COUNCIL OF THE CITY OF PHILADELPHIA

COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, April 12, 2016
10:35 a.m.

PRESENT:
COUNCIL PRESIDENT DARRELL L. CLARKE
COUNCILWOMAN CINDY BASS
COUNCILWOMAN JANNIE L. BLACKWELL
COUNCILMAN ALLAN DOMB
COUNCILMAN DEREK S. GREEN
COUNCILMAN WILLIAM K. GREENLEE
COUNCILWOMAN HELEN GYM
COUNCILMAN BOBBY HENON
COUNCILMAN KENYATTA JOHNSON
COUNCILMAN CURTIS JONES, JR.
COUNCILMAN DAVID OH
COUNCILWOMAN CHERELLE L. PARKER
COUNCILWOMAN MARIA D. QUINONES-SANCHEZ
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA
COUNCILMAN AL TAUBENBERGER

BILLS 160170, 160171, and 160172
RESOLUTION 160180

- - -

COUNCIL PRESIDENT CLARKE: Good morning. We're going to get started. This is the public hearing of the Committee of the Whole regarding Bills No. 160170, 160171, 160172, and Resolution No. 160180.

Mr. Stitt, please read the titles of the bills and resolution.

THE CLERK: Bill No. 160170, an ordinance to adopt a Capital Program for the six Fiscal Years 2017 through 2022 inclusive.

Bill No. 160171, an ordinance to adopt a Fiscal 2017 Capital Budget.

Bill No. 160172, an ordinance adopting the Operating Budget for Fiscal Year 2017.

Resolution No. 160180, resolution providing for the approval by the Council of the City of Philadelphia of a Revised Five Year Financial Plan for the City of Philadelphia covering Fiscal Years 2017 through 2021, and incorporating proposed changes with

4/12/16 - WHOLE - BILL 160170, etc.

respect to Fiscal Year 2016, which is to be submitted by the Mayor to the Pennsylvania Intergovernmental Cooperation Authority (the "Authority") pursuant to the Intergovernmental Cooperation Agreement, authorized by an ordinance of this Council approved by the Mayor on January 3, 1992 (Bill No. 1563-A), by and between the City and the Authority.

COUNCIL PRESIDENT CLARKE: Thank you, Mr. Stitt.

Today we continue the public hearing of the Committee of the Whole to consider the bills read by the Clerk that constitute proposed operating and capital spending measures for Fiscal 2017, a Capital Program, and a forward-looking Capital Plan for Fiscal 2017 through Fiscal 2022.

Today we will hear testimony from the following City departments: Mayor's Office of Planning and Development, Mayor's Office of Housing

4/12/16 - WHOLE - BILL 160170, etc.

and Community Development, City Planning Commission, and Mural Arts, and then we will have License and Inspection and Office of Information Technology.

Mr. Stitt, the first person to testify is?

THE CLERK: Anne Fadullon.

COUNCIL PRESIDENT CLARKE: Can we have, if it's okay with you all, to bring whoever is going to testify for the first three agencies. Might as well have them all up. I'm just trying to facilitate activity.

(Witnesses approached witness table.)

MS. FADULLON: Good morning, Council President Clarke and members of City Council. My name is Anne Fadullon and I'm Director of the Office of Planning and Development. Joining me today I have the Deputy Director of the Office of Housing -- it has a slightly different name now, but anyway, Melissa Long, and then also the Executive

4/12/16 - WHOLE - BILL 160170, etc.

Director of the Planning Commission, Gary Jastrzab, and I also have other members of my staff here, Nick Scafidi, who is Interim Director of the Land Bank, and John Farnham, who is Executive Director of the Historic Commission, as well as my Deputy Director, Kathy Califano.

The Office of Planning and Development's mission is to coordinate the City's planning, zoning, housing, and development functions to promote the economic health of all Philadelphia's neighborhoods in the City as a whole. To that end, I'm pleased to provide testimony on our Fiscal Year '17 Operating Budget and our overall goals for 2017.

Within the portfolio of Planning and Development are the City's various planning and redevelopment entities, including Housing and Community Development, the Philadelphia Redevelopment Authority, the Philadelphia Housing Development Corporation, and the

4/12/16 - WHOLE - BILL 160170, etc.

