, 25:17, 25:25, 29:14, 32:14, 35:1, 35:14, 42:1, 45:9, 68:10 importantly [1] - 34:12 impress [1] - 35:16 improvement [1] - 23:1 improvements [1] - 68:7 in-person [1] - 59:19 INC [1] - 1:4 Inc [6] - 4:4, 5:10, 8:23, 9:12, 45:25, 46:9 includes [1] - 70:21 including [1] - 18:9 inconvenient [1] - 55:20 incorporate [1] - 22:14 increase [2] - 27:18, 55:23 incredible [1] - 56:11 INDERPREET [1] - 2:4 indicated [1] - 20:7 individual [9] - 6:18, 6:21, 19:7, 19:16, 32:25, 57:4, 63:9, 63:23 individuals [3] - 6:16, 40:7, 55:17 inexpensive [1] - 62:24 information [2] - 9:18, 61:2	initial [2] - 25:7, 52:6 innovating [2] - 68:3, 68:19 innovation [1] - 68:20 inquired [1] - 43:22 inside [6] - 20:12, 21:15, 23:25, 29:24, 30:3, 31:22 inspector [1] - 14:10 install [2] - 56:24, 57:4 installed [1] - 60:3 interested [6] - 19:18, 29:23, 47:16, 54:20, 54:21, 76:17 interesting [1] - 43:19 introduce [4] - 9:3, 12:9, 17:16, 28:11 introduced [1] - 20:21 introduction [1] - 10:12 invest [1] - 34:14 investment [1] - 34:25 involved [3] - 17:24, 20:5, 64:3 involves [1] - 35:13 Iowa [1] - 25:13 iPad [1] - 41:11 iPads [4] - 29:11, 59:21, 59:25, 60:9 island [1] - 66:8 isolated [1] - 51:12 issue [6] - 29:6, 42:12, 63:22, 65:4, 65:25, 66:9 issues [4] - 15:2, 42:10, 65:18, 65:20 items [1] - 28:19 itself [3] - 20:6, 20:12, 24:1 IV [1] - 2:16 J jam [1] - 72:4 JAMES [1] - 2:8 Jeff [1] - 11:25 JEFFREY [4] - 3:17, 13:8, 16:5, 16:25 Jeffrey [2] - 13:8, 16:9 JERSEY [2] - 1:2, 1:10 Jersey [20] - 1:24, 3:4, 17:25, 19:25, 20:1, 20:3, 22:10, 22:17, 22:19, 24:23, 25:15, 34:17, 42:18, 56:17, 65:14, 66:5, 66:6, 66:19, 67:9, 76:5
--	--	--	---	---

job [1] - 30:14 John [5] - 3:20, 11:22, 13:6, 17:20, 59:17 JOHN [3] - 4:4, 13:6, 75:1 joint [2] - 11:18, 15:4 jug [1] - 22:22 jump [1] - 54:6 jurisdiction [1] - 9:5	21:11, 21:13, 21:22, 35:10, 41:19, 42:7 large [6] - 23:5, 29:25, 31:3, 62:19, 62:25, 68:16 larger [2] - 43:9, 61:8 last [2] - 64:12, 65:10 late [1] - 52:22 latest [1] - 20:13 law [4] - 8:20, 56:14, 56:18 learned [2] - 23:6, 34:1 lease [3] - 18:19, 60:25, 63:25 leased [4] - 24:20, 37:10, 52:18, 53:4 leasing [1] - 35:13 least [5] - 34:4, 41:14, 54:24, 72:8, 72:10 leave [4] - 34:14, 40:9, 52:23, 71:15 Ledger [1] - 6:8 left [3] - 11:7, 20:3, 23:25 LEHRER [1] - 3:3 less [1] - 19:11 letter [2] - 14:14, 15:3 Level [1] - 57:4 level [3] - 34:8, 64:19, 67:25 levels [1] - 57:3 License [2] - 2:25, 76:23 lighting [2] - 58:25, 59:1 lights [2] - 58:4, 59:3 likely [8] - 36:15, 38:7, 52:1, 52:13, 54:1, 55:9, 64:14, 72:8 limitation [1] - 28:24 limited [2] - 11:5, 69:2 line [4] - 27:24, 63:6, 68:16, 72:10 lined [1] - 20:24 lines [1] - 59:19 list [2] - 15:8, 15:10 literally [4] - 33:2, 36:20, 58:18, 58:24 live [2] - 19:22, 64:2 lives [1] - 25:13 LLC [4] - 1:22, 2:15, 2:18, 3:20 loading [1] - 11:11 local [2] - 26:3, 26:4 located [2] - 8:21, 9:16 location [12] - 10:7, 13:23, 18:5, 19:2, 19:21, 36:14, 47:11, 49:2, 49:4, 49:17, 49:19, 54:19 locations [12] - 18:4, 18:25, 19:12, 21:3, 21:19, 22:15, 33:8, 34:11, 41:6, 42:16, 42:21, 68:12 look [9] - 24:19, 42:23, 43:3, 47:24, 53:2, 55:21, 55:22, 55:25, 66:24 looked [2] - 47:10, 53:10 looking [9] - 18:10, 19:23, 34:11, 35:18, 35:21, 48:12, 54:25, 68:3, 73:12 looks [1] - 48:3 LOT [1] - 1:5 low [2] - 53:22, 64:19 low-level [1] - 64:19 lunch [4] - 30:24, 31:1, 31:7, 60:7 lunchtime [1] - 31:7	Marketplace [1] - 34:18 MARTELL [4] - 3:17, 13:8, 16:5, 16:25 Martell [3] - 11:25, 13:8, 16:9 MARTINEZ [3] - 4:4, 13:6, 75:1 Martinez [11] - 11:22, 13:6, 17:4, 17:15, 17:20, 35:25, 36:3, 36:5, 49:21, 49:22, 55:8 Martinez's [2] - 16:11, 73:25 Maryland [1] - 18:2 MATT [2] - 3:20, 13:10 Matt [2] - 12:6, 13:10 matter [3] - 9:6, 33:20, 33:23 MAURIZIO [1] - 2:2 max [2] - 69:24, 70:2 maximum [2] - 24:16, 38:21 Mayor [1] - 7:8 McDonough [2] - 3:20, 12:6 meal [3] - 28:22, 28:23, 59:18 meal-fulfillment [1] - 28:23 meal-ordering [1] - 28:22 mean [9] - 31:21, 33:1, 38:14, 40:23, 45:6, 51:9, 54:16, 58:5, 66:7 means [1] - 43:12 meant [2] - 69:10, 69:11 measure [2] - 30:19, 30:20 meet [2] - 14:9, 53:15 Meeting [1] - 6:3 MEETING [1] - 1:3 meeting [3] - 6:4, 6:21, 48:24 meetings [3] - 67:8, 72:24, 73:3 Meetings [1] - 6:6 meets [1] - 49:13 MEMBER [51] - 7:12, 7:14, 7:16, 7:18, 7:20, 7:22, 7:24, 8:1, 36:6, 36:8, 36:24, 37:1, 37:3, 37:12, 37:16, 38:2, 38:10, 40:10, 40:20, 41:9, 42:22, 43:12, 44:8, 44:16, 44:22, 45:5, 45:16, 45:19, 46:11, 46:14, 46:21, 47:2, 47:4, 47:6, 47:22, 48:12, 49:5, 49:20, 55:7, 56:5, 56:25, 57:7, 57:15, 58:2, 58:7, 59:6, 71:23, 72:2, 73:6, 74:2, 74:9 MEMBERS [1] - 2:1 members [22] - 23:24, 24:3, 24:18, 25:2, 25:9, 25:21, 28:4, 28:9, 29:3, 29:11, 29:16, 36:4, 41:10, 41:18, 42:1, 42:10, 46:20, 48:22, 52:18, 53:6, 55:13, 59:25 memo [4] - 11:18, 14:6, 14:8, 15:5 mention [3] - 13:25, 30:16, 55:11 mentioned [14] - 10:14, 30:10, 34:10, 49:23, 51:23, 56:12, 58:3, 59:18, 60:17, 61:6, 65:11, 69:19, 71:4 menu [4] - 60:1, 60:2, 60:3, 60:13 merge [2] - 21:11, 21:12 met [1] - 14:11 method [1] - 26:14 methods [1] - 41:23 Michael [5] - 8:20, 20:6, 30:13, 34:10, 43:4 MICHAEL [3] - 2:7, 2:9, 3:3 microphone [1] - 13:4 middle [2] - 41:6, 57:5 middle-of-the-road [1] - 57:5 midnight [1] - 62:10 might [2] - 14:22, 70:13 miles [2] - 36:11, 36:22 military [1] - 34:2 Millstone [1] - 1:24 mind [3] - 22:16, 22:17, 72:1 minimum [1] - 34:4 minute [2] - 39:19, 74:16 minutes [2] - 54:2, 57:14 mistaken [1] - 60:19 mitigation [2] - 33:16, 34:7 mix [1] - 46:18 mobile [7] - 31:14, 32:1, 38:8, 40:1, 40:2, 71:8, 71:14
