

In The Matter Of:
General Mill Supply Co., et al v.
The Great Lakes Water Authority, et al

Cheryl Jordan
January 25, 2021



Original File JORDAN210125_1.txt
Min-U-Script® with Word Index

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

STATE OF MICHIGAN

IN THE CIRCUIT COURT FOR THE COUNTY OF WAYNE

GENERAL MILL SUPPLY CO.,
Individually and on behalf
of a class of similarly
situated persons and entities,

Plaintiff,

vs.

Case No. 18-0011569-CZ
Hon. Kevin Cox

THE GREAT LAKES WATER AUTHORITY,
an incorporated municipal authority,
and

CITY OF DETROIT, a municipal corporation,
by and through its WATER AND SEWERAGE
DEPARTMENT,

Defendants.

The Deposition of CHERYL JORDAN
Taken Via Zoom Videoconference
Commencing at 10:00 a.m.
Monday, January 25, 2021
Before Carolyn Grittini, CSR-3381

1 APPEARANCES:

2

3 GREGORY D. HANLEY

4 Kickham Hanley

5 32121 Woodward Avenue, Suite 300

6 Royal Oak, Michigan 48073

7 248.544.1500

8 Appearing on behalf of the Plaintiff.

9

10 MICHAEL J. WATT

11 Kopka Pinkus Dolin

12 32605 W. 12 Mile Road, Suite 300

13 Farmington Hills, Michigan 48334

14 248.324.2620

15 Appearing on behalf of the Defendant.

16

17 JAMES M. PELLAND

18 CHRISTOPHER FRESCOLN

19 Fausone Bohn

20 41700 W. 6 Mile Road, Suite 101

21 Northville, Michigan 48168

22 248.380.0000

23 Appearing on behalf of the Defendant.

24

25

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

INDEX

WITNESS: CHERYL JORDAN

EXAMINATION BY MR. HANLEY: 4

EXHIBITS

(None Offered).

1 Monday, January 25, 2021

2 10:00 a.m.

3

4

CHERYL JORDAN,

5

was thereupon called as a witness herein, and after

6

having first been duly sworn to testify to the truth,

7

the whole truth and nothing but the truth, was

8

examined and testified as follows:

9

MR. HANLEY: Good morning, Miss Jordan.

10

THE WITNESS: Good morning.

11

MR. PELLAND: Can I make a quick statement?

12

MR. HANLEY: Yes.

13

MR. PELLAND: I just want to make it clear

14

that Miss Jordan is a former employee of both DWSD and

15

Great Lakes Water Authority and is an attorney. By

16

going forward with this deposition today, neither

17

defendant is in any way waiving the attorney-client

18

privilege with regards to any potential testimony of

19

Miss Jordan.

20

MR. HANLEY: Understood. And it's not my

21

intent to get into any attorney-client communications

22

in any event.

23

EXAMINATION

24

BY MR. HANLEY:

25

Q. Good morning, Miss Jordan, can you hear me?

1 A. Yes.

2 Q. My name is Greg Hanley. I think we may have met a
3 couple times back in the day. I really appreciate you
4 appearing voluntarily for this. We're going to be as
5 brief as we can so you can get back to your real work,
6 but I have a few questions.

7 Are you generally familiar that there is a
8 case ongoing challenging the industrial waste control
9 charges that have been posed over the years by DWSD
10 and GLWA?

11 A. I am now since I received your subpoena.

12 Q. Let's see if we can agree on some terms first. For
13 shorthand purposes, can I refer to the Detroit Water
14 and Sewerage Department as DWSD?

15 A. Yes.

16 Q. And can I also refer to the Great Lakes Water
17 Authority as GLWA?

18 A. Yes.

19 Q. I don't want to spend a lot of time on your
20 background, but you are a licensed Michigan attorney,
21 correct?

22 A. Yes.

23 Q. And you've been licensed since at least 2013, correct?

24 A. Yes, since 2007.

25 Q. And you were at one point employed by the DWSD as

1 counsel, inhouse counsel, for lack of a better word?

2 A. Yes. Associate general counsel I think was the title
3 there.

4 Q. And my understanding is that you were an associate
5 general counsel at DWSD from around June of 2014 to
6 the end of 2015?

7 A. Correct.

8 Q. And then you became an associate general counsel at
9 GLWA for about six months through June of 2016?

10 A. Correct.

11 Q. And then you were deputy general counsel of DWSD from
12 June of 2016 to February of 2017; is that correct?

13 A. Yes.

14 Q. And after that, you haven't been employed by either
15 DWSD or GLWA?

16 A. That's correct.

17 Q. Miss Jordan, did there come a time in 2015 that you
18 became involved in doing sort of a review of the
19 industrial waste control program?

20 A. Yes, I believe there was.

21 Q. And I have a document relating to that, which we'll go
22 over in some detail, but can you tell me the high
23 level, how you came to be involved in that?

24 A. Yeah. When DWSD was preparing to essentially lease a
25 large portion of its assets to Great Lakes Water

1 Authority, and as the Great Lakes Water Authority was
2 being formed in 2015, I believe it was related to new
3 NDPES permits having to be issued because of the
4 split, and because of that, the Industrial Waste
5 Control Program, because they report I think under the
6 licensing rule, it's every year, that was being
7 reviewed; and so initially when I learned of it and
8 began researching it in my capacity as the associate
9 general counsel, I was really more reviewing its
10 history and how it was -- how the charges were sent
11 out, how the program was made, the ordinances that
12 were required to be adopted by each municipality that
13 was serviced.

14 Q. Prior to that time, had you had any involvement in the
15 Industrial Waste Control Program or evaluations of the
16 Industrial Waste Control Program?

17 A. No, I don't believe so.

18 Q. So it would be fair to say that around the time of
19 this review, you kind of familiarized yourself with
20 the aspects of the program and one of which was the
21 charges that were being imposed?

22 A. Yeah. Generally, I think I looked less at the charges
23 but more at the mechanism by which the charges were
24 issued and the loss of boarding them and how you would
25 go about charging each municipality.

1 Q. I'm going to pull up a document now, hopefully I can
2 do this right. Do you see a document on your screen
3 now?

4 A. No, I see your folder with a bunch of exhibits in it.

5 Q. Try it again. How's that?

6 A. Okay, yes.

7 Q. So I'm showing you, pulled up what we've previously
8 marked as Exhibit 11 in a deposition we took of Mr.
9 Foster, Bart Foster. You're familiar with Mr. Foster,
10 aren't you?

11 A. Yes.

12 Q. And this is an Industrial Waste Control and Pollutant
13 Surcharge Program Review document and it's dated March
14 25th, 2015 and the authors at least that are started
15 as Mr. Mark Savitskie and yourself, correct?

16 A. Yes.

17 Q. And this is something you put together in around March
18 of 2015?

19 A. Yes.

20 Q. And who was the audience for this?

21 A. I believe that we did this presentation, we gave this
22 presentation to a couple different audiences, but most
23 of them were what we would call wastewater steering
24 committee, which is different members of communities.
25 So someone from each municipality or county would

1 come. I can't remember exactly -- I can't remember
2 exactly this document, if we only used it once or
3 several times. I think we used it -- I guess we only
4 used it on March 25th, 2015, but I can't for the life
5 of me remember which steering committee or group it
6 was.

7 Q. Whatever the audience was, you would agree with me
8 that this was an attempt to, in writing, fairly and
9 accurately describe aspects of the program, the IWC
10 and the Pollutant Surcharge Programs?