Land Bank. We also encompass the Planning Commission, the Historic Commission, and the Art Commission, and also the Office of Development Services. Combined, these entities employ 195 full-time staff and 15 executive-level staff. We represent a diverse City workforce.

Of our full-time employees, 57 percent are female and 43 percent are male, 46 percent are African American, 39 percent are white, 12 percent are Hispanic, and 3 percent are Asian. The combined executive team, which I am still in the process -- which we're still in the process of assembling, is currently 71 percent white and 29 percent African American, 65 percent male, and 35 percent female.

Currently, the office itself only has three staff positions for Fiscal Year '17 - the Director of Planning and Development, which is my role; the Deputy Director of Planning and Development,

4/12/16 - WHOLE - BILL 160170, etc.

which is filled by Kathy Califano; and the Deputy Director of Development Services, which is John Mondlak.

We already talked about our mission. Our objectives as a whole in Fiscal Year '17 are to develop an organizational chart for the creation of the Department of Planning and Development, which is to launch in Fiscal Year '18.

Right now, per Executive Order, we are an office under the Mayor, and in Fiscal Year '18, we will become our full department to complete the Five Year Strategic Housing and Community Development Plan, ensuring public investment in all market sectors and responding to current conditions and continue to increase coordination between and approvals by City agencies for private development projects and to continue to increase the functionality of the Land Bank to streamline the assembly and disposition of blighted properties

4/12/16 - WHOLE - BILL 160170, etc.

and to provide more opportunities for affordable housing by working with advocates to extend the reach of the Housing Trust Fund and the projects it supports.

So essentially our two major goals in Fiscal Year '17 are to come up with the overall organizational structure for this new department and to develop a strategic plan around how we invest our resources.

The proposed strategic plan will set forth development strategies that will address barriers to improving neighborhood and residential health, creating additional housing opportunities for households at various income levels, and improve market stability. Working with City Council, leadership from the existing departments, and through a collaborative process of engaging diverse constituent groups, we seek to produce a blueprint that defines core values, assesses existing conditions, applies

best practices, evaluates current programs, and garners public and philanthropic support for new initiatives.

As required by the Charter and Council, the planning process has an aggressive timeline. We look to ensure that the information we get from the strategic planning process helps inform how we plan for expending housing and planning resources in the Fiscal Year '18 budget.

While we engage in this planning process, our offices will continue to engage, improve, and expand services to our residents in the development community. In Fiscal Year '17, our Development Services team will continue to increase public awareness of our services and respond to development entities, seeking coordinated reviews by City departments. We anticipate facilitating public approvals of 6 to 12 large-scale projects, conducting 25

4/12/16 - WHOLE - BILL 160170, etc.

developer service meetings, and participating in four public education sessions to associations, including the Building Industry Association and the Philadelphia Association of Community Development Corporations.

Although not all projects require development meetings, we anticipate that a developer's checklist can help smaller and newer development entities navigate through public approvals. Our goal is to produce an undated checklist guidebook before the end of the calendar year.

Last, we recognize that with a city of this agency's size, some of our processes are antiquated or not operational, and we will work in Fiscal Year '17 on cross-department initiatives to approve government efficiency related to spurring and sustaining development.

In the fall of 2013, Philadelphia launched the creation of the Land Bank. Since that time, it has

achieved numerous milestones that improve access to blighted properties for redevelopment purposes. Namely, it is nearing completion of an effort to research and correct the legal descriptions of more than 6,000 deeds. Approximately 1,800 properties have moved or are moving from other public land agencies into the Land Bank inventory and another 500 properties are expected to do so by the end of Fiscal Year '16.

The Land Bank is also starting to acquire vacant tax-delinquent properties at tax foreclosure sale. We anticipate acquiring 60 to 70 parcels through tax foreclosures in the next six months.

While we note our accomplishments, we also recognize that our processing of expressions of interest has been slow. Our goal is to clear the current backlog by July 1, 2016 and improve the business processes to increase response times.

4/12/16 - WHOLE - BILL 160170, etc.

Lastly, the Land Bank has added more features to its website regarding Philadelphia's real estate market and its property inventory and will continue to streamline the expressed interest submission process.