K katherine [1] - 72:3 KATHERINE [1] - 2:18 keep [7] - 26:7, 30:3, 58:23, 59:3, 63:4, 67:1 kept [1] - 30:8 key [2] - 23:23, 62:20 key-drop-type [1] - 23:23 kind [27] - 17:16, 18:11, 18:12, 26:22, 26:23, 27:3, 32:18, 33:7, 40:3, 42:12, 43:18, 43:22, 48:5, 49:7, 49:11, 57:5, 58:17, 65:12, 65:13, 65:19, 67:18, 67:23, 69:23, 70:16, 70:21, 72:15 kinds [1] - 33:10 Kirsh [1] - 7:9 KIRSH [12] - 2:7, 7:10, 51:20, 52:11, 53:8, 53:20, 53:24, 54:5, 54:12, 54:24, 72:23, 73:3 kitchen [2] - 23:6, 23:7 knowing [1] - 26:19 knowledge [3] - 10:1, 22:23, 42:9 known [3] - 8:15, 9:13, 39:8 KUNZMAN [1] - 3:3	M M-1 [1] - 9:16 M-A-R-T-E-L-L [1] - 13:9 M-A-R-T-I-N-E-Z [1] - 13:7 machines [1] - 60:8 made-ready [1] - 56:20 Magura [1] - 7:13 MAGURA [2] - 2:8, 7:14 main [6] - 25:20, 44:3, 50:3, 51:10, 61:24, 63:11 maintain [3] - 50:4, 50:10, 50:13 maintenance [2] - 50:7, 50:15 major [2] - 42:10, 59:2 MAJOR [1] - 1:6 majority [1] - 19:6 maker [1] - 55:12 manage [2] - 25:23, 34:9 managed [1] - 28:9 management [1] - 63:3 manager [3] - 11:23, 17:21, 18:3 Manager [1] - 4:4 managers [1] - 69:25 manual [1] - 67:24 MARK [1] - 2:15 mark [1] - 16:12 marked [3] - 16:23, 17:11, 46:9 market [1] - 25:15	MEMBER [51] - 7:12, 7:14, 7:16, 7:18, 7:20, 7:22, 7:24, 8:1, 36:6, 36:8, 36:24, 37:1, 37:3, 37:12, 37:16, 38:2, 38:10, 40:10, 40:20, 41:9, 42:22, 43:12, 44:8, 44:16, 44:22, 45:5, 45:16, 45:19, 46:11, 46:14, 46:21, 47:2, 47:4, 47:6, 47:22, 48:12, 49:5, 49:20, 55:7, 56:5, 56:25, 57:7, 57:15, 58:2, 58:7, 59:6, 71:23, 72:2, 73:6, 74:2, 74:9 MEMBERS [1] - 2:1 members [22] - 23:24, 24:3, 24:18, 25:2, 25:9, 25:21, 28:4, 28:9, 29:3, 29:11, 29:16, 36:4, 41:10, 41:18, 42:1, 42:10, 46:20, 48:22, 52:18, 53:6, 55:13, 59:25 memo [4] - 11:18, 14:6, 14:8, 15:5 mention [3] - 13:25, 30:16, 55:11 mentioned [14] - 10:14, 30:10, 34:10, 49:23, 51:23, 56:12, 58:3, 59:18, 60:17, 61:6, 65:11, 69:19, 71:4 menu [4] - 60:1, 60:2, 60:3, 60:13 merge [2] - 21:11, 21:12 met [1] - 14:11 method [1] - 26:14 methods [1] - 41:23 Michael [5] - 8:20, 20:6, 30:13, 34:10, 43:4 MICHAEL [3] - 2:7, 2:9, 3:3 microphone [1] - 13:4 middle [2] - 41:6, 57:5 middle-of-the-road [1] - 57:5 midnight [1] - 62:10 might [2] - 14:22, 70:13 miles [2] - 36:11, 36:22 military [1] - 34:2 Millstone [1] - 1:24 mind [3] - 22:16, 22:17, 72:1 minimum [1] - 34:4 minute [2] - 39:19, 74:16 minutes [2] - 54:2, 57:14 mistaken [1] - 60:19 mitigation [2] - 33:16, 34:7 mix [1] - 46:18 mobile [7] - 31:14, 32:1, 38:8, 40:1, 40:2, 71:8, 71:14
L labored [1] - 24:8 ladder [1] - 14:22 Land [3] - 2:19, 72:23, 73:3 landlord [1] - 65:3 landscaping [6] - 11:14, 16:18, 45:8, 45:9, 64:13, 64:15 lane [13] - 14:16, 21:3, 21:15, 21:16, 22:1, 22:25, 27:8, 27:9, 41:12, 49:17, 68:10, 68:24, 68:25 lanes [7] - 21:8,	M M-1 [1] - 9:16 M-A-R-T-E-L-L [1] - 13:9 M-A-R-T-I-N-E-Z [1] - 13:7 machines [1] - 60:8 made-ready [1] - 56:20 Magura [1] - 7:13 MAGURA [2] - 2:8, 7:14 main [6] - 25:20, 44:3, 50:3, 51:10, 61:24, 63:11 maintain [3] - 50:4, 50:10, 50:13 maintenance [2] - 50:7, 50:15 major [2] - 42:10, 59:2 MAJOR [1] - 1:6 majority [1] - 19:6 maker [1] - 55:12 manage [2] - 25:23, 34:9 managed [1] - 28:9 management [1] - 63:3 manager [3] - 11:23, 17:21, 18:3 Manager [1] - 4:4 managers [1] - 69:25 manual [1] - 67:24 MARK [1] - 2:15 mark [1] - 16:12 marked [3] - 16:23, 17:11, 46:9 market [1] - 25:15	MEMBER [51] - 7:12, 7:14, 7:16, 7:18, 7:20, 7:22, 7:24, 8:1, 36:6, 36:8, 36:24, 37:1, 37:3, 37:12, 37:16, 38:2, 38:10, 40:10, 40:20, 41:9, 42:22, 43:12, 44:8, 44:16, 44:22, 45:5, 45:16, 45:19, 46:11, 46:14, 46:21, 47:2, 47:4, 47:6, 47:22, 48:12, 49:5, 49:20, 55:7, 56:5, 56:25, 57:7, 57:15, 58:2, 58:7, 59:6, 71:23, 72:2, 73:6, 74:2, 74:9 MEMBERS [1] - 2:1 members [22] - 23:24, 24:3, 24:18, 25:2, 25:9, 25:21, 28:4, 28:9, 29:3, 29:11, 29:16, 36:4, 41:10, 41:18, 42:1, 42:10, 46:20, 48:22, 52:18, 53:6, 55:13, 59:25 memo [4] - 11:18, 14:6, 14:8, 15:5 mention [3] - 13:25, 30:16, 55:11 mentioned [14] - 10:14, 30:10, 34:10, 49:23, 51:23, 56:12, 58:3, 59:18, 60:17, 61:6, 65:11, 69:19, 71:4 menu [4] - 60:1, 60:2, 60:3, 60:13 merge [2] - 21:11, 21:12 met [1] - 14:11 method [1] - 26:14 methods [1] - 41:23 Michael [5] - 8:20, 20:6, 30:13, 34:10, 43:4 MICHAEL [3] - 2:7, 2:9, 3:3 microphone [1] - 13:4 middle [2] - 41:6, 57:5 middle-of-the-road [1] - 57:5 midnight [1] - 62:10 might [2] - 14:22, 70:13 miles [2] - 36:11, 36:22 military [1] - 34:2 Millstone [1] - 1:24 mind [3] - 22:16, 22:17, 72:1 minimum [1] - 34:4 minute [2] - 39:19, 74:16 minutes [2] - 54:2, 57:14 mistaken [1] - 60:19 mitigation [2] - 33:16, 34:7 mix [1] - 46:18 mobile [7] - 31:14, 32:1, 38:8, 40:1, 40:2, 71:8, 71:14