11 A. Yes.

12 Q. Mr. Savitskie is listed, do you know him independent
13 of your work on this?

14 A. Not really.

15 Q. And what was the nature -- how did you interface with
16 him on this program review?

17 A. I believe he was tasked with coming up with the data
18 for rates and revenue requirements for the program
19 that are listed on a few slides, and I participated
20 and contributed again by sort of giving the history of
21 the IWCP program, why it was there and steps moving
22 forward and any changes that were happening. Like I
23 said, I think he was solely the finance guy, the
24 numbers guy and I was more just the legal background
25 and explanation of what the program was.

1 Q. Okay. And you would agree with me that as of March
2 2015, Mr. Foster had been involved for a long time in
3 determining rates and charges for DWSD?

4 A. Yeah, I believe he's been a consultant for quite a
5 long time.

6 Q. Do you know why it was Mr. Savitskie that was involved
7 in the financial aspects of this as opposed to Mr.
8 Foster?

9 A. I don't know exactly why. I don't really want to
10 guess, other than that there is a finance department
11 within DWSD, or there was, and that they would have
12 been responsible for collecting data for costs and
13 providing those to Mr. Foster.

14 Q. Were you aware that Mr. Savitskie was an outside
15 consultant as opposed to an employee of DWSD?

16 A. No.

17 Q. As far as you knew, he was an employee?

18 A. I mean, sitting here today, I can't tell you if I knew
19 he was a consultant or he was an employee. I honestly
20 don't think I had very many interactions with him.

21 Q. Were there any other people involved in preparing this
22 presentation other than you and Mr. Savitskie?

23 A. Other than my direct supervisor at the time in the
24 General Counsel's Office, which is Bill Wolfson, I
25 don't believe so.

1 Q. I'm going to walk through a few pages of this just to
2 make sure I understand what you were involved in. And
3 page 3, there is a quick definitions section which
4 defines community customer and defines end user. Is
5 this part of the presentation that you put together?

6 A. Yeah, I believe so.

7 Q. And the way I understand it worked, at least at this
8 point, was that the communities that DWSD serviced
9 would take an inventory of how many nonresidential or
10 other properties that were subject to the IWC charge
11 and the size of their meter and provide that
12 information to DWSD; is that correct?

13 A. Yes.

14 Q. And then they would bill -- DWSD would tell the
15 communities what to bill and they would collect those
16 amounts from the IWC customers in their communities;
17 is that correct?

18 A. That sounds right. I think so.

19 Q. And so when you say the end user, that's the business
20 that ultimately pays the IWC charges and the pollutant
21 surcharges, correct?

22 A. Correct.

23 Q. And then on the next page of Exhibit 11, there is a
24 slide that says what is industrial waste control. Is
25 this something you would have prepared?

1 A. Yeah, I believe I prepared this one.

2 Q. And I guess the fourth bullet point down, this is what
3 we were just talking about, over 47,000
4 nonresidential, commercial and industrial end users
5 pay IWC charges monthly either through a direct
6 billing from DWSD (for Detroit end user locations) or
7 a billing from their community customer (for Suburban
8 end user locations) with the proceeds forwarded to
9 DWSD. You see that?

10 A. Yes.

11 Q. And that was an accurate recitation of how it worked,
12 correct?

13 A. I believe so, yes.

14 Q. And then program costs are passed -- it says: Program
15 costs are passed to the customer based on their meter
16 size (5/8th's inches or greater). You see that?

17 A. Yes.

18 Q. And that was a correct statement of the process at the
19 time, correct?

20 A. Yes, I believe so.

21 Q. So would it be fair to characterize the member
22 communities who are passing this on as basically
23 collection agents for DWSD?

24 A. Yes.

25 MR. PELLAND: Object to that. That calls

1 for a legal conclusion.

2 BY MR. HANLEY:

3 Q. And then finally, the elements of the IWC program
4 include customer database maintenance, water sample
5 selection, lab testing, permit administration and
6 enforcement along with administrative support costs of
7 other DWSD organizations. Do you see that?

8 A. Yes.

9 Q. Do you know what other DWSD organizations are being
10 referred to here?

11 A. No, I can't exactly remember. I'm thinking maybe
12 consultants. I don't know if organizations was the
13 right word for that.

14 Q. All right. Well, I know it was quite a while ago, so
15 we'll see if there's some other pages that maybe
16 refresh your recollection. Let's move on to page 5 of
17 Exhibit 11. This is the history and the legal
18 precedent for IWC, and there's various bullet points.
19 Is this something that you prepared?

20 A. I believe so, yes.

21 Q. So from your perspective, you believed it to be true
22 and accurate as of the time in 2015, correct?

23 A. Correct.

24 Q. At the very bottom last two bullet points, it says:
25 Recover the cost of the program by establishing

1 charges based on meter size (that's IPP) and
2 concentration of waste, (PS), for all nonresidential
3 customers, subject to some exclusions. You see that?

4 A. Yes.

5 Q. Then it says: Collect only the amount necessary to
6 recover the cost of the IWC program. You see that?

7 A. Yes.

8 Q. Was it your understanding at the time that the IWC
9 charges were limited to those that would allow DWSD to
10 only recover the cost of the IWC program?

11 MR. PELLAND: I would object again, calls
12 for a legal conclusion.

13 A. Yes, that was my understanding at the time.

14 BY MR. HANLEY:

15 Q. And do you know whether that goes back to like federal
16 court orders that you were referring to in the earlier
17 parts of page 5?

18 A. When I wrote this, I don't know that I knew that then;
19 maybe I did. I think it's just in general, everything
20 DWSD did was -- any charge that it issued was really
21 just to recover the cost. I mean, the cost which
22 included administrative, obviously, costs. So yes.

23 Q. In other words, they weren't supposed to make a
24 profit, for lack of a better word?

25 A. Right. Correct.

1 Q. A couple pages later on page 7 there's a Program
2 Review Scope. Do you know what this is referring to?

3 A. I think this is the program, meaning wherever we were
4 presenting this was like the program. So this was
5 what we were planning on doing with the group that we
6 were with, was, we wanted them to understand the
7 elements, validate the quantitative and financial
8 data, apprise compliance, assist with rate development
9 and address questions and inquiries.

10 Q. Was there a concern at the time about the methodology
11 that was being used to determine the IWC charges?

12 A. Not that I know of, no.

13 Q. But when you say validate quantitative and financial
14 data, what are you referring to?

15 A. If the stakeholders that were at the meeting had a
16 question about what DWSD was using to create its rate,
17 or the rates for the IWC, that's something that would
18 have been explored during these meetings.

19 Q. Okay. And then one of the bullet points that this
20 program review was intended to assist in, assist in
21 DWSD finance and fiscal year 2016 rate development.
22 You see that?

23 A. Yes.

24 Q. And fiscal year 2016 would have been the year
25 beginning July 1st, 2015, correct?

1 A. Correct.

2 Q. And who in the DWSD finance organization were you
3 assisting or were you intending to assist?

4 MR. PELLAND: Greg, I just want to object.
5 I'm not sure that we've established on other questions
6 you asked her whether those were parts that she was
7 working on or doing it with. So I don't know if
8 you --

9 MR. HANLEY: Again, she can tell me that
10 she didn't have any involvement in that if that's
11 true. I'm trying to identify who else in the
12 organization would have been involved in this effort.