In Fiscal Year '17, the Land Bank will align its goals to the goals of the Department of Planning and Development's strategic plan, ensuring the acquisition and disposition access support the need for affordable, workforce, and market-rate housing in Philadelphia, as well as that all those activities support the other activities that are going on within the City such as commercial corridor development, capital programs, and transportation access.

Also included in our testimony is an outline/diagram of how the department is currently configured today, which is we really oversee three main functions - Planning and Zoning, Development Services, and Housing and

4/12/16 - WHOLE - BILL 160170, etc.

Community Development.

COUNCIL PRESIDENT CLARKE: Thank you. Thank you very much.

You guys want to just go through all of the testimony, because it's going to overlap. And there's a reason why I asked you all up here, because I want to get a sense of what it's going to be like once we officially launch the new --

MS. FADULLON: Sure. We can do that, and I appreciate that because that's exactly what we're doing and why we're here.

COUNCIL PRESIDENT CLARKE: That's the whole point of doing the Charter change. Thank you.

MS. LONG: Good morning, Council President Clarke and other members of City Council. I'm Melissa Long, Deputy Director of the Office of Housing and Community Development, and I'm here today to present testimony on OHCD's proposed General Fund operating

4/12/16 - WHOLE - BILL 160170, etc.

budget for Fiscal Year 2017. The proposed combined operating budget under the Community Development Block Grant fund, Grants Revenue, Housing Trust Fund will be presented in the spring or early June to the Finance Committee in its hearing on the Consolidated Plan ordinance. That hearing will authorize the submission to the U.S. Department of Housing and Urban Development of the Consolidated Plan, which includes the budget for the Community Development Block Grant and other housing programs for Fiscal Year 2017.

The mission of the Office of Housing and Community Development is to strategically align housing and community development resources and programs to prevent homelessness by keeping people in their homes, increase affordable housing by producing new affordable housing units, strengthen communities by eliminating blight and promoting neighborhood planning, and creating jobs

4/12/16 - WHOLE - BILL 160170, etc.

by attracting and retaining businesses.

The Year 42 allocation of CDBG, HOME, and HOPWA from HUD to OHCD is $54 million. These resources will support programs consistent with the City's housing and community development priorities and the priorities of the Office of Planning and Development to serve low- and moderate-income individuals and families to revitalize neighborhoods.

One of the biggest challenges facing the City remains the significant reduction of more than $45 million in federal and state resources over the last 14 years, making General Fund support critical to meeting the City's priorities.

The proposed FY 2017 General Fund budget allocates 2.865 million to the Office of Housing and Community Development. This funding includes 2.3 million to support the vacant land stabilization and maintenance activities

4/12/16 - WHOLE - BILL 160170, etc.

of the Philadelphia LandCare program, 345,000 to support the North Central Choice neighborhood, and 130,000 to support the Settlement Grant and Tangled Title Programs.

In FY 2017, a total of 2.39 million will support the Philadelphia LandCare program through the Pennsylvania Horticultural Society to stabilize and maintain nearly 9,000 of the 40,000 vacant lots in Philadelphia. This award-winning national best practice model creates jobs, raises property values, reduces crime, and promotes new development. In FY 2016, PHS launched the ReEntry Initiative. This innovative program provides citizens returning from incarceration with marketable skills and an opportunity to work for landscape services contractors. To date, a total of 27 returning citizens have been trained, hired, and supported through this program and an additional 2,000 lots are now cleaned and maintained as green

4/12/16 - WHOLE - BILL 160170, etc.

community assets.

In addition, a total of 30,000 in FY 2017 will support average grants of $1,100 per household for low-income homeowners to obtain a clear title to their home. A total of 100,000 for Settlement Assistance Grants of up to 500 per household will assist income-eligible home buyers to pay for closing costs.

We will return to City Council next month to present the complete FY 2017 proposed budget as part of the Consolidated Plan hearing.

Thank you.

COUNCIL PRESIDENT CLARKE: Thank you.

MR. JASTRZAB: Good morning. I'm Gary Jastrzab, Executive Director of the City Planning Commission, and joining me over on this side is Deputy Executive Director Eleanor Sharpe. I'm happy to provide testimony on the City Planning Commission's Fiscal 2017 operating budget.