modified [1] - 22:13 Moench [1] - 7:8 moments [1] - 17:5 Monday [1] - 23:14 money [2] - 66:25, 68:11 month [1] - 40:18 months [1] - 67:7 monument [2] - 44:6, 64:17 morning [2] - 23:11, 30:21 mornings [1] - 57:19 most [10] - 15:4, 17:24, 22:18, 29:1, 30:14, 32:20, 36:8, 39:25, 55:14, 66:4 Mother's [1] - 38:24 motions [1] - 67:20 motivated [1] - 19:16 Mountain [1] - 3:4 mounted [1] - 58:13 move [5] - 11:24, 28:18, 29:22, 68:6, 69:1 moving [2] - 8:10, 68:21 msilbert@newjerseylaw.net [1] - 3:6 multiple [5] - 9:20, 18:25, 31:20, 57:3, 71:18 Municipal [1] - 6:10 MUNICIPAL [1] - 1:9 municipal [1] - 18:8	47:13 neighbor [1] - 35:17 neighborhood [5] - 19:9, 20:9, 24:2, 27:20, 70:10 neighboring [2] - 65:19 network [1] - 66:21 never [3] - 52:22, 65:22, 65:23 new [14] - 6:12, 6:13, 10:10, 11:2, 17:25, 19:25, 22:9, 25:21, 26:18, 30:25, 32:6, 61:15, 61:19, 73:2 NEW [2] - 1:2, 1:10 New [22] - 1:24, 3:4, 17:25, 18:1, 19:25, 20:1, 20:3, 22:10, 22:17, 22:19, 24:23, 25:15, 34:17, 42:18, 56:17, 65:14, 66:5, 66:6, 66:19, 67:9, 76:4 News [1] - 6:7 next [2] - 62:12, 68:21 nice [1] - 58:16 night [9] - 23:14, 23:22, 41:6, 54:7, 58:4, 58:21, 62:24, 63:1, 72:20 nights [2] - 72:19, 73:4 nine [2] - 28:24, 28:25 NIREN [1] - 2:6 NJ [1] - 76:23 NO [2] - 1:7, 5:3 none [2] - 4:18, 35:5 normal [1] - 69:12 north [1] - 48:14 northeast [1] - 23:12 Notary [2] - 76:3, 76:24 noted [2] - 8:8, 75:12 nothing [3] - 12:24, 13:19, 76:8 notice [7] - 6:4, 6:7, 6:20, 6:23, 9:4, 23:4, 75:6 notices [1] - 8:25 November [2] - 73:14, 76:25 nozzle [3] - 40:25, 41:5 number [13] - 10:22, 11:14, 15:2, 43:2, 53:16, 55:14, 55:18, 55:22, 69:6, 69:8, 69:24, 70:2, 70:13 numbered [1] - 33:7	O o'clock [1] - 23:14 observation [1] - 55:17 obvious [1] - 21:14 obviously [5] - 12:1, 40:21, 42:24, 44:24, 46:14 occasionally [2] - 50:14, 50:17 occur [1] - 63:1 occurrence [1] - 50:14 occurs [2] - 28:7, 50:19 October [3] - 6:3, 14:7, 14:12 OCTOBER [1] - 1:13 OF [6] - 1:1, 1:2, 1:16, 74:2, 74:9 off-duty [1] - 26:4 off-street [1] - 11:10 officers [1] - 26:5 often [4] - 19:24, 60:7, 67:20, 67:24 oil [6] - 30:2, 40:12, 40:16, 40:18, 51:4, 51:7 Oils [1] - 40:11 old [1] - 22:20 older [1] - 66:3 on-site [13] - 26:5, 26:8, 27:3, 27:12, 27:15, 28:15, 29:18, 50:1, 51:5, 52:1, 52:3, 52:12, 70:1 once [6] - 18:5, 18:20, 32:16, 63:19, 67:22 one [40] - 8:12, 9:25, 10:1, 14:13, 18:15, 19:1, 19:2, 19:7, 20:8, 21:1, 21:12, 22:18, 23:3, 25:5, 25:20, 27:21, 28:22, 34:21, 35:4, 39:3, 39:18, 40:5, 42:19, 42:20, 44:13, 47:1, 47:14, 50:3, 51:10, 54:13, 56:19, 56:23, 56:24, 57:8, 58:9, 58:10, 66:5, 68:21, 72:2 one-story [1] - 20:8 ones [1] - 62:12 ongoing [1] - 63:5 open [10] - 19:12, 20:20, 23:10, 25:9, 50:10, 50:17, 54:16, 54:18, 56:9, 73:23 Open [1] - 6:5	opened [7] - 18:15, 22:15, 22:20, 34:22, 39:14, 42:19, 63:5 Opening [4] - 5:7, 17:1, 17:9, 26:10 opening [9] - 13:21, 25:7, 26:17, 26:18, 27:13, 27:18, 33:22, 70:8, 70:9 operate [2] - 20:4, 56:22 operated [1] - 19:7 operating [2] - 21:5, 67:2 operation [2] - 24:9, 62:5 operational [5] - 11:19, 30:13, 60:4, 67:19, 67:24 operations [7] - 33:14, 33:15, 55:14, 67:17, 67:20, 67:25, 69:25 operator [18] - 18:22, 18:23, 19:1, 24:13, 28:17, 39:12, 46:18, 63:9, 63:14, 63:17, 63:19, 63:22, 64:2, 64:3, 64:4, 65:25, 70:7 operators [9] - 19:10, 19:20, 20:2, 24:17, 31:20, 32:6, 50:16, 50:22, 64:8 opinion [1] - 64:18 opportunity [5] - 14:9, 19:4, 25:12, 64:19, 73:10 opposed [1] - 43:23 options [1] - 32:1 order [9] - 12:18, 29:9, 29:12, 32:2, 38:8, 40:2, 57:9, 57:13, 71:14 ordered [1] - 38:8 ordering [6] - 28:22, 31:14, 40:1, 59:18, 72:9, 72:13 orders [7] - 29:4, 59:22, 59:25, 69:1, 71:8, 71:18, 72:21 ordinance [2] - 53:14, 53:18 original [2] - 9:21, 9:22 originally [1] - 22:12 outdoor [1] - 20:11 outside [5] - 21:16, 29:4, 29:11, 29:14, 30:8 over-parking [1] - 47:23 over-staff [2] - 52:7 overall [4] - 53:1,	53:7, 70:17, 70:19 oversight [1] - 63:6 overwhelms [2] - 32:8 own [1] - 18:18 owner [2] - 45:10, 47:13 ownership [1] - 39:6 owns [2] - 18:19, 39:6
N N.J.S.A [1] - 6:6 name [2] - 25:13, 64:10 NAME [1] - 4:16 names [1] - 12:19 NANCY [1] - 2:19 Nancy [1] - 73:14 navigating [2] - 49:8, 61:15 necessarily [11] - 26:19, 26:20, 33:9, 34:13, 37:23, 37:24, 40:5, 43:23, 45:11, 48:25, 56:19 necessary [1] - 6:24 need [6] - 13:3, 14:20, 23:7, 27:17, 28:14, 55:20 needed [4] - 15:13, 29:20, 33:17, 40:17 needs [2] - 14:19, 71:2 negative [1] - 50:19 negligent [1] - 64:5 negotiated [1] - 60:23 negotiating [1] -	47:13 neighbor [1] - 35:17 neighborhood [5] - 19:9, 20:9, 24:2, 27:20, 70:10 neighboring [2] - 65:19 network [1] - 66:21 never [3] - 52:22, 65:22, 65:23 new [14] - 6:12, 6:13, 10:10, 11:2, 17:25, 19:25, 22:9, 25:21, 26:18, 30:25, 32:6, 61:15, 61:19, 73:2 NEW [2] - 1:2, 1:10 New [22] - 1:24, 3:4, 17:25, 18:1, 19:25, 20:1, 20:3, 22:10, 22:17, 22:19, 24:23, 25:15, 34:17, 42:18, 56:17, 65:14, 66:5, 66:6, 66:19, 67:9, 76:4 News [1] - 6:7 next [2] - 62:12, 68:21 nice [1] - 58:16 night [9] - 23:14, 23:22, 41:6, 54:7, 58:4, 58:21, 62:24, 63:1, 72:20 nights [2] - 72:19, 73:4 nine [2] - 28:24, 28:25 NIREN [1] - 2:6 NJ [1] - 76:23 NO [2] - 1:7, 5:3 none [2] - 4:18, 35:5 normal [1] - 69:12 north [1] - 48:14 northeast [1] - 23:12 Notary [2] - 76:3, 76:24 noted [2] - 8:8, 75:12 nothing [3] - 12:24, 13:19, 76:8 notice [7] - 6:4, 6:7, 6:20, 6:23, 9:4, 23:4, 75:6 notices [1] - 8:25 November [2] - 73:14, 76:25 nozzle [3] - 40:25, 41:5 number [13] - 10:22, 11:14, 15:2, 43:2, 53:16, 55:14, 55:18, 55:22, 69:6, 69:8, 69:24, 70:2, 70:13 numbered [1] - 33:7	O o'clock [1] - 23:14 observation [1] - 55:17 obvious [1] - 21:14 obviously [5] - 12:1, 40:21, 42:24, 44:24, 46:14 occasionally [2] - 50:14, 50:17 occur [1] - 63:1 occurrence [1] - 50:14 occurs [2] - 28:7, 50:19 October [3] - 6:3, 14:7, 14:12 OCTOBER [1] - 1:13 OF [6] - 1:1, 1:2, 1:16, 74:2, 74:9 off-duty [1] - 26:4 off-street [1] - 11:10 officers [1] - 26:5 often [4] - 19:24, 60:7, 67:20, 67:24 oil [6] - 30:2, 40:12, 40:16, 40:18, 51:4, 51:7 Oils [1] - 40:11 old [1] - 22:20 older [1] - 66:3 on-site [13] - 26:5, 26:8, 27:3, 27:12, 27:15, 28:15, 29:18, 50:1, 51:5, 52:1, 52:3, 52:12, 70:1 once [6] - 18:5, 18:20, 32:16, 63:19, 67:22 one [40] - 8:12, 9:25, 10:1, 14:13, 18:15, 19:1, 19:2, 19:7, 20:8, 21:1, 21:12, 22:18, 23:3, 25:5, 25:20, 27:21, 28:22, 34:21, 35:4, 39:3, 39:18, 40:5, 42:19, 42:20, 44:13, 47:1, 47:14, 50:3, 51:10, 54:13, 56:19, 56:23, 56:24, 57:8, 58:9, 58:10, 66:5, 68:21, 72:2 one-story [1] - 20:8 ones [1] - 62:12 ongoing [1] - 63:5 open [10] - 19:12, 20:20, 23:10, 25:9, 50:10, 50:17, 54:16, 54:18, 56:9, 73:23 Open [1] - 6:5	opened [7] - 18:15, 22:15, 22:20, 34:22, 39:14, 42:19, 63:5 Opening [4] - 5:7, 17:1, 17:9, 26:10 opening [9] - 13:21, 25:7, 26:17, 26:18, 27:13, 27:18, 33:22, 70:8, 70:9 operate [2] - 20:4, 56:22 operated [1] - 19:7 operating [2] - 21:5, 67:2 operation [2] - 24:9, 62:5 operational [5] - 11:19, 30:13, 60:4, 67:19, 67:24 operations [7] - 33:14, 33:15, 55:14, 67:17, 67:20, 67:25, 69:25 operator [18] - 18:22, 18:23, 19:1, 24:13, 28:17, 39:12, 46:18, 63:9, 63:14, 63:17, 63:19, 63:22, 64:2, 64:3, 64:4, 65:25, 70:7 operators [9] - 19:10, 19:20, 20:2, 24:17, 31:20, 32:6, 50:16, 50:22, 64:8 opinion [1] - 64:18 opportunity [5] - 14:9, 19:4, 25:12, 64:19, 73:10 opposed [1] - 43:23 options [1] - 32:1 order [9] - 12:18, 29:9, 29:12, 32:2, 38:8, 40:2, 57:9, 57:13, 71:14 ordered [1] - 38:8 ordering [6] - 28:22, 31:14, 40:1, 59:18, 72:9, 72:13 orders [7] - 29:4, 59:22, 59:25, 69:1, 71:8, 71:18, 72:21 ordinance [2] - 53:14, 53:18 original [2] - 9:21, 9:22 originally [1] - 22:12 outdoor [1] - 20:11 outside [5] - 21:16, 29:4, 29:11, 29:14, 30:8 over-parking [1] - 47:23 over-staff [2] - 52:7 overall [4] - 53:1,	53:7, 70:17, 70:19 oversight [1] - 63:6 overwhelms [2] - 32:8 own [1] - 18:18 owner [2] - 45:10, 47:13 ownership [1] - 39:6 owns [2] - 18:19, 39:6
P P.E [3] - 2:16, 3:17, 3:18 P.M [1] - 1:14 p.m [4] - 6:13, 6:14, 8:8, 75:12 P.P [2] - 2:18, 3:20 pad [9] - 10:7, 14:3, 14:4, 14:20, 25:2, 45:3, 53:11, 61:14, 69:20 pads [1] - 9:20 PAGE [3] - 4:2, 4:16, 5:3 pages [1] - 46:3 paid [1] - 25:14 paper [1] - 16:7 PAPPAS [3] - 2:9, 7:12, 55:7 Pappas [2] - 7:11, 56:3 Paramus [1] - 22:18 park [11] - 14:3, 27:25, 33:1, 33:5, 40:8, 52:14, 52:18, 53:5, 61:18, 69:20, 69:21 parking [42] - 10:17, 10:25, 14:1, 24:21, 24:22, 24:23, 24:25, 25:2, 27:3, 27:10, 27:14, 27:21, 27:25, 28:1, 28:4, 28:11, 33:2, 37:9, 37:15, 37:19, 37:21, 37:25, 38:15, 39:10, 47:23, 48:3, 52:12, 52:24, 53:3, 53:7, 53:15, 53:17, 55:15, 55:18, 58:25, 60:18, 60:19, 61:1, 61:23, 64:20, 70:21, 70:22 part [10] - 9:20, 24:15, 25:17, 29:14, 31:1, 56:16, 60:24, 69:24, 70:3, 70:18 part-time [1] - 69:24 participate [1] - 32:4 particularly [2] - 54:19, 54:21	P P.E [3] - 2:16, 3:17, 3:18 P.M [1] - 1:14 p.m [4] - 6:13, 6:14, 8:8, 75:12 P.P [2] - 2:18, 3:20 pad [9] - 10:7, 14:3, 14:4, 14:20, 25:2, 45:3, 53:11, 61:14, 69:20 pads [1] - 9:20 PAGE [3] - 4:2, 4:16, 5:3 pages [1] - 46:3 paid [1] - 25:14 paper [1] - 16:7 PAPPAS [3] - 2:9, 7:12, 55:7 Pappas [2] - 7:11, 56:3 Paramus [1] - 22:18 park [11] - 14:3, 27:25, 33:1, 33:5, 40:8, 52:14, 52:18, 53:5, 61:18, 69:20, 69:21 parking [42] - 10:17, 10:25, 14:1, 24:21, 24:22, 24:23, 24:25, 25:2, 27:3, 27:10, 27:14, 27:21, 27:25, 28:1, 28:4, 28:11, 33:2, 37:9, 37:15, 37:19, 37:21, 37:25, 38:15, 39:10, 47:23, 48:3, 52:12, 52:24, 53:3, 53:7, 53:15, 53:17, 55:15, 55:18, 58:25, 60:18, 60:19, 61:1, 61:23, 64:20, 70:21, 70:22 part [10] - 9:20, 24:15, 25:17, 29:14, 31:1, 56:16, 60:24, 69:24, 70:3, 70:18 part-time [1] - 69:24 participate [1] - 32:4 particularly [2] - 54:19, 54:21	O o'clock [1] - 23:14 observation [1] - 55:17 obvious [1] - 21:14 obviously [5] - 12:1, 40:21, 42:24, 44:24, 46:14 occasionally [2] - 50:14, 50:17 occur [1] - 63:1 occurrence [1] - 50:14 occurs [2] - 28:7, 50:19 October [3] - 6:3, 14:7, 14:12 OCTOBER [1] - 1:13 OF [6] - 1:1, 1:2, 1:16, 74:2, 74:9 off-duty [1] - 26:4 off-street [1] - 11:10 officers [1] - 26:5 often [4] - 19:24, 60:7, 67:20, 67:24 oil [6] - 30:2, 40:12, 40:16, 40:18, 51:4, 51:7 Oils [1] - 40:11 old [1] - 22:20 older [1] - 66:3 on-site [13] - 26:5, 26:8, 27:3, 27:12, 27:15, 28:15, 29:18, 50:1, 51:5, 52:1, 52:3, 52:12, 70:1 once [6] - 18:5, 18:20, 32:16, 63:19, 67:22 one [40] - 8:12, 9:25, 10:1, 14:13, 18:15, 19:1, 19:2, 19:7, 20:8, 21:1, 21:12, 22:18, 23:3, 25:5, 25:20, 27:21, 28:22, 34:21, 35:4, 39:3, 39:18, 40:5, 42:19, 42:20, 44:13, 47:1, 47:14, 50:3, 51:10, 54:13, 56:19, 56:23, 56:24, 57:8, 58:9, 58:10, 66:5, 68:21, 72:2 one-story [1] - 20:8 ones [1] - 62:12 ongoing [1] - 63:5 open [10] - 19:12, 20:20, 23:10, 25:9, 50:10, 50:17, 54:16, 54:18, 56:9, 73:23 Open [1] - 6:5	opened [7] - 18:15, 22:15, 22:20, 34:22, 39:14, 42:19, 63:5 Opening [4] - 5:7, 17:1, 17:9, 26:10 opening [9] - 13:21, 