13 A. Yeah, I mean, I could be wrong looking at this, but
14 what I read that bullet point to mean is that the DWSD
15 wanted to involve its stakeholders who were at this
16 meeting to assist in the fiscal year 2016 rate
17 development. So what I think that means is -- and I
18 looked at this document obviously when you sent it to
19 me last Friday -- later on in a slide they talk about
20 how many municipalities weren't reporting at all the
21 amount of customers, end users that they had, and so I
22 think that what they meant was that we want to involve
23 the municipalities in assisting us in developing the
24 rate for fiscal year 2016, and by reporting to us who
25 you have and what their meter sizes are and so on and

1 so forth, that can assist us. That's what I think
2 that meant. That wasn't me assisting them, that was
3 saying to the group, you know, we'd like to have your
4 assistance in moving forward with this rate.

5 Q. Now, a few pages later, there is page 11 of Exhibit
6 11, Program Review Finding, IWC - Revenue
7 Requirements, and then there's a program cost buildup.
8 Is it your understanding that Mr. Savitskie was
9 primarily responsible for this?

10 A. Yes.

11 Q. And was there a discussion about the import or the
12 impact of what's referenced here on page 11?

13 A. A discussion with the group that it was being
14 presented to?

15 Q. Yes.

16 A. I can only assume there was, but again, I can't really
17 remember.

18 Q. Well, let me walk you through this and see if I can
19 refresh your recollection about some of the stuff.
20 What this is saying -- and by the way, was this -- do
21 you believe that this was an effort to truthfully and
22 accurately convey this information to the group?

23 A. I believe so, yes.

24 Q. You're not aware of any numbers that are wrong in this
25 or that were incorrect at the time, correct?

1 A. Correct.

2 Q. So what somebody did was, first bullet point, obtain
3 fiscal year 2014 year revenue requirement data for
4 \$8.85 base IWC charge. Do you see that?

5 A. Yes.

6 Q. You understand what a revenue requirement is, correct?

7 A. Yes.

8 Q. And would you agree with me that those are the costs
9 and expenses that need to be recovered through rates
10 and charges?

11 A. Yes.

12 Q. And then there was a reconstructed cost buildup from
13 bottom up based on actual for fiscal year 2014. You
14 see that?

15 A. Yes.

16 Q. But whatever the numbers are and what is the column
17 that says Reconstructed Calculation, those were based
18 upon somebody's analysis of the actual information for
19 fiscal year 2014, correct?

20 A. Correct.

21 Q. And then the Process Improvement Action Plan was to
22 use reconstructed data from fiscal year 2014 to
23 recalibrate fiscal year 2016 rates, right?

24 A. Correct.

25 Q. So what was done is they looked back at what was our

1 actual in 2014 and that's what we're going to use for
2 our revenue requirement for fiscal year '16, correct?

3 A. Correct.

4 Q. So down where it says Action Taken, proposed fiscal
5 year 2016 base rate is \$5.50, reflecting reconstructed
6 cost data, approximately 38 percent reduction in
7 program cost base from fiscal year 2014. You see
8 that?

9 A. Yes.

10 Q. So the revenue requirement that was being calculated
11 in Exhibit 11 went from 22,450,000 dollars and change
12 to a little bit more than 13 million dollars, correct?

13 MR. PELLAND: I'll object. Greg, are you
14 asking her if that's what this document says.

15 MR. HANLEY: Yes.

16 A. Yes, that's what the document says.

17 Q. And was there a discussion among the group at the time
18 along the lines of this is a significant reduction?

19 A. Again, I really don't remember. I can't even picture
20 like faces in the crowd. I can't remember a
21 discussion.

22 Q. But you may not have done these calculations, but you
23 authored the document and you would have at the time
24 made an attempt to make sure that what you were
25 presenting to the group was accurate, correct?

1 A. Yes, but I was relying on the data from Mr. Savitskie
2 and others that provided him with the financial data
3 to -- I trusted that their representation of the
4 numbers were correct.

5 Q. But as a result of the reconstructed cost buildup, the
6 allocation of wastewater operations went from
7 9,489,464 dollars down to about 2.3 million dollars,
8 correct?

9 A. It looks that way, yes.

10 Q. And the total wastewater lab operations budget for
11 2014 as shown by Exhibit 11 is a little bit more than
12 three million dollars, correct?

13 A. Yes.

14 Q. So if this reconstructed calculation had actually been
15 used in fiscal year '14, the charges would have been
16 \$5.14 per unit as opposed to \$8.85 per unit, correct?

17 MR. PELLAND: I'll object. I don't know
18 what that hypothetical has to do with this. I don't
19 think this witness can answer that question.

20 BY MR. HANLEY:

21 Q. You can answer.

22 A. Yeah, I mean, you can't know the actuals for 2014
23 until you've gone through 2014. So I think your
24 question seemed to say if we would have used this
25 reconstructed 2014 in 2014, it would have been less.

1 Well, you can't do that because you can't look at
2 actuals until after the actual year has gone by.

3 Q. Well, are you aware of any effort to determine what
4 the assumptions were going into fiscal year 2014 about
5 this?

6 A. That, I don't know. And I don't recall. I'm sure
7 there's someone that knows that answer but it's not
8 me.

9 Q. But there would have been, for example, to your
10 knowledge, there would have been a budget for the
11 wastewater lab operations for 2014 at the time, not
12 later on, but at the time, correct?

13 A. Correct.

14 Q. And that data would have been available to Mr.
15 Savitskie, to your knowledge?

16 A. I can't answer that. I don't remember Mr. Savitskie
17 very well, so I don't even remember when he was
18 utilized or what his background was.

19 Q. Just a couple more questions about page 11. There's
20 an indirect admin overhead allocation that in the rate
21 calculation for fiscal year 2014 was about 4.46
22 million dollars and the reconstructed calculation was
23 about 2.65 million dollars. Do you see that?

24 A. Yes.

25 Q. Do you know what that indirect admin overhead refers

1 to? Is that the other departments that are referenced
2 earlier in the document?

3 A. It may be, yeah. If I recall correctly, indirect
4 costs would be that there's some percentage of the
5 overall operation maybe of wastewater that are
6 allocated toward certain charges, so those would be
7 called indirects. So yes, maybe other departments,
8 maybe a piece of the finance department gets thrown in
9 there, executive's office or something. I'm guessing.

10 Q. Well, we don't need you to guess.

11 A. Yeah.

12 Q. Couple more questions about this exhibit. On page 18,
13 there's kind of a next step summary, and one of the
14 finding and action required was to validate program
15 costs for revenue requirements, and that was going to
16 be done by Mr. Foster annually. You see that?

17 A. Yes.

18 Q. Do you know whether Mr. Foster was involved in the
19 discussions about this document or about the
20 presentation?

21 A. I have a feeling he may have been present during the
22 presentation, but I can't recall exactly. I think
23 that a lot of -- you already established that Mr.
24 Foster is like the rate consultant, so I do think that
25 Mr. Savitskie and other people at DWSD finance would

1 be working with Bart Foster in coming up with rates
2 which would necessarily involve validating program
3 costs.

4 Q. But do you know whether before this document, before
5 the exercise that Mr. Savitskie undertook, whether
6 there had been in the past an effort to validate the
7 program costs for the revenue requirements for IWC?

8 A. No, I don't know whether or not that was done.

9 Q. I mean, you're not aware one way or the other, you
10 can't say, Mr. Hanley, we've done this all the way
11 back as far as I can remember, but you also can't say
12 I know for sure we haven't done it?

13 A. Correct. I can't say either way.

14 MR. HANLEY: Fair enough. I have no
15 further questions. I appreciate your time.

16 MR. PELLAND: I don't have any questions.

17 MR. HANLEY: There's an issue of extended
18 discovery and I think everybody agreed that we can
19 extend it.

20 MR. PELLAND: On the record of this
21 deposition?

22 MR. HANLEY: What's that?

23 MR. PELLAND: On the record of this
24 deposition or you mean off the record?

25 MR. HANLEY: I want -- you guys didn't

1 respond to my e-mail, so I thought maybe we could just
2 have an agreement on the record about going forward
3 with discovery, or you can respond to my e-mail.