4/12/16 - WHOLE - BILL 160170, etc.

The mission of the City Planning Commission is to guide the overall growth and development of the City through sound planning principles and policies. The Home Rule Charter directs the Commission to prepare and update a comprehensive plan to guide the City's physical development, to prepare an annual capital program and budget to guide City infrastructure and public facility investments, to prepare proposed zoning ordinances and maps to ensure appropriate development, to administer the regulations concerning the subdivision of land, and to make recommendations on the acquisition and sale of City real estate.

The Commission's other responsibilities include administering the Zoning Code's Civic Design Review and Registered Community Organization processes and operating the Citizens Planning Institute as the educational, training, and civic engagement arm of the

4/12/16 - WHOLE - BILL 160170, etc.

City Planning Commission. The administration of the Art Commission is also included in the City Planning Commission's budget.

Currently, the composition of our staff is 57 percent male, 43 percent female, 76 percent white, 18 percent African American, and 6 percent Asian American. We do have three bilingual speakers on our staff, a Mandarin Chinese speaker, a Spanish speaker, and a Vietnamese speaker, and in addition we have an OIT staffer that's assigned to the City Planning Commission who speaks Hindi and Gujarti.

Our primary efforts for Fiscal Year 2017 revolve around three programs. The Philadelphia2035 Comprehensive Plan and the district plans. It's the first citywide Comprehensive Plan since 1960 intended to align municipal, private, institutional, and civic resources toward common physical development goals. The Commission continues to institutionalize

4/12/16 - WHOLE - BILL 160170, etc.

the City's comprehensive planning process so that it's updated and renewed in a continuing cycle going forward. In 2013, the Commission received a National Best Practices Planning Award for this work, and just last month the American Planning Association, the professional association of urban planners in the United States, conferred its 2016 National Planning Excellence Award for an Agency upon the Commission, recognizing our work over the past several years.

We're now engaged in a series of 18 district plans addressing land use, zoning, urban design, healthy community, public facility, community schools, and other physical infrastructure issues throughout the City. Each district plan involves extensive civic outreach and public participation. Eleven district plans have been adopted since 2012 and one more is scheduled for adoption in June. By this time next year, it's anticipated that 15 of the 18 district

plans will have been completed and work on plans 16 and 17 will be underway.

Our second major program is the Zoning Remapping Program. Coming out of the district plans are zoning recommendations. Two types of zoning recommendations are usually proposed - corrective zoning to replace obsolete or outdated zoning and zoning to advance the plan, to achieve future development and neighborhood conservation goals. To date, recommendations have been made to remap 8,250 acres of land, about one in every five acres in the districts with adopted plans.

Of this total, remapping has been completed and is in place for 2,700 acres, about 33 percent. Another 900 acres, 11 percent, are in the legislative process, and we're working on the balance of about 4,600 acres, 56 percent. It's a very labor-intensive and data-intensive process.

During Fiscal 2017, the

Commission expects to propose an additional 1,500 acres of land for remapping and, as you know, the City Planning Commission staff works closely with City Council members and other community stakeholders to prepare all zoning remapping bills.

And then our third major program is the Citizens Planning Institute. The CPI was created in 2010 as the Commission's education, training, and civic engagement arm. The CPI helps empower Philadelphians to take a more proactive and informed role in shaping the future of their city through a better understanding of planning, zoning, and the development process. Each spring and fall the CPI offers educational courses focusing on planning and urban design topics, and we're now beginning our 12th semester, with the first class tomorrow evening, and by the close of this fiscal year, the CPI will have graduated 360 citizen planners throughout the City.

4/12/16 - WHOLE - BILL 160170, etc.

And with that, we're happy to take any questions that you may have.

COUNCIL PRESIDENT CLARKE: Thank you very much for your testimony. I want to start out with Ms. Fadullon.

First of all, again, congratulations on your new position. We can't wait until the full implementation takes place per the Charter change.

MS. FADULLON: I think I have a lot to thank you for.

COUNCIL PRESIDENT CLARKE: I know. I know. There's some headaches thrown in there every now and then, but that's a part of the deal. I felt the same way about this job when I got it, right. I was pretty excited, but there are some days when you're like what the heck did I do?