25:7, 26:17, 26:18, 27:13, 27:18, 33:22, 70:8, 70:9 operate [2] - 20:4, 56:22 operated [1] - 19:7 operating [2] - 21:5, 67:2 operation [2] - 24:9, 62:5 operational [5] - 11:19, 30:13, 60:4, 67:19, 67:24 operations [7] - 33:14, 33:15, 55:14, 67:17, 67:20, 67:25, 69:25 operator [18] - 18:22, 18:23, 19:1, 24:13, 28:17, 39:12, 46:18, 63:9, 63:14, 63:17, 63:19, 63:22, 64:2, 64:3, 64:4, 65:25, 70:7 operators [9] - 19:10, 19:20, 20:2, 24:17, 31:20, 32:6, 50:16, 50:22, 64:8 opinion [1] - 64:18 opportunity [5] - 14:9, 19:4, 25:12, 64:19, 73:10 opposed [1] - 43:23 options [1] - 32:1 order [9] - 12:18, 29:9, 29:12, 32:2, 38:8, 40:2, 57:9, 57:13, 71:14 ordered [1] - 38:8 ordering [6] - 28:22, 31:14, 40:1, 59:18, 72:9, 72:13 orders [7] - 29:4, 59:22, 59:25, 69:1, 71:8, 71:18, 72:21 ordinance [2] - 53:14, 53:18 original [2] - 9:21, 9:22 originally [1] - 22:12 outdoor [1] - 20:11 outside [5] - 21:16, 29:4, 29:11, 29:14, 30:8 over-parking [1] - 47:23 over-staff [2] - 52:7 overall [4] - 53:1,	53:7, 70:17, 70:19 oversight [1] - 63:6 overwhelms [2] - 32:8 own [1] - 18:18 owner [2] - 45:10, 47:13 ownership [1] - 39:6 owns [2] - 18:19, 39:6

parties [2] - 32:5, 76:15 partner [1] - 18:23 parts [4] - 21:4, 28:4, 30:1, 30:20 pass [4] - 45:1, 45:13, 46:4, 71:24 past [2] - 37:24, 49:6 path [1] - 48:20 PATRICK [2] - 3:18, 13:3 Patrick [2] - 12:4, 13:5 patrons [1] - 14:3 pattern [1] - 72:15 patterns [1] - 34:5 pause [1] - 74:17 pay [2] - 62:23, 62:25 paying [1] - 70:7 PC [1] - 3:3 peace [1] - 26:7 peak [5] - 30:17, 31:7, 51:25, 70:3, 70:11 Peck [2] - 9:6, 15:8 PECK [14] - 2:15, 9:7, 9:10, 12:17, 13:1, 13:11, 15:10, 15:17, 24:4, 45:15, 45:21, 46:1, 74:5, 75:8 pedestrian [1] - 48:8 pending [1] - 13:17 Pennsylvania [1] - 18:1 pent [4] - 25:6, 25:24, 28:7, 33:22 pent-up [4] - 25:6, 25:24, 28:7, 33:22 people [18] - 9:1, 14:22, 19:9, 24:11, 24:12, 24:14, 24:17, 26:7, 38:22, 39:20, 41:15, 53:22, 54:20, 54:22, 58:23, 59:20, 62:23, 72:8 people's [1] - 34:5 per [5] - 45:17, 45:19, 46:12, 46:15 percent [12] - 11:6, 22:2, 39:20, 39:21, 39:23, 63:17, 71:5, 71:8, 71:12, 71:13, 71:16 percentage [1] - 53:22 perfect [1] - 26:18 perimeter [1] - 43:16 period [2] - 52:6, 70:11 permission [1] - 15:22 permits [1] - 10:2 permitted [1] - 47:11	Perrucci [1] - 2:15 person [4] - 14:12, 59:19, 59:22, 60:14 personal [1] - 26:16 personnel [1] - 49:25 perspective [3] - 19:17, 20:23, 45:2 pharmacy [1] - 21:21 phased [1] - 56:21 phone [3] - 8:25, 32:2, 32:24 photographs [2] - 5:10, 46:7 photos [1] - 46:3 physically [1] - 35:12 pick [11] - 21:12, 32:2, 33:5, 38:9, 38:15, 40:2, 40:8, 41:2, 53:25, 71:14, 71:18 pick-up [1] - 21:12 picked [3] - 29:19, 29:20, 40:17 picks [1] - 60:7 pickup [9] - 29:23, 31:13, 31:25, 32:17, 32:21, 32:22, 33:6, 37:18, 37:20 piece [1] - 54:2 Pita [2] - 66:12, 66:13 place [9] - 25:8, 33:21, 33:23, 38:12, 57:13, 61:4, 62:5, 74:17, 76:12 Plainfield [1] - 68:14 Plan [8] - 5:5, 5:7, 9:15, 16:13, 16:21, 17:1, 17:9, 26:10 plan [16] - 12:1, 15:14, 16:1, 16:16, 18:6, 21:8, 27:2, 27:13, 28:2, 28:14, 33:16, 33:21, 33:23, 43:7, 51:2, 74:24 PLAN [1] - 1:6 planned [2] - 38:17, 38:18 Planner [1] - 2:18 PLANNER [14] - 65:9, 65:17, 65:22, 66:12, 67:15, 68:23, 69:10, 69:16, 69:23, 70:15, 71:3, 71:7, 71:17, 71:20 planner [2] - 11:19, 44:25 PLANNING [1] - 1:1 Planning [8] - 2:18, 5:10, 6:2, 6:11, 6:20, 12:6, 45:24, 46:8 planning [3] - 12:7,	22:13, 46:1 plans [1] - 12:2 pleasure [1] - 25:22 Pledge [1] - 7:2 plenty [1] - 65:21 plus [1] - 49:15 point [4] - 22:22, 40:15, 42:15, 52:4 points [2] - 14:8, 39:3 police [4] - 26:3, 26:4, 26:13, 63:20 policy [1] - 23:16 Policy [1] - 6:12 portion [2] - 8:11, 74:13 possible [1] - 14:17 posted [2] - 6:9, 8:6 potential [2] - 31:25, 48:8 potentially [1] - 49:16 practice [1] - 51:5 pre [1] - 39:21 pre-COVID [1] - 39:21 predictive [1] - 72:13 preface [1] - 33:13 prefer [1] - 47:16 preferred [1] - 18:17 Preliminary [1] - 9:15 PRELIMINARY [1] - 1:6 premium [1] - 63:1 preparation [1] - 72:14 prepared [6] - 5:5, 5:7, 16:14, 16:22, 17:1, 17:10 preparing [1] - 14:11 PRESENT [2] - 2:1, 2:14 presentation [2] - 16:18, 74:22 pressure [3] - 64:3, 67:5, 70:21 presumably [1] - 54:17 pretty [6] - 15:12, 19:13, 20:5, 23:18, 54:18 preventing [1] - 41:14 preview [1] - 54:24 previously [3] - 10:20, 11:2, 32:21 primary [1] - 47:7 privately [1] - 18:13 privilege [1] - 8:22 PRO [4] - 30:4, 30:6, 41:4, 51:8 proactively [1] - 39:9 problems [2] - 9:8, 65:18 Probst [1] - 7:3 PROBST [12] - 2:19, 7:5, 7:8, 7:11, 7:13,	7:15, 7:17, 7:19, 7:21, 7:23, 7:25, 8:2 procedures [1] - 40:22 proceed [3] - 8:3, 9:10, 54:25 proceeding [1] - 76:10 PROCEEDINGS [1] - 1:16 process [5] - 25:8, 26:11, 40:25, 64:7, 69:6 product [3] - 23:25, 30:9, 32:13 products [1] - 72:21 professional [1] - 12:5 Professional [1] - 76:5 professionals [1] - 59:14 PROFESSIONALS [1] - 2:14 proper [2] - 6:7, 52:8 properties [1] - 10:2 property [10] - 9:13, 9:16, 9:19, 18:8, 20:10, 33:1, 47:13, 53:12, 53:13, 66:16 propose [1] - 65:1 proposed [4] - 10:18, 11:1, 11:5, 14:2 proposing [7] - 10:4, 11:7, 14:17, 28:2, 42:14, 48:18, 58:9 protect [1] - 42:8 protection [1] - 51:18 prototypical [2] - 34:19, 69:11 proven [1] - 19:3 provide [7] - 10:11, 12:7, 21:23, 21:24, 35:14, 48:20, 61:2 provided [5] - 6:18, 9:8, 53:16, 59:7, 70:22 provides [2] - 6:19, 53:17 providing [2] - 11:10, 29:15 proximity [1] - 13:22 PTOE [1] - 3:18 Public [3] - 6:5, 76:3, 76:24 PUBLIC [4] - 1:17, 4:14, 74:2, 74:9 public [5] - 6:12, 6:21, 73:9, 73:24, 74:13 pull [1] - 28:17 purchase [1] - 18:18 purposely [1] - 49:2	purposes [2] - 16:18, 25:20 pursuant [2] - 6:17, 11:12 put [12] - 16:10, 23:25, 33:21, 40:25, 45:7, 46:25, 56:23, 58:16, 64:3, 67:5, 67:9, 68:20 putting [3] - 18:6, 52:19, 70:8