4 MR. PELLAND: I would have to defer that to
5 Chris and Mike at this time.

6 MR. WATT: I responded, Greg, and I'm fine
7 with keeping it open. And again, I'm going to kick it
8 back over to Jim's group, they're the ones taking care
9 of the nuts and bolts of this case.

10 MR. HANLEY: My only point is, is that
11 since there's not any operative date before the
12 settlement conference, the court's not going to care
13 if we have an informal agreement to keep discovery
14 open, and I prefer not to have to file a motion and
15 deal with all that. So that was just my suggestion
16 that we just agree to keep it open.

17 MR. PELLAND: The only thing there was,
18 were we ordered to go to facilitation? Did we end up
19 putting that in the order at all?

20 MR. HANLEY: No. We got excluded from case
21 eval, and there's no order requiring mediation but
22 there is a settlement conference that's scheduled for
23 May. And as we discussed last week, I'm in the
24 process of putting together kind of a 408 kind of
25 thing for you guys, which I'll definitely get out this

1 week, but I guess what I'm saying is, we've got this
2 February 1st operative date, if we're not going to
3 have an agreement, I'm going to have to get a motion
4 on file or see if they'll accept a stipulation. And
5 I'm sure that -- you guys served expert
6 Interrogatories, which aren't even due yet, and
7 obviously the delays associated with getting data have
8 prevented my expert from finalizing his opinion. So I
9 would rather not file a motion that takes all kinds of
10 shots about how I've had to deal with trying to get
11 all this information. So all I'm asking is that we
12 agree that both sides can conduct discovery through
13 April 1st.

14 MR. FRESCOLN: Greg, what's the February 1
15 date?

16 MR. HANLEY: February 1st is the current
17 discovery cutoff and the current order. But there are
18 no other dates in that order, including dispositive
19 motions. And what I think the court contemplates is
20 that we have a settlement conference and then there'll
21 dispositive motions thereafter. And we also have this
22 issue of notice, which has been delayed on both sides
23 really. I'm still waiting for data from you guys and
24 we need to disseminate proposed notices to you guys
25 for approval and then get an order in. So I think

1 I'm just saying it might be easier.

2 MR. FRESCOLN: I'm sure I'm not going to
3 have an issue with accommodating your request. I will
4 confirm by e-mail, certainly before the end of the day
5 tomorrow.

6 MR. HANLEY: Fair enough. I wasn't
7 suggesting you guys were ignoring my e-mails, because
8 I know we just sent it on Friday. I just thought it
9 might be easier to take care of it on the record. So
10 I'll look for your e-mail and we'll go from there.

11 MR. FRESCOLN: Sounds good. Thanks, Greg.

12 (Deposition was concluded at 10:37 a.m.)
13
14
15
16
17
18
19
20
21
22
23
24
25

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

CERTIFICATE OF NOTARY

STATE OF MICHIGAN)

) SS

COUNTY OF MACOMB)

I, CAROLYN GRITTINI, certify that this deposition was taken before me on the date hereinbefore set forth; that the foregoing questions and answers were recorded by me stenographically and reduced to computer transcription; that this is a true, full and correct transcript of my stenographic notes so taken; and that I am not related to, nor of counsel to, either party nor interested in the event of this cause.



CAROLYN GRITTINI, CSR-3381

Notary Public,

Macomb County, Michigan.

My Commission expires: July 15, 2024

	among (1) 19:17	23:9	19:10	10:12
\$	amount (2) 14:5;16:21	B	Calculation (4) 18:17;20:14;21:21, 22	collection (1) 12:23
\$5.14 (1) 20:16	amounts (1) 11:16	back (6) 5:3,5;14:15;18:25; 23:11;24:8	calculations (1) 19:22	column (1) 18:16
\$5.50 (1) 19:5	analysis (1) 18:18	background (3) 5:20;9:24;21:18	call (1) 8:23	coming (2) 9:17;23:1
\$8.85 (2) 18:4;20:16	annually (1) 22:16	Bart (2) 8:9;23:1	called (2) 4:5;22:7	commercial (1) 12:4
A	appearing (1) 5:4	base (3) 18:4;19:5,7	calls (2) 12:25;14:11	committee (2) 8:24;9:5
accept (1) 25:4	appreciate (2) 5:3;23:15	based (4) 12:15;14:1;18:13, 17	came (1) 6:23	communications (1) 4:21
accommodating (1) 27:3	apprise (1) 15:8	basically (1) 12:22	Can (19) 4:11,25;5:5,5,12,13, 16;6:22;8:1;16:9; 17:1,16,18;20:19,21; 23:11,18;24:3;25:12	communities (5) 8:24;11:8,15,16; 12:22
accurate (3) 12:11;13:22;19:25	approval (1) 25:25	became (2) 6:8,18	capacity (1) 7:8	community (2) 11:4;12:7
accurately (2) 9:9;17:22	approximately (1) 19:6	began (1) 7:8	care (3) 24:8,12;27:9	complaining (1) 26:25
Action (3) 18:21;19:4;22:14	April (1) 25:13	beginning (1) 15:25	case (5) 5:8;24:9,20;26:2,6	compliance (1) 15:8
actual (4) 18:13,18;19:1;21:2	around (3) 6:5;7:18;8:17	better (3) 6:1;14:24;26:3	caught (1) 26:23	concentration (1) 14:2
actually (1) 20:14	aspects (3) 7:20;9:9;10:7	big (1) 26:9	certain (1) 22:6	concern (1) 15:10
actuals (2) 20:22;21:2	assets (1) 6:25	Bill (3) 10:24;11:14,15	certainly (1) 27:4	concluded (1) 27:12
address (1) 15:9	assist (6) 15:8,20,20;16:3,16; 17:1	billing (2) 12:6,7	challenging (1) 5:8	conclusion (2) 13:1;14:12
adjourning (1) 26:4	assistance (1) 17:4	bit (2) 19:12;20:11	change (1) 19:11	conduct (1) 25:12
admin (2) 21:20,25	assisting (3) 16:3,23;17:2	boarding (1) 7:24	changes (1) 9:22	conference (3) 24:12,22;25:20
administration (1) 13:5	Associate (4) 6:2,4,8;7:8	Bodman (1) 26:10	characterize (1) 12:21	confirm (1) 27:4
administrative (2) 13:6;14:22	associated (1) 25:7	bolts (1) 24:9	charge (3) 11:10;14:20;18:4	consultant (4) 10:4,15,19;22:24
adopted (1) 7:12	assume (1) 17:16	both (3) 4:14;25:12,22	charges (14) 5:9;7:10,21,22,23; 10:3;11:20;12:5;14:1, 9;15:11;18:10;20:15; 22:6	consultants (1) 13:12
again (7) 8:5;9:20;14:11; 16:9;17:16;19:19; 24:7	assumptions (1) 21:4	bottom (2) 13:24;18:13	charging (1) 7:25	contemplates (1) 25:19
agents (1) 12:23	attempt (2) 9:8;19:24	brief (1) 5:5	CHERYL (1) 4:4	contributed (1) 9:20
ago (1) 13:14	attorney (2) 4:15;5:20	briefly (1) 26:21	Chris (2) 24:5;26:25	control (7) 5:8;6:19;7:5,15,16; 8:12;11:24
agree (7) 5:12;9:7;10:1;18:8; 24:16;25:12;26:5	attorney-client (2) 4:17,21	budget (2) 20:10;21:10	civil (1) 26:13	convey (1) 17:22
agreed (1) 23:18	audience (2) 8:20;9:7	buildup (3) 17:7;18:12;20:5	class (1) 26:1	correctly (1) 22:3
agreement (3) 24:2,13;25:3	audiences (1) 8:22	bullet (6) 12:2;13:18,24; 15:19;16:14;18:2	clear (1) 4:13	cost (10) 13:25;14:6,10,21, 21;17:7;18:12;19:6,7; 20:5
allocated (1) 22:6	authored (1) 19:23	bunch (1) 8:4	clue (1) 26:11	costs (10) 10:12;12:14,15; 13:6;14:22;18:8;22:4, 15;23:3,7
allocation (2) 20:6;21:20	Authority (4) 4:15;5:17;7:1,1	business (1) 11:19	collect (2) 11:15;14:5	counsel (7) 6:1,1,2,5,8,11;7:9
allow (1) 14:9	authors (1) 8:14	C	collecting (1)	Counsel's (1) 10:24
along (2) 13:6;19:18	available (1) 21:14	calculated (1)		
	aware (4) 10:14;17:24;21:3;			