Quickly, with respect to that issue about the consolidation, and I know there are some limitations in terms of what you can actually do and what you can actually codify in the structure of your

4/12/16 - WHOLE - BILL 160170, etc.

organization. What have you been able to do so far to allow you to facilitate change and put in place a structure in the government that is more user-friendly, I like to say, not only for elected officials but in particular user-friendly for the citizens? And then I'd like to follow up that by asking you about the makeup on the chart. I think all the colleagues have charts. And particularly the Division of Development Services, which is one that we kind of created. I want to ask you about in the interim what are we doing to utilize -- because that's pretty much the constituent base arm of the government.

MS. FADULLON: So the Charter change doesn't fully take effect until July 1st, 2017, which would be essentially Fiscal Year '18. So we have a year to sort of work through what we want that department to look like.

On January 4th when the Mayor was inaugurated, he signed an Executive

4/12/16 - WHOLE - BILL 160170, etc.

Order that created the Office of Planning and Development and allowed us to implement a large portion of the Charter, but not everything. So what we've done so far to date is, we have that one division that's Planning and Zoning that incorporates the Historic Planning Commission, the Historic Commission, and the Art Commission and in Fiscal Year '18 will also include the Zoning Board of Adjustment. The Zoning Board has not moved over to our department -- our division -- office, excuse me, I'm sorry, our office as of yet and we plan to take the year to figure out how to do that. That's a little bit tricky. Unlike the other entities contained in this office, the Zoning Board of Adjustment does not have any direct report staff. They share staff with two other boards. So we need to figure out how to kind of figure that out in the budget and also staffing-wise, but we also want to take this opportunity to see if we want to put in place

4/12/16 - WHOLE - BILL 160170, etc.

different processes around how the Zoning Board is handled.

I'm going to sort of skip over Development Services, because that was a big chunk of your question, and then in Housing and Community Development, the Office of Housing has already been gotten away with, and that's now the Division of Housing and Community Development, but for this year we really have them functioning almost exactly the same way, and that was really in conjunction with the Finance and Budget Office to say it's going to take us a little while to figure out how to meld all this into one department and one budget authority. And so we, frankly, kind of kicked it down the road for another year.

And then we have the Redevelopment Authority, Philadelphia Housing Development Corporation, and the Land Bank that's housed within PHDC, and they're all functioning as they were, but I have to say we've created a kind of

senior management staff and we're all kind of looking at how those organizations work together and in concert with each other, and we're really in the process of forming what I believe to be a very strong team to oversee those agencies and to figure out how we use those dwindling resources that Melissa referred to in as efficient a way as we can and then also to see if we can go after funds that traditionally we have not taken advantage of, maybe some private capital dollars, some philanthropy dollars and some other things. We're not content to come here every year and testify that our resources are dwindling.

In the realm -- in reference to Development Services, that was a group that was housed within the Commerce Department. Technically they are still paid out of either the Managing Director's Office or PIDC stimulus dollars, but, again, part of that -- not

part of the Executive Order but attached to the Executive Order was an MOU that was signed on January 4th by the Director of Commerce that makes that division a direct report to me, and they actually now are on the 13th floor in 1515 Arch Street. So they're on the same floor as we are, and they continue to do the work that they did in support of the Commerce Department as far as business attraction and retention and how new businesses who are coming into the City can help ease their way through the approval process, but now they're much more closely tied to also the development functions within the City, including planning and the housing functions, and we're opening that up to more of our CDC and non-profit developers where they accessed that service when they knew about it, but we're being much more proactive about making that linkage and then also making sure that more folks know about the opportunities and the assistance that's provided through

4/12/16 - WHOLE - BILL 160170, etc.

Development Services.

I'd like to add, in addition what we're doing is in the next, I want to say, week or so the Historic Commission will be moving over to our floor of the office as well, and we're doing our best to kind of get people as consolidated in one place as we can. We have a dream that some day the housing agencies will be in close proximity to us as well, but right now we're turning everybody's Fitbits by going back and forth between the various places that we're located.

COUNCIL PRESIDENT CLARKE: Thank you. Thank you for that process. At the end of the day, our ability to make our service advantageous to the citizens is what it's all about. That's why City Council is all in one building. I know some of us would like to be in other buildings, but we're good here.