Q				
QUESTIONS [1] - 4:14 questions [18] - 11:20, 12:2, 30:13, 30:15, 36:1, 36:4, 36:25, 37:7, 40:11, 51:19, 51:21, 55:6, 56:4, 56:6, 59:8, 59:13, 59:17, 74:6 queue [1] - 63:3 queuing [5] - 33:16, 63:6, 65:11, 65:18, 68:25 quick [2] - 53:25, 74:19 quicker [1] - 21:24 quickly [3] - 53:21, 55:19, 71:25 quite [6] - 19:24, 20:18, 25:3, 27:5, 56:7, 67:7 quorum [1] - 8:3				
R				
raining [1] - 29:5 Raise [1] - 12:20 raised [5] - 14:8, 15:2, 20:3, 25:5, 69:18 rather [1] - 63:3 Raymour [1] - 60:18 re [1] - 28:11 re-introduce [1] - 28:11 ready [4] - 25:8, 26:5, 56:20, 72:9 real [3] - 25:17, 59:20, 71:11 realize [1] - 42:2 realized [1] - 21:1 really [23] - 19:15, 19:18, 20:12, 20:20, 23:1, 23:13, 25:12, 25:20, 25:25, 27:16, 28:8, 29:6, 35:14, 39:11, 43:16, 43:19, 46:18, 47:18, 57:19, 58:1, 66:9, 68:25 reason [5] - 19:14,				

47:7, 47:14, 62:16, 64:14 reasons [2] - 44:13, 50:3 receive [1] - 57:10 received [2] - 11:18, 14:7 recently [2] - 22:20, 42:20 record [4] - 12:19, 16:10, 41:13, 75:5 recycle [1] - 30:1 recycled [2] - 30:2, 40:19 recycler [1] - 30:10 recycling [3] - 29:19, 40:11, 40:13 refer [1] - 33:15 refrigerator [1] - 62:1 regards [1] - 47:23 Registered [1] - 76:5 registering [1] - 74:3 regular [1] - 51:17 Regular [1] - 6:3 REGULAR [1] - 1:3 reinvest [1] - 34:15 related [2] - 37:8, 66:2 relating [1] - 65:11 relation [1] - 65:10 relationship [2] - 17:17, 18:24 relative [4] - 13:22, 76:14, 76:16 relatively [4] - 19:25, 22:9, 53:21, 55:19 relief [3] - 9:16, 11:4, 11:14 remarkable [1] - 21:6 removed [1] - 59:1 Rendering [3] - 5:5, 16:13, 16:21 rental [1] - 41:7 replaced [1] - 21:19 report [3] - 14:11, 31:12, 31:17 REPORTED [1] - 2:23 Reporter [2] - 76:4, 76:5 Reporters [1] - 1:23 REPORTING [1] - 1:22 reports [3] - 43:17, 51:21, 59:8 representing [2] - 8:17, 8:23 request [1] - 6:16 requested [2] - 8:13, 10:13 requesting [2] - 10:15, 11:13 require [7] - 6:22, 15:5, 15:6, 56:17, 56:18, 56:20	required [5] - 10:18, 11:1, 11:11, 55:16, 56:14 requirement [1] - 50:23 requirements [9] - 9:24, 18:7, 18:8, 18:9, 48:25, 49:14, 53:15, 66:20 requires [1] - 53:19 reserve [3] - 37:20, 37:23, 37:24 respect [2] - 10:25, 11:14 respond [1] - 73:10 responsibility [3] - 63:7, 64:5, 64:9 responsible [2] - 18:4, 63:14 rest [5] - 20:12, 37:14, 43:20, 59:4, 60:9 restaurant [8] - 10:6, 10:8, 14:2, 34:20, 34:21, 53:14, 61:19 restaurants [1] - 18:14 retirees [1] - 46:24 retrofit [3] - 68:8, 68:12, 68:15 return [1] - 74:21 review [6] - 11:18, 14:6, 14:14, 15:3, 15:5, 16:1 revision [1] - 15:14 rights [1] - 60:21 rise [1] - 6:25 Road [1] - 47:25 road [1] - 57:5 roads [1] - 22:19 roadway [2] - 44:4, 66:21 roadways [1] - 66:1 robots [1] - 24:11 role [3] - 17:22, 18:3, 35:20 roll [2] - 7:4, 41:22 room [3] - 27:12, 35:13, 39:14 rooms [1] - 39:14 rough [1] - 71:11 ROUTE [1] - 1:5 Route [5] - 8:15, 9:14, 22:18, 22:22, 66:6 RPR [2] - 2:24, 76:23 Ruby [6] - 10:7, 43:3, 43:4, 43:11, 43:19, 45:3 run [3] - 42:11, 53:25, 64:11 running [2] - 52:22, 63:15	S safest [1] - 49:18 safety [4] - 41:10, 41:18, 41:24, 42:12 sales [3] - 22:3, 23:7, 39:12 salute [1] - 6:25 SARMAD [15] - 2:18, 65:9, 65:17, 65:22, 66:12, 67:15, 68:23, 69:10, 69:16, 69:23, 70:15, 71:3, 71:7, 71:17, 71:20 Sarmad [2] - 2:18, 65:8 Saturday [8] - 23:14, 31:7, 38:20, 51:24, 52:9, 57:20, 70:11 saw [2] - 32:21, 58:16 scenario [1] - 26:23 school [1] - 46:24 screen [1] - 16:12 seating [1] - 20:11 seats [4] - 20:9, 20:10, 39:16, 53:16 secluded [1] - 14:4 second [2] - 19:5, 65:10 second-to-last [1] - 65:10 secondly [1] - 47:15 secretary [1] - 6:20 secured [1] - 60:22 security [1] - 59:1 see [21] - 9:7, 12:3, 12:8, 15:20, 19:24, 21:8, 21:19, 21:20, 28:1, 36:9, 42:17, 47:24, 50:6, 50:15, 56:8, 60:2, 61:3, 68:5, 70:3, 75:4 seeking [5] - 9:14, 10:21, 10:24, 11:4, 11:8 selected [1] - 47:8 selective [1] - 19:14 self [1] - 53:2 self-contained [1] - 53:2 sell [6] - 23:11, 30:9, 32:13, 32:15, 50:6, 50:24 seller [1] - 23:12 Senior [1] - 4:4 senior [1] - 11:22 sent [2] - 6:7, 8:25 separate [2] - 51:16, 58:12 September [1] - 14:6 serve [2] - 31:22, 36:19 serves [1] - 25:20 service [4] - 21:25, 22:6, 25:21, 35:15	services [1] - 6:22 serving [1] - 31:21 set [5] - 16:16, 38:4, 44:3, 59:24, 76:12 setback [2] - 10:16, 10:24 seven [1] - 6:23 Shack [1] - 66:13 shade [2] - 29:7, 43:18 shall [1] - 15:14 share [1] - 26:12 sheet [1] - 16:16 shift [8] - 24:16, 45:16, 45:17, 45:20, 46:15, 46:16, 46:23 shopping [12] - 9:20, 18:7, 25:1, 27:22, 27:25, 34:22, 37:14, 43:24, 43:25, 45:10, 47:17, 59:2 showing [1] - 28:20 shown [2] - 28:21, 52:25 shrubbery [1] - 64:20 side [7] - 10:24, 41:1, 41:10, 41:18, 48:14, 58:10, 70:9 sidewalk [4] - 48:19, 48:21, 49:2, 52:20 sidewalks [1] - 28:2 sign [19] - 36:10, 36:12, 44:2, 44:3, 44:4, 44:6, 