<p>county (1) 8:25</p> <p>couple (5) 5:3;8:22;15:1; 21:19;22:12</p> <p>court (5) 14:16;25:19;26:8, 13,15</p> <p>court's (1) 24:12</p> <p>create (1) 15:16</p> <p>crowd (1) 19:20</p> <p>current (2) 25:16,17</p> <p>customer (4) 11:4;12:7,15;13:4</p> <p>customers (3) 11:16;14:3;16:21</p> <p>cutoff (1) 25:17</p>	<p>6:11</p> <p>describe (1) 9:9</p> <p>detail (1) 6:22</p> <p>determine (2) 15:11;21:3</p> <p>determining (1) 10:3</p> <p>Detroit (2) 5:13;12:6</p> <p>developing (1) 16:23</p> <p>development (3) 15:8,21;16:17</p> <p>dictatorial (1) 26:14</p> <p>different (2) 8:22,24</p> <p>direct (2) 10:23;12:5</p> <p>discovery (5) 23:18;24:3,13; 25:12,17</p> <p>discussed (1) 24:23</p> <p>discussion (4) 17:11,13;19:17,21</p> <p>discussions (1) 22:19</p> <p>dispositive (2) 25:18,21</p> <p>disseminate (1) 25:24</p> <p>document (12) 6:21;8:1,2,13;9:2; 16:18;19:14,16,23; 22:2,19;23:4</p> <p>documents (1) 26:13</p> <p>dollars (7) 19:11,12;20:7,7,12; 21:22,23</p> <p>done (6) 18:25;19:22;22:16; 23:8,10,12</p> <p>down (3) 12:2;19:4;20:7</p> <p>due (1) 25:6</p> <p>duly (1) 4:6</p> <p>during (2) 15:18;22:21</p> <p>DWSD (26) 4:14;5:9,14,25;6:5, 11,15,24;10:3,11,15; 11:8,12,14;12:6,9,23; 13:7,9;14:9,20;15:16, 21;16:2,14;22:25</p>	<p>earlier (2) 14:16;22:2</p> <p>easier (2) 27:1,9</p> <p>effort (4) 16:12;17:21;21:3; 23:6</p> <p>either (4) 6:14;12:5;23:13; 26:19</p> <p>elements (2) 13:3;15:7</p> <p>else (1) 16:11</p> <p>e-mail (4) 24:1,3;27:4,10</p> <p>e-mails (2) 26:22;27:7</p> <p>employed (2) 5:25;6:14</p> <p>employee (4) 4:14;10:15,17,19</p> <p>end (9) 6:6;11:4,19;12:4,6, 8;16:21;24:18;27:4</p> <p>enforcement (1) 13:6</p> <p>enough (2) 23:14;27:6</p> <p>essentially (1) 6:24</p> <p>established (2) 16:5;22:23</p> <p>establishing (1) 13:25</p> <p>eval (1) 24:21</p> <p>evaluations (1) 7:15</p> <p>even (3) 19:19;21:17;25:6</p> <p>event (1) 4:22</p> <p>everybody (2) 23:18;26:1</p> <p>exactly (5) 9:1,2;10:9;13:11; 22:22</p> <p>EXAMINATION (1) 4:23</p> <p>examined (1) 4:8</p> <p>example (1) 21:9</p> <p>excluded (1) 24:20</p> <p>exclusions (1) 14:3</p> <p>executive's (1) 22:9</p> <p>exercise (1) 23:5</p> <p>Exhibit (7)</p>	<p>8:8;11:23;13:17; 17:5;19:11;20:11; 22:12</p> <p>exhibits (1) 8:4</p> <p>expenses (1) 18:9</p> <p>expert (2) 25:5,8</p> <p>explanation (1) 9:25</p> <p>explored (1) 15:18</p> <p>extend (1) 23:19</p> <p>extended (1) 23:17</p>	<p>24:6;26:4</p> <p>firm (1) 26:9</p> <p>first (3) 4:6;5:12;18:2</p> <p>fiscal (15) 15:21,24;16:16,24; 18:3,13,19,22,23; 19:2,4,7;20:15;21:4, 21</p> <p>folder (1) 8:4</p> <p>follows (1) 4:8</p> <p>formed (1) 7:2</p> <p>former (1) 4:14</p> <p>forth (1) 17:1</p> <p>forward (4) 4:16;9:22;17:4; 24:2</p> <p>forwarded (1) 12:8</p> <p>Foster (10) 8:9,9,9;10:2,8,13; 22:16,18,24;23:1</p> <p>fourth (1) 12:2</p> <p>freedom (1) 26:15</p> <p>FRESCOLN (4) 25:14;26:21;27:2, 11</p> <p>Friday (2) 16:19;27:8</p> <p>further (1) 23:15</p>
D			F	
<p>data (12) 9:17;10:12;15:8,14; 18:3,22;19:6;20:1,2; 21:14;25:7,23</p> <p>database (1) 13:4</p> <p>date (3) 24:11;25:2,15</p> <p>dated (1) 8:13</p> <p>dates (1) 25:18</p> <p>day (2) 5:3;27:4</p> <p>deal (2) 24:15;25:10</p> <p>defendant (1) 4:17</p> <p>defer (1) 24:4</p> <p>defines (2) 11:4,4</p> <p>definitely (1) 24:25</p> <p>definitions (1) 11:3</p> <p>delayed (1) 25:22</p> <p>delays (1) 25:7</p> <p>Department (3) 5:14;10:10;22:8</p> <p>departments (2) 22:1,7</p> <p>deposition (5) 4:16;8:8;23:21,24; 27:12</p> <p>deputy (1)</p>			<p>faces (1) 19:20</p> <p>facilitation (1) 24:18</p> <p>fair (4) 7:18;12:21;23:14; 27:6</p> <p>fairly (1) 9:8</p> <p>familiar (2) 5:7;8:9</p> <p>familiarized (1) 7:19</p> <p>family (3) 26:8,13,15</p> <p>fan (1) 26:12</p> <p>far (2) 10:17;23:11</p> <p>February (4) 6:12;25:2,14,16</p> <p>federal (1) 14:15</p> <p>feeling (1) 22:21</p> <p>few (4) 5:6;9:19;11:1;17:5</p> <p>file (3) 24:14;25:4,9</p> <p>finalizing (1) 25:8</p> <p>finally (1) 13:3</p> <p>finance (6) 9:23;10:10;15:21; 16:2;22:8,25</p> <p>financial (4) 10:7;15:7,13;20:2</p> <p>find (1) 26:20</p> <p>Finding (2) 17:6;22:14</p> <p>fine (2)</p>	<p style="text-align: center;">G</p> <p>gave (1) 8:21</p> <p>general (7) 6:2,5,8,11;7:9; 10:24;14:19</p> <p>generally (2) 5:7;7:22</p> <p>gets (1) 22:8</p> <p>given (1) 26:15</p> <p>giving (1) 9:20</p> <p>GLWA (4) 5:10,17;6:9,15</p> <p>goes (1) 14:15</p> <p>Good (4) 4:9,10,25;27:11</p> <p>Great (4) 4:15;5:16;6:25;7:1</p>
	E			