Quick follow-up to that, your testimony. One of the things that we

4/12/16 - WHOLE - BILL 160170, etc.

talked about, we didn't put it in the Charter ordinance. When you talk about Developer Services, there was some concerns raised and actually in some quarters some criticism about us coming off as the developer -- too developer-friendly of an ordinance and what about the citizens. Because the simple reality is in a lot of neighborhoods throughout the City when there's activity taking place, it can be somewhat negative impacts when the streets get trenched and 7 o'clock in the morning the trucks are backing up with the beep, beep, beep and all the things associated with activity. It can create a problem for the residents in those communities. And I can attest to that, being in areas where a lot of stuff if going on. I actually talked to people out in the street, and there was some thought that the person could actually call one number as it relates to construction-related activity as opposed

4/12/16 - WHOLE - BILL 160170, etc.

to the person -- there was a Channel 10 story about this, whereas the street gets trenched and the average citizen has no clue, is it Water, sewer, PGW, cable, whatever. It shouldn't be the responsibility of the citizen to have to figure out who is responsible for the trench in the street that's been sitting there for three months and every time a car goes over it's bang, bang. And we were talking about -- and I actually promised some people that there will actually be a number where the citizens can call to find out what's going on in my neighborhood, why are they digging and excavating this big lot across the street, is there going to be development, all of those things.

In your implementation, had you given any thought to that? And I don't know if I had that level of details as it relates to the conversation with you, but that was the belief --

MS. FADULLON: So we're in the

process of going around and meeting with different departments, Streets Department, L&I, the Water Department, and sort of saying, Here we are, we're the new Office of Planning and Development, this is what we -- these are kind of the resources and things that we have available, and finding out what they have available and how we can work together. And I think as part of that, we can look into figuring out how we could collect the data about different things that are going on in the City and then house that in one location and figure out a means to make that easily accessible. Because I have to be honest with you, right now I think if you called one person in the City, that one person would probably not know every single thing that was going on within the City, because just as mentioned, there's a lot going on in a lot of different areas.

But we can certainly work with our sister departments and figure out how

4/12/16 - WHOLE - BILL 160170, etc.

to collect that data and then figure out a mechanism to make that available in a way that makes sense to the public so that people know what's going on. I think that's really one of the things that we're striving for, is to do a better job of communicating with the communities, and a big part of that we feel is listening to what they have to say and then getting our information out there in as accessible manner as possible. So we can certainly look into figuring that out.

COUNCIL PRESIDENT CLARKE: That would be helpful. Because we want to be in a position of facilitating development, but we also want to be in a position where we are responsive to our citizens, because there's a lot more of them than there are of developers.

MS. FADULLON: And we don't define development just as developers.

COUNCIL PRESIDENT CLARKE: Okay. Thank you. I'll come back.

4/12/16 - WHOLE - BILL 160170, etc.

The Chair recognizes Councilman Jones.

COUNCILMAN JONES: Thank you, Mr. President.

I had my staff -- when I first got elected, President Clarke was kind enough to ride through my district with me, because he was a premier developer of low- and moderate-income housing in his district. So I prepared a list of projects that I got ready for the pipeline, and not knowing how long development takes, then-Councilman Rizzo got me this pipeline, and he signed it. He said, Because you're in line behind about ten other District Councilpeople by way of development.

So the reason I brought it out today -- and I'm going to get my freshman colleagues to sign it -- is that I am finally, President Clarke, closing what we're -- finally the one project I showed you was the Wynne Ballroom. We just now demolished it and are building the new

4/12/16 - WHOLE - BILL 160170, etc.

one, eight years later, eight years later.

So my hope is that this new office allows things to go through the pipeline a little quicker, and so the planning and codification of all of these departments is -- I'm optimistic about.

But let me ask a couple of specific questions, particularly first about planning.

There is a migration of sorts from low-income, moderate-income people around the City. My question is, where are they going? And if it impacts us in redistricting a couple of years back, it's going to impact us in a different way again.