44:10, 44:11, 44:17, 44:18, 58:3, 58:6, 58:7, 58:13, 58:14, 58:18, 64:17 signage [1] - 11:5 significant [4] - 20:15, 23:1, 68:7, 69:6 significantly [1] - 52:7 signs [12] - 11:5, 11:8, 11:9, 33:11, 36:16, 44:12, 44:14, 58:9, 58:21, 58:22, 58:24, 59:5 Sikora [1] - 7:17 SIKORA [2] - 2:10, 7:18 SILBERT [28] - 3:3, 8:19, 9:11, 12:13, 12:16, 13:14, 15:12, 15:19, 17:7, 17:15, 30:14, 31:10, 31:16, 33:12, 33:19, 35:24, 43:6, 44:23, 45:12, 45:23, 46:2, 53:9, 54:11, 55:3,	55:25, 73:17, 74:18, 74:21 Silbert [5] - 8:20, 13:13, 55:9, 73:11, 74:15 similar [3] - 21:20, 29:10, 58:11 simple [1] - 40:24 simply [1] - 31:12 single [2] - 69:2, 69:12 siphons [1] - 41:3 SITE [1] - 1:6 site [47] - 12:1, 14:4, 16:1, 16:15, 18:10, 18:20, 24:20, 26:5, 26:8, 27:3, 27:12, 27:15, 27:21, 28:1, 28:11, 28:15, 28:21, 28:22, 29:18, 33:20, 38:4, 47:8, 50:1, 51:5, 52:1, 52:3, 52:12, 54:21, 54:22, 61:14, 63:9, 66:2, 66:3, 66:7, 66:11, 67:9, 67:10, 67:18, 68:1, 69:9, 69:20, 70:1, 70:17, 70:18, 70:19, 70:24, 74:24 Site [4] - 5:5, 9:15, 16:13, 16:21 site's [1] - 67:20 site-specific [1] - 68:1 sites [5] - 18:16, 18:18, 47:9, 65:14, 65:18 situation [3] - 38:18, 65:13, 67:4 six [2] - 36:11, 36:22 size [1] - 9:23 Sklare [1] - 14:11 slightly [1] - 49:9 slow [1] - 30:21 small [2] - 23:19, 61:7 smaller [2] - 43:10, 43:11 sneak [1] - 52:22 so-called [1] - 72:5 sold [1] - 72:22 solution [1] - 66:15 someone [2] - 25:13, 50:15 SOMERSET [1] - 1:2 something's [1] - 63:22 somewhere [6] - 20:9, 24:1, 27:20, 53:3, 70:10, 71:11 SONIA [1] - 2:5 soon [1] - 60:6 sorry [4] - 24:4, 45:18, 67:11, 69:10
--	---	---	--	---

sort [2] - 41:13, 51:12 South [1] - 68:14 space [2] - 25:3, 35:14 spaces [15] - 24:22, 24:24, 27:4, 27:15, 33:7, 33:10, 37:11, 39:10, 53:4, 53:13, 55:15, 55:18, 64:20, 71:1 speaking [2] - 46:19, 57:12 special [2] - 6:22, 28:16 specific [8] - 37:24, 41:5, 51:6, 58:1, 62:11, 66:19, 67:18, 68:1 specifically [4] - 30:2, 44:1, 47:11, 68:9 specifics [2] - 27:7, 57:12 speed [1] - 42:4 spell [1] - 12:19 spend [1] - 66:25 spending [1] - 68:11 spent [1] - 67:7 spoken [1] - 31:16 spot [4] - 33:2, 37:19, 37:21, 38:15 spots [4] - 37:9, 52:12, 54:1, 56:13 Springfield [1] - 67:8 sprinkler [1] - 51:17 sprinklered [1] - 51:15 square [6] - 11:6, 11:8, 20:7, 23:5, 43:4, 43:10 stack [3] - 27:5, 27:14, 69:9 stacking [2] - 27:4, 63:11 STAFF [1] - 2:14 staff [4] - 25:16, 32:8, 52:7 stall [1] - 40:8 Star [1] - 6:8 Star-Ledger [1] - 6:8 start [5] - 29:21, 34:6, 61:23, 69:14, 74:23 started [3] - 39:15, 47:12, 62:17 starting [1] - 33:7 starts [3] - 28:9, 31:2, 63:11 state [5] - 12:19, 16:10, 54:16, 56:14, 56:18 STATE [1] - 1:2 State [1] - 76:4 static [3] - 60:1, 60:3, 60:7	stay [3] - 20:20, 42:6, 50:10 stayed [1] - 39:24 steady [1] - 54:16 stealing [1] - 41:8 Steinhardt [1] - 2:15 stenographically [1] - 76:11 STENOGRAPHICAL LY [1] - 2:23 step [2] - 18:11, 49:12 still [5] - 33:4, 33:8, 39:19, 63:25, 64:1 stolen [1] - 30:8 Stonefield [7] - 3:17, 5:6, 5:8, 16:14, 16:22, 17:2, 17:10 stop [1] - 14:23 stops [1] - 31:2 storage [2] - 51:5, 51:13 store [27] - 17:25, 19:1, 19:5, 19:21, 20:4, 20:6, 20:12, 22:20, 22:25, 24:1, 25:9, 25:15, 29:22, 30:3, 30:23, 31:22, 34:13, 34:16, 35:3, 35:7, 38:16, 46:12, 48:5, 49:24, 49:25, 50:5, 51:7 stores [6] - 20:1, 25:10, 34:15, 39:16, 44:18, 71:11 storm [1] - 26:18 story [1] - 20:8 street [3] - 11:10, 48:4, 58:19 streets [1] - 20:25 striped [2] - 41:25, 42:8 studies [1] - 52:25 suburbs [1] - 71:16 success [1] - 19:15 successful [1] - 54:19 sufficient [1] - 9:5 suggested [1] - 14:15 sun [1] - 29:6 Sunday [3] - 49:24, 50:14, 50:17 Sundays [5] - 23:15, 38:20, 39:4, 49:23, 50:4 super [1] - 45:9 supermarket [1] - 21:21 supply [1] - 23:9 support [1] - 23:7 suppression [1] - 51:12 surprising [1] - 40:3 swear [2] - 12:18,	12:21 sworn [3] - 12:12, 15:23, 76:7 system [7] - 30:4, 30:6, 51:8, 51:10, 51:13, 51:17, 51:18 T takeout [1] - 31:23 takeover [1] - 65:23 tall [1] - 44:4 tank [1] - 41:1 team [23] - 18:6, 19:18, 23:24, 24:3, 24:18, 25:2, 25:9, 25:21, 28:4, 28:9, 29:3, 29:11, 29:15, 41:10, 41:18, 42:1, 42:10, 46:20, 48:22, 52:18, 53:5, 59:24, 73:19 technical [1] - 23:9 technically [3] - 24:23, 58:19, 67:1 technology [3] - 34:23, 35:5, 72:6 technology-driven [1] - 72:6 Tel [1] - 1:24 tempting [1] - 37:5 ten [4] - 17:22, 27:14, 35:20, 46:23 ten-hour [1] - 46:23 tenants [2] - 58:12, 66:11 term [2] - 44:5, 72:12 terms [1] - 16:15 Terrace [1] - 1:23 terrible [1] - 65:13 territory [1] - 18:24 testify [1] - 76:7 testimony [14] - 6:13, 12:7, 12:22, 15:5, 15:6, 15:13, 15:18, 16:11, 17:6, 67:17, 74:1, 74:7, 74:17 testing [2] - 21:2, 41:22 Texas [1] - 21:4 Thanksgiving [5] - 38:14, 38:18, 38:19, 38:23, 38:25 THE [78] - 17:19, 24:6, 30:18, 31:15, 31:19, 33:18, 33:25, 36:15, 37:10, 37:13, 37:22, 38:4, 39:2, 40:16, 40:23, 41:20, 43:8, 43:15, 44:9, 44:20, 45:6, 45:18, 46:13, 46:17, 46:22, 47:9, 48:11, 48:15, 49:9,	50:2, 51:8, 51:14, 52:2, 52:17, 53:23, 54:3, 54:10, 54:23, 55:2, 55:24, 56:15, 57:1, 57:11, 57:18, 58:5, 58:8, 59:23, 60:12, 60:15, 60:24, 61:11, 61:16, 61:20, 62:6, 62:9, 62:15, 63:13, 64:21, 64:25, 65:15, 65:21, 65:24, 66:13, 68:2, 69:4, 69:15, 69:22, 70:5, 70:25, 71:6, 71:10, 71:19, 71:22, 72:11, 72:25, 73:5, 74:2, 74:9 thinking [1] - 72:3 