<p>greater (1) 12:16</p> <p>Greg (7) 5:2;16:4;19:13; 24:6;25:14;26:21; 27:11</p> <p>group (8) 9:5;15:5;17:3,13, 22;19:17,25;24:8</p> <p>guess (5) 9:3;10:10;12:2; 22:10;25:1</p> <p>guessing (1) 22:9</p> <p>guy (3) 9:23,24;26:10</p> <p>guys (6) 23:25;24:25;25:5, 23,24;27:7</p>	<p>12:16</p> <p>include (1) 13:4</p> <p>included (1) 14:22</p> <p>including (1) 25:18</p> <p>incorrect (1) 17:25</p> <p>independent (1) 9:12</p> <p>indirect (3) 21:20,25;22:3</p> <p>indirects (1) 22:7</p> <p>industrial (8) 5:8;6:19;7:4,15,16; 8:12;11:24;12:4</p> <p>informal (1) 24:13</p> <p>information (4) 11:12;17:22;18:18; 25:11</p> <p>inhouse (1) 6:1</p> <p>initially (1) 7:7</p> <p>inquiries (1) 15:9</p> <p>intended (1) 15:20</p> <p>intending (1) 16:3</p> <p>intent (1) 4:21</p> <p>intentionally (1) 26:22</p> <p>interaction (1) 26:16</p> <p>interactions (1) 10:20</p> <p>interface (1) 9:15</p> <p>Interrogatories (1) 25:6</p> <p>into (2) 4:21;21:4</p> <p>inventory (1) 11:9</p> <p>involve (3) 16:15,22;23:2</p> <p>involved (8) 6:18,23;10:2,6,21; 11:2;16:12;22:18</p> <p>involvement (2) 7:14;16:10</p> <p>IPP (1) 14:1</p> <p>issue (3) 23:17;25:22;27:3</p> <p>issued (3) 7:3,24;14:20</p> <p>IWC (15)</p>	<p>9:9;11:10,16,20; 12:5;13:3,18;14:6,8, 10;15:11,17;17:6; 18:4;23:7</p> <p>IWCP (1) 9:21</p>	<p>lease (1) 6:24</p> <p>least (3) 5:23;8:14;11:7</p> <p>legal (4) 9:24;13:1,17;14:12</p> <p>less (2) 7:22;20:25</p> <p>level (1) 6:23</p> <p>licensed (2) 5:20,23</p> <p>licensing (1) 7:6</p> <p>life (1) 9:4</p> <p>limited (1) 14:9</p> <p>lines (1) 19:18</p> <p>listed (2) 9:12,19</p> <p>little (2) 19:12;20:11</p> <p>locations (2) 12:6,8</p> <p>long (3) 10:2,5;26:10</p> <p>look (2) 21:1;27:10</p> <p>looked (3) 7:22;16:18;18:25</p> <p>looking (1) 16:13</p> <p>looks (1) 20:9</p> <p>loss (1) 7:24</p> <p>lot (2) 5:19;22:23</p>	<p>15:3</p> <p>means (1) 16:17</p> <p>meant (2) 16:22;17:2</p> <p>mechanism (1) 7:23</p> <p>mediation (1) 24:21</p> <p>meeting (2) 15:15;16:16</p> <p>meetings (1) 15:18</p> <p>member (1) 12:21</p> <p>members (1) 8:24</p> <p>met (1) 5:2</p> <p>meter (4) 11:11;12:15;14:1; 16:25</p> <p>methodology (1) 15:10</p> <p>Michigan (1) 5:20</p> <p>might (2) 27:1,9</p> <p>Mike (1) 24:5</p> <p>million (5) 19:12;20:7,12; 21:22,23</p> <p>Miss (5) 4:9,14,19,25;6:17</p> <p>Monday (1) 4:1</p> <p>monthly (1) 12:5</p> <p>months (1) 6:9</p> <p>more (7) 7:9,23;9:24;19:12; 20:11;21:19;22:12</p> <p>morning (3) 4:9,10,25</p> <p>most (1) 8:22</p> <p>motion (3) 24:14;25:3,9</p> <p>motions (2) 25:19,21</p> <p>move (1) 13:16</p> <p>moving (2) 9:21;17:4</p> <p>municipalities (2) 16:20,23</p> <p>municipality (3) 7:12,25;8:25</p>
H		J		
<p>HANLEY (24) 4:9,12,20,24;5:2; 13:2;14:14;16:9; 19:15;20:20;23:10, 14,17,22,25;24:10,20; 25:16;26:7,9,16,19, 25;27:6</p> <p>happening (1) 9:22</p> <p>hear (1) 4:25</p> <p>herein (1) 4:5</p> <p>high (1) 6:22</p> <p>history (3) 7:10;9:20;13:17</p> <p>honestly (1) 10:19</p> <p>hopefully (1) 8:1</p> <p>How's (1) 8:5</p> <p>hypothetical (1) 20:18</p>	<p>January (1) 4:1</p> <p>Jim's (1) 24:8</p> <p>JORDAN (6) 4:4,9,14,19,25;6:17</p> <p>judge (2) 26:6,19</p> <p>judges (1) 26:13</p> <p>July (1) 15:25</p> <p>June (3) 6:5,9,12</p>	<p>keep (2) 24:13,16</p> <p>keeping (1) 24:7</p> <p>kick (1) 24:7</p> <p>kind (5) 7:19;22:13;24:24, 24;26:12</p> <p>kinds (1) 25:9</p> <p>knew (3) 10:17,18;14:18</p> <p>knowledge (2) 21:10,15</p> <p>knows (1) 21:7</p>	<p>maintenace (1) 13:4</p> <p>many (3) 10:20;11:9;16:20</p> <p>March (4) 8:13,17;9:4;10:1</p> <p>Mark (1) 8:15</p> <p>marked (1) 8:8</p> <p>may (5) 5:2;19:22;22:3,21; 24:23</p> <p>maybe (7) 13:11,15;14:19; 22:5,7,8;24:1</p> <p>mean (7) 10:18;14:21;16:13, 14;20:22;23:9,24</p> <p>meaning (1)</p>	
I		K		M
<p>identify (1) 16:11</p> <p>ignoring (1) 27:7</p> <p>impact (1) 17:12</p> <p>import (1) 17:11</p> <p>imposed (1) 7:21</p> <p>Improvement (1) 18:21</p> <p>inches (1)</p>	<p>lab (3) 13:5;20:10;21:11</p> <p>lack (2) 6:1;14:24</p> <p>Lakes (4) 4:15;5:16;6:25;7:1</p> <p>large (1) 6:25</p> <p>last (3) 13:24;16:19;24:23</p> <p>later (4) 15:1;16:19;17:5; 21:12</p> <p>lawyer (1) 26:19</p> <p>learned (1) 7:7</p>	<p>lab (3) 13:5;20:10;21:11</p> <p>lack (2) 6:1;14:24</p> <p>Lakes (4) 4:15;5:16;6:25;7:1</p> <p>large (1) 6:25</p> <p>last (3) 13:24;16:19;24:23</p> <p>later (4) 15:1;16:19;17:5; 21:12</p> <p>lawyer (1) 26:19</p> <p>learned (1) 7:7</p>	<p>mean (7) 10:18;14:21;16:13, 14;20:22;23:9,24</p> <p>meaning (1)</p>	
L		L		
N		N		