And so I need to know where we are -- and doesn't have to answer now, but by the time you come back, know where these folks are going. So if they're moving from North Philly to Northeast or to Southwest, we need to know that so that we can meet them there almost and

4/12/16 - WHOLE - BILL 160170, etc.

accommodate them with the price points that they need. That's number one.

Number two is that President Clarke put together a list of potential developable houses, some 3,000, if I recall, in different parts of the City that -- it was 2,000? 2,000. Are you incorporating that in your plan and, if so, please respond how.

MS. FADULLON: So I believe, Councilman Jones, you're referring to the Workforce Housing initiative, which we have been working diligently on. It's been one of our highest priorities since we got into office in January, and I believe we're at a point -- so my first entre to that was a meeting that I would say there were at least 15 people in, and there was issues with one of the initial projects that had been rolled out, and I think based on that, we sort of made the decision of let's catch our breath and before we try to do 1,500 or 2,000 of these, let's make sure that we have the

4/12/16 - WHOLE - BILL 160170, etc.

program that we want to have and get it set up in the appropriate way.

So we've spent the last couple months doing exactly that, working very closely with the Council President's staff, and we believe we've come up with a mechanism that helps us better assess, kind of along the lines of your first statement, better assess the markets that we're looking to work in to make sure that the Workforce Housing program is really hitting a market niche that is not being met and to make sure that that market niche is actually there so that we don't end up with beautiful new properties that we can't sell, and that we can make sure that people can qualify for the mortgages and that developers are selling them at the prices that are an affordable price and not coming back to us and saying, We have to now sell it to people at a higher level of median.

So we've really taken our time to make sure that we're doing the right

4/12/16 - WHOLE - BILL 160170, etc.

analysis and that we're working with the communities and that we're working with the various Councilpeople, and we're about ready to roll out our first RFP in the Francisville community to put out packages of properties there, and we're going to -- hopefully that will be successful in this program that we've designed and we will then be able to come and move to different districts with -- I think we've identified about seven or eight areas around the City that we think have very high potential for this program to succeed.

COUNCILMAN JONES: Well, I'm going to need more data and definition of that program, because one person's prosperity is another person's misery. Those people are moving from somewhere going to another place, and us predicting where they are, we can put market rate or price points that they can afford in place for them. And so that planning of that is something I look forward to

4/12/16 - WHOLE - BILL 160170, etc.

getting some direction on.

The other one is that the Realtors Association had a proposal where there was a type of receivership that they were going to get in a dilapidated property, that we would take that property, put it in the hands of a responsible realtor that would fix it up, and that if that owner wanted to redeem that property, they could come back, pay the arrearages and get that property back, but in the meantime, that would be a property put back on the rolls in affordable housing. Is that being considered in your planning process?

MS. FADULLON: Right. So I think you're referring to the conservatorship program. That has been something that the state came up with and has been in effect for a few years, and a few people have taken advantage of it. We haven't seen anything done at scale, and part of that is we need to work through -- there's some title and

financing issues that come associated with a conservatorship program. So I think we'll take a look at that and, again, kind of like we did with workforce housing, let's learn how to walk before we learn how to run and see if there's a way that we may need to tweak that program in order to scale it up and have it really be as effective as what it was envisioned to be.

So, yes, we are going to consider -- we are at the point where we're going to try to consider as many possible things as we can think of, so --

COUNCILMAN JONES: In light --

MS. FADULLON: -- the more ideas that you have, send them our way, and we will definitely do the analysis.

COUNCILMAN JONES: So in light of the fact that we're not going to wind up with more CDBG dollars from heaven, we have to use innovative ways to approach the market in non-traditional ways. So that -- what did you call it?

4/12/16 - WHOLE - BILL 160170, etc.

MS. FADULLON: Conservatorship.

COUNCILMAN JONES:

Conservatorship program and Workforce Housing program are two at least viable options that we should consider. There's probably the devil is in the details, but that's what I want to know by way of investment by way of our public dollars which one is the better way or both of them to go.

Thank you, Mr. President.

COUNCIL PRESIDENT CLARKE:

Thank you, Councilman.

The Chair recognizes Councilman Oh.

COUNCILMAN OH: Thank you very much, Council President.