third [1] - 32:4 thorough [1] - 51:21 thousands [1] - 42:15 three [4] - 11:7, 11:9, 46:25, 58:9 throughout [2] - 18:14, 42:16 throughs [1] - 10:3 Tipton [1] - 2:15 title [1] - 45:24 today [4] - 28:3, 31:11, 46:3, 48:18 toes [2] - 42:11, 49:12 together [1] - 18:6 tonight [1] - 70:18 total [1] - 24:6 touch [1] - 28:20 towards [1] - 48:13 town [4] - 26:11, 27:2, 56:8, 67:8 Town [3] - 44:17, 47:24 township [1] - 40:21 TOWNSHIP [1] - 1:1 Township [7] - 1:24, 2:16, 2:17, 2:20, 6:2, 6:9, 8:21 township's [4] - 9:24, 53:14, 53:15, 53:18 track [1] - 32:24 tract [1] - 9:23 tractor [3] - 23:20, 61:9, 61:14 tractor-trailer [3] - 23:20, 61:9, 61:14 traffic [22] - 12:5, 21:6, 22:16, 22:24, 26:6, 26:12, 26:14, 26:24, 27:6, 28:9, 28:14, 30:22, 38:13, 38:19, 39:1, 52:24, 53:1, 54:8, 55:10, 57:11, 57:25, 72:4	Traffic [2] - 3:19, 26:10 trailer [3] - 23:20, 61:9, 61:14 train [2] - 25:16, 25:21 trained [1] - 42:6 training [1] - 52:8 transcriber [1] - 6:23 TRANSCRIPT [1] - 1:16 transcript [1] - 76:10 transparent [1] - 60:5 trash [4] - 29:18, 29:21, 29:24 travel [1] - 25:14 traverse [1] - 14:16 treated [2] - 9:22, 51:16 trees [14] - 11:15, 43:2, 43:13, 43:14, 43:18, 43:20, 43:21, 43:23, 43:25, 44:1, 44:24, 45:3, 45:8 tremendous [1] - 38:25 trigger [1] - 28:17 truck [10] - 14:15, 14:19, 14:22, 14:23, 23:20, 41:2, 41:7, 61:8, 61:25, 62:19 trucks [2] - 62:3, 62:10 true [1] - 76:10 Truett [1] - 64:10 truly [1] - 50:25 trust [1] - 34:24 truth [6] - 12:23, 12:24, 76:7, 76:8 try [5] - 66:17, 66:25, 67:4, 68:8, 68:15 trying [9] - 41:21, 42:18, 47:16, 66:4, 67:13, 68:4, 68:12, 68:13, 70:16 TUESDAY [1] - 1:13 Tuesday [8] - 6:3, 10:8, 43:3, 43:4, 45:4, 72:19, 72:20, 73:4 Tuesday's [2] - 43:11, 43:19 turn [7] - 32:6, 32:15, 35:25, 58:22, 58:24, 59:5, 61:24 turned [3] - 58:4, 58:21, 60:8 two [10] - 16:10, 17:5, 21:8, 21:11, 25:20, 28:21, 38:25, 46:25, 61:7, 66:10 type [1] - 23:23
---	--	--	--	--

types [3] - 25:22, 29:5, 47:18 typical [5] - 18:23, 21:18, 30:16, 60:2, 60:13 typically [18] - 19:20, 24:14, 29:20, 32:20, 33:4, 37:22, 40:17, 51:15, 53:18, 58:21, 58:25, 60:9, 61:11, 61:21, 62:9, 65:24, 65:25, 66:3	variances [2] - 10:13, 10:14 varies [1] - 57:19 vast [1] - 19:6 vegan [1] - 73:1 vegetables [1] - 23:19 vehicle [1] - 56:12 vehicles [4] - 27:8, 29:1, 61:7, 64:23 verbal [1] - 41:16 versus [1] - 42:25 Vescio [1] - 7:6 VESCIO [29] - 2:2, 6:1, 7:3, 7:7, 8:10, 9:9, 12:11, 12:15, 13:12, 36:2, 36:7, 36:25, 37:2, 47:5, 49:22, 51:4, 51:11, 51:19, 55:4, 56:2, 59:11, 65:7, 71:25, 73:8, 73:22, 74:11, 74:20, 74:25, 75:3 vetting [1] - 64:7 via [1] - 62:2 videos [1] - 20:24 view [2] - 40:15, 64:23 viewed [1] - 53:10 Virginia [1] - 18:1 visible [2] - 58:18, 58:19 visiting [2] - 22:7, 41:6 visitors [1] - 70:24	weekends [1] - 6:24 weeks [2] - 25:19, 28:8 Wegman [1] - 39:1 Wegmans [4] - 38:13, 44:6, 44:18, 47:17 welcome [2] - 6:2, 35:23 Welcome [1] - 58:17 west [1] - 49:6 whereas [1] - 11:1 whichever [1] - 11:7 whole [4] - 12:23, 33:10, 73:2, 76:8 WILLIAM [2] - 2:3, 2:16 window [6] - 21:12, 21:16, 21:18, 69:3, 69:5 windows [1] - 69:12 wishes [1] - 73:24 WITNESS [77] - 4:2, 17:19, 24:6, 30:18, 31:15, 31:19, 33:18, 33:25, 36:15, 37:10, 37:13, 37:22, 38:4, 39:2, 40:16, 40:23, 41:20, 43:8, 43:15, 44:9, 44:20, 45:6, 45:18, 46:13, 46:17, 46:22, 47:9, 48:11, 48:15, 49:9, 50:2, 51:8, 51:14, 52:2, 52:17, 53:23, 54:3, 54:10, 54:23, 55:2, 55:24, 56:15, 57:1, 57:11, 57:18, 58:5, 58:8, 59:23, 60:12, 60:15, 60:24, 61:11, 61:16, 61:20, 62:6, 62:9, 62:15, 63:13, 64:21, 64:25, 65:15, 65:21, 65:24, 66:13, 68:2, 69:4, 69:15, 69:22, 70:5, 70:25, 71:6, 71:10, 71:19, 71:22, 72:11, 72:25, 73:5 witness [5] - 11:22, 15:22, 74:6, 74:14, 76:7 witness's [1] - 17:6 works [2] - 16:6, 16:7 worst [1] - 26:23 worst-case [1] - 26:23 writing [1] - 60:21 written [1] - 34:25	Y yard [3] - 10:15, 10:24, 29:24 year [3] - 18:15, 19:9, 19:12 years [5] - 17:22, 19:4, 35:20, 35:21, 56:21 York [2] - 18:1, 25:15 younger [1] - 46:24 yourself [2] - 17:17, 19:3 YouTube [1] - 20:24
U U-Haul [1] - 41:7 Uber [1] - 32:5 ultimately [2] - 64:1, 66:15 Um-hum [1] - 71:6 uncommon [1] - 22:10 under [3] - 20:7, 53:14, 63:9 undesignated [1] - 49:1 unfortunately [1] - 50:18 Union [1] - 66:6 unison [1] - 12:25 unless [1] - 74:15 unlike [3] - 18:23, 21:9, 24:9 unloading [1] - 11:11 up [43] - 12:8, 12:10, 15:24, 15:25, 16:2, 18:21, 19:22, 20:9, 21:12, 24:13, 25:3, 25:6, 25:24, 26:22, 28:7, 29:19, 29:20, 31:12, 32:3, 33:6, 33:22, 34:22, 38:4, 38:9, 38:15, 39:14, 40:2, 40:8, 40:17, 41:2, 46:18, 49:3, 53:25, 55:19, 59:24, 60:7, 64:2, 64:22, 66:16, 69:9, 71:15, 71:18, 73:23 upper [2] - 27:20, 53:3 usage [1] - 39:14 users [1] - 51:10 uses [5] - 47:18, 53:14, 62:8, 62:11, 65:19	W wait [2] - 27:24, 57:9 walk [7] - 21:21, 34:14, 38:8, 40:8, 41:10, 42:1, 71:8 walk-ins [1] - 71:8 walking [2] - 37:25, 41:18 walkway [2] - 48:4, 48:21 wall [2] - 11:5, 11:7 WANG [2] - 2:11, 7:16 Wang [1] - 7:15 wants [1] - 61:3 Warren [2] - 3:4, 8:21 water [2] - 30:5 WAY [1] - 1:10 wayfinding [1] - 36:16 ways [1] - 31:20 wayside [1] - 32:18 wear [1] - 35:23 weather [3] - 29:5, 29:8, 29:9 week [4] - 23:21, 34:5, 61:10, 61:12 weekend [1] - 39:4	X Xavier [1] - 14:9	Z zero [1] - 42:4 zone [1] - 9:17 zoning [3] - 13:19, 47:10, 67:7