<p>name (1) 5:2</p> <p>nature (1) 9:15</p> <p>NDPES (1) 7:3</p> <p>necessarily (1) 23:2</p> <p>necessary (1) 14:5</p> <p>need (3) 18:9;22:10;25:24</p> <p>neither (2) 4:16;26:18</p> <p>new (2) 7:2;26:6</p> <p>next (2) 11:23;22:13</p> <p>nobody (1) 26:21</p> <p>nonresidential (3) 11:9;12:4;14:2</p> <p>notice (2) 25:22;26:1</p> <p>notices (1) 25:24</p> <p>numbers (4) 9:24;17:24;18:16; 20:4</p> <p>nuts (1) 24:9</p>	<p>operations (3) 20:6,10;21:11</p> <p>operative (2) 24:11;25:2</p> <p>opinion (1) 25:8</p> <p>opposed (3) 10:7,15;20:16</p> <p>order (5) 24:19,21;25:17,18, 25</p> <p>ordered (1) 24:18</p> <p>orders (1) 14:16</p> <p>ordinances (1) 7:11</p> <p>organization (2) 16:2,12</p> <p>organizations (3) 13:7,9,12</p> <p>others (1) 20:2</p> <p>out (3) 7:11;24:25;26:20</p> <p>outside (1) 10:14</p> <p>over (5) 5:9;6:22;12:3;24:8; 26:13</p> <p>overall (1) 22:5</p> <p>overhead (2) 21:20,25</p>	<p>20:17;23:16,20,23; 24:4,17</p> <p>people (2) 10:21;22:25</p> <p>per (2) 20:16,16</p> <p>percent (1) 19:6</p> <p>percentage (1) 22:4</p> <p>period (1) 26:23</p> <p>permit (1) 13:5</p> <p>permits (1) 7:3</p> <p>perspective (1) 13:21</p> <p>picture (1) 19:19</p> <p>piece (1) 22:8</p> <p>Plan (1) 18:21</p> <p>planning (1) 15:5</p> <p>point (6) 5:25;11:8;12:2; 16:14;18:2;24:10</p> <p>points (3) 13:18,24;15:19</p> <p>Pollutant (3) 8:12;9:10;11:20</p> <p>portion (1) 6:25</p> <p>posed (1) 5:9</p> <p>potential (1) 4:18</p> <p>precedent (1) 13:18</p> <p>prefer (1) 24:14</p> <p>prepared (3) 11:25;12:1;13:19</p> <p>preparing (2) 6:24;10:21</p> <p>present (1) 22:21</p> <p>presentation (6) 8:21,22;10:22;11:5; 22:20,22</p> <p>presented (1) 17:14</p> <p>presenting (2) 15:4;19:25</p> <p>prevented (1) 25:8</p> <p>previously (1) 8:7</p> <p>primarily (1) 17:9</p> <p>Prior (1)</p>	<p>7:14</p> <p>privilege (1) 4:18</p> <p>proceeds (1) 12:8</p> <p>process (3) 12:18;18:21;24:24</p> <p>profit (1) 14:24</p> <p>program (28) 6:19;7:5,11,15,16, 20;8:13;9:9,16,18,21, 25;12:14,14;13:3,25; 14:6,10;15:1,3,4,20; 17:6,7;19:7;22:14; 23:2,7</p> <p>Programs (1) 9:10</p> <p>properties (1) 11:10</p> <p>proposed (2) 19:4;25:24</p> <p>provide (1) 11:11</p> <p>provided (1) 20:2</p> <p>providing (1) 10:13</p> <p>PS (1) 14:2</p> <p>pull (1) 8:1</p> <p>pulled (1) 8:7</p> <p>purposes (1) 5:13</p> <p>put (2) 8:17;11:5</p> <p>putting (2) 24:19,24</p>	<p>real (3) 5:5;26:12,21</p> <p>really (8) 5:3;7:9;9:14;10:9; 14:20;17:16;19:19; 25:23</p> <p>recalibrate (1) 18:23</p> <p>recall (3) 21:6;22:3,22</p> <p>received (1) 5:11</p> <p>recitation (1) 12:11</p> <p>recollection (2) 13:16;17:19</p> <p>reconstructed (8) 18:12,17,22;19:5; 20:5,14,25;21:22</p> <p>record (5) 23:20,23,24;24:2; 27:9</p> <p>Recover (4) 13:25;14:6,10,21</p> <p>recovered (1) 18:9</p> <p>reduction (2) 19:6,18</p> <p>refer (2) 5:13,16</p> <p>referenced (2) 17:12;22:1</p> <p>referred (1) 13:10</p> <p>referring (3) 14:16;15:2,14</p> <p>refers (1) 21:25</p> <p>reflecting (1) 19:5</p> <p>refresh (2) 13:16;17:19</p> <p>regards (1) 4:18</p> <p>related (1) 7:2</p> <p>relating (1) 6:21</p> <p>relying (1) 20:1</p> <p>remember (10) 9:1,1,5;13:11; 17:17;19:19,20; 21:16,17;23:11</p> <p>report (1) 7:5</p> <p>reporting (2) 16:20,24</p> <p>representation (1) 20:3</p> <p>request (1) 27:3</p> <p>required (2)</p>
O	P		Q	
<p>Object (5) 12:25;14:11;16:4; 19:13;20:17</p> <p>obtain (1) 18:2</p> <p>obviously (3) 14:22;16:18;25:7</p> <p>occur (1) 26:1</p> <p>off (1) 23:24</p> <p>Office (2) 10:24;22:9</p> <p>once (1) 9:2</p> <p>one (6) 5:25;7:20;12:1; 15:19;22:13;23:9</p> <p>ones (1) 24:8</p> <p>ongoing (1) 5:8</p> <p>only (7) 9:2,3;14:5,10; 17:16;24:10,17</p> <p>open (3) 24:7,14,16</p> <p>operation (1) 22:5</p>	<p>page (9) 11:3,23;13:16; 14:17;15:1;17:5,12; 21:19;22:12</p> <p>pages (4) 11:1;13:15;15:1; 17:5</p> <p>part (1) 11:5</p> <p>participated (1) 9:19</p> <p>parts (2) 14:17;16:6</p> <p>passed (2) 12:14,15</p> <p>passing (1) 12:22</p> <p>past (1) 23:6</p> <p>pay (1) 12:5</p> <p>pays (1) 11:20</p> <p>PELLAND (12) 4:11,13;12:25; 14:11;16:4;19:13;</p>	<p>potential (1) 4:18</p> <p>precedent (1) 13:18</p> <p>prefer (1) 24:14</p> <p>prepared (3) 11:25;12:1;13:19</p> <p>preparing (2) 6:24;10:21</p> <p>present (1) 22:21</p> <p>presentation (6) 8:21,22;10:22;11:5; 22:20,22</p> <p>presented (1) 17:14</p> <p>presenting (2) 15:4;19:25</p> <p>prevented (1) 25:8</p> <p>previously (1) 8:7</p> <p>primarily (1) 17:9</p> <p>Prior (1)</p>	<p>quantitative (2) 15:7,13</p> <p>quick (2) 4:11;11:3</p> <p>quite (2) 10:4;13:14</p>	R
			<p>rate (9) 15:8,16,21;16:16, 24;17:4;19:5;21:20; 22:24</p> <p>rates (6) 9:18;10:3;15:17; 18:9,23;23:1</p> <p>rather (1) 25:9</p> <p>read (1) 16:14</p>	

<p>7:12;22:14 requirement (4) 18:3,6;19:2,10 requirements (4) 9:18;17:7;22:15; 23:7 requiring (1) 24:21 researching (1) 7:8 respond (2) 24:1,3 responded (2) 24:6;26:22 responsible (2) 10:12;17:9 result (1) 20:5 results (1) 26:2 revenue (8) 9:18;17:6;18:3,6; 19:2,10;22:15;23:7 review (7) 6:18;7:19;8:13; 9:16;15:2,20;17:6 reviewed (1) 7:7 reviewing (1) 7:9 right (6) 8:2;11:18;13:13,14; 14:25;18:23 rule (1) 7:6</p>	<p>7:13;11:8 settlement (3) 24:12,22;25:20 several (1) 9:3 Sewerage (1) 5:14 shorthand (1) 5:13 shots (1) 25:10 showing (1) 8:7 shown (1) 20:11 sides (2) 25:12,22 sign (1) 26:5 significant (1) 19:18 sitting (1) 10:18 six (1) 6:9 size (3) 11:11;12:16;14:1 sizes (1) 16:25 slide (2) 11:24;16:19 slides (1) 9:19 solely (1) 9:23 somebody (1) 18:2 somebody's (1) 18:18 someone (2) 8:25;21:7 sooner (1) 26:3 sort (3) 6:18;9:20;26:23 sounds (2) 11:18;27:11 spend (1) 5:19 split (1) 7:4 stakeholders (2) 15:15;16:15 started (1) 8:14 statement (2) 4:11;12:18 steering (2) 8:23;9:5 step (1) 22:13 steps (1) 9:21</p>	<p>still (1) 25:23 stip (1) 26:5 stipulation (1) 25:4 stuff (1) 17:19 subject (2) 11:10;14:3 subpoena (1) 5:11 substantive (1) 26:2 Suburban (1) 12:7 suggesting (1) 27:7 suggestion (1) 24:15 summary (1) 22:13 supervisor (1) 10:23 support (1) 13:6 supposed (1) 14:23 Surcharge (2) 8:13;9:10 surcharges (1) 11:21 sure (7) 11:2;16:5;19:24; 21:6;23:12;25:5;27:2 sworn (1) 4:6</p>	<p>25:20 thereupon (1) 4:5 thinking (1) 13:11 thought (2) 24:1;27:8 three (1) 20:12 thrown (1) 22:8 times (2) 5:3;9:3 title (1) 6:2 today (2) 4:16;10:18 together (3) 8:17;11:5;24:24 tomorrow (1) 27:5 took (1) 8:8 total (1) 20:10 toward (1) 22:6 transition (1) 26:23 true (2) 13:21;16:11 trusted (1) 20:3 truth (3) 4:6,7,7 truthfully (1) 17:21 Try (1) 8:5 trying (2) 16:11;25:10 two (1) 13:24</p>	<p>used (6) 9:2,3,4;15:11; 20:15,24 user (4) 11:4,19;12:6,8 users (2) 12:4;16:21 using (1) 15:16 utilized (1) 21:18</p>
S		T		V
<p>sample (1) 13:4 Savitskie (11) 8:15;9:12;10:6,14, 22:17;8:20;1:21;15, 16;22:25;23:5 saying (4) 17:3,20;25:1;27:1 scheduled (1) 24:22 Scope (1) 15:2 screen (1) 8:2 section (1) 11:3 seemed (1) 20:24 selection (1) 13:5 sent (3) 7:10;16:18;27:8 served (1) 25:5 serviced (2)</p>	<p>somebody's (1) 18:18 someone (2) 8:25;21:7 sooner (1) 26:3 sort (3) 6:18;9:20;26:23 sounds (2) 11:18;27:11 spend (1) 5:19 split (1) 7:4 stakeholders (2) 15:15;16:15 started (1) 8:14 statement (2) 4:11;12:18 steering (2) 8:23;9:5 step (1) 22:13 steps (1) 9:21</p>	<p>talk (1) 16:19 talking (1) 12:3 tasked (1) 9:17 tend (1) 26:14 terms (1) 5:12 testified (1) 4:8 testify (1) 4:6 testimony (1) 4:18 testing (1) 13:5 Thanks (1) 27:11 thereafter (1) 25:21 there'll (1)</p>	<p style="text-align: center;">U</p> <p>ultimately (1) 11:20 under (1) 7:5 Understood (1) 4:20 undertook (1) 23:5 unit (2) 20:16,16 up (6) 8:1,7;9:17;18:13; 23:1;24:18 upon (1) 18:18 use (2) 18:22;19:1</p>	<p style="text-align: center;">W</p> <p>waiting (1) 25:23 waiving (1) 4:17 walk (2) 11:1;17:18 wants (1) 26:1 waste (8) 5:8;6:19;7:4,15,16; 8:12;11:24;14:2 wastewater (5) 8:23;20:6,10;21:11; 22:5 Water (6) 4:15;5:13,16;6:25; 7:1;13:4 WATT (5) 24:6;26:4,8,11,18 way (8) 4:17;11:7;17:20; 20:9;23:9,10,13; 26:15 week (2) 24:23;25:1 weren't (2) 14:23;16:20 what's (3) 17:12;23:22;25:14 whatsoever (2) 26:12,17 wherever (1) 15:3 whole (1) 4:7 within (1) 10:11 witness (3)</p>

4:5,10;20:19 Wolfson (1) 10:24 word (3) 6:1;13:13;14:24 words (1) 14:23 work (3) 5:5;9:13;26:12 worked (2) 11:7;12:11 working (2) 16:7;23:1 writing (1) 9:8 wrong (2) 16:13;17:24 wrote (1) 14:18	2014 (15) 6:5;18:3,13,19,22; 19:1,7;20:11,22,23, 25,25;21:4,11,21 2015 (9) 6:6,17;7:2;8:14,18; 9:4;10:2;13:22;15:25 2016 (8) 6:9,12;15:21,24; 16:16,24;18:23;19:5 2017 (1) 6:12 2021 (1) 4:1 22,450,000 (1) 19:11 25 (1) 4:1 25th (2) 8:14;9:4			
Y				
year (19) 7:6;15:21,24,24; 16:16,24;18:3,3,13, 19,22,23;19:2,5,7; 20:15;21:2,4,21 years (1) 5:9	3 3 (1) 11:3 38 (1) 19:6			
1	4			
1 (1) 25:14 10:00 (1) 4:2 10:37 (1) 27:12 11 (9) 8:8;11:23;13:17; 17:5,6,12;19:11; 20:11;21:19 13 (1) 19:12 14 (1) 20:15 16 (1) 19:2 18 (1) 22:12 1st (4) 15:25;25:2,13,16	4.46 (1) 21:21 408 (1) 24:24 47,000 (1) 12:3			
	5			
	5 (2) 13:16;14:17 5/8th's (1) 12:16			
	7			
	7 (1) 15:1			
	9			
2	9,489,464 (1) 20:7			
2.3 (1) 20:7 2.65 (1) 21:23 2007 (1) 5:24 2013 (1) 5:23				