I just wanted to just give my congratulations for the awards that you have won. I did enjoy our conversation when you stopped by my office, and I think this is a wonderful process. I'm not sure, but the way I understand it, this is kind of a new process where you

4/12/16 - WHOLE - BILL 160170, etc.

are kind of at the hub of the wheel reaching out to all the different departments. Sometimes our city is like an octopus with tentacles, doing so many different things, but not necessarily knowing what's coming next, who next door is doing things, but your office will kind of coordinate that. It should be more efficient. We should not be doing things and going back and redoing things with this planning. So I really appreciate the planning. I think it's a wonderful thing for our city.

Thank you.

MS. FADULLON: Thank you.

COUNCIL PRESIDENT CLARKE: Thank you, Councilman.

The Chair recognizes Councilman Domb.

COUNCILMAN DOMB: Thank you, Council President.

Good morning.

MS. FADULLON: Good morning.

COUNCILMAN DOMB: I just have

4/12/16 - WHOLE - BILL 160170, etc.

one or two or three quickie questions.

MS. FADULLON: What are my five goals?

COUNCILMAN DOMB: No. I read a study by Econsult back in 2011, and I guess this was the impetus for Councilwoman Sanchez and Council President Clarke pushing the Land Bank. But it said back then that we spend $20 million a year on our vacant properties in Philadelphia, and that's a lot of money every year. But it also said that there was only $2 million in potential real estate taxes that we could derive from that 20 million that we spend of real estate taxes. So I'm saying to myself, from an economic standpoint, each year we spend 20 million, the potential revenue for the City is 2 million. It will take us ten years to make up one year's cost of maintenance.

So in that light, A, I heard you mentioned some numbers, but roughly today how many properties are in the Land

4/12/16 - WHOLE - BILL 160170, etc.

Bank? How many properties can we get into the Land Bank? And how do we get the Land Bank properties sold much quicker than what we're doing?

MS. FADULLON: Right. So I think those are the things that we're looking at. So right now we have about 1,800 properties in the Land Bank. We anticipate an additional 500 coming in by the end of this fiscal year. But I think in all testament to the Land Bank staff, they really spent the last couple years trying to get the Land Bank up, organized, and structured, and now we're really moving in more to that operational phase of the Land Bank. And so we're really trying to -- we're really taking a look at now how we can get the primary functions of the Land Bank to either be you're taking properties in or you're getting properties out as opposed to that set-up function. But that set-up function really needed to happen, because as we testified to, we've been in the

4/12/16 - WHOLE - BILL 160170, etc.

process of cleaning up the deeds for 6,000 properties. I think one of the big challenges in an older city, in a city that has such severe tangled title issues that we have is that although we knew we owned these properties, we weren't sure what we owned and we did not necessarily have clear title to them. So working through that was really important work that the Land Bank was doing, but now we have to really focus on getting the land in and getting the land back out, and that is -- we're really taking a hard look at that and figuring out how we need to structure things going forward so that it's focused on operations as opposed to organization.

COUNCILMAN DOMB: How many properties -- there's 2,300 in the Land Bank or going into the Land Bank soon. How many properties do you envision this year we'll have in the Land Bank?

MS. FADULLON: I'm sorry. I missed -- how many --

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN DOMB: How many properties do you think we'll have in 2016 going into the Land Bank?

MS. FADULLON: About 2,300.

COUNCILMAN DOMB: And if it's costing us 20 million a year -- if you and I were in business and it cost us 20 million a year to get $2 million of revenue, we would sell all those properties right now, because it's a bad economic deal for us, terrible. After five years, it's going to cost us $100 million to maintain properties that produce 2 million a year.

How do we speed up this process? Because it's worth the investment to unload these properties and get them into the hands of taxpayers and get them off our books.

MS. FADULLON: Well, I do think that there is probably a short-term gain to sell off some of them that way, but I also think we want to take a little bit more of a strategic approach and figure

out if there's a way to combine them maybe with some other properties that are already in private ownership or other forms of public ownership or tax delinquent that we could then assemble a larger development parcel. I think we want to take a look at that as well and make sure that -- we want -- let me just say we're not content with the 2 million on 20 million. We want to see really where we can get to. And then I think also to Councilman Jones' point, we also need to make sure that we're taking care of all the various residents in our communities.

And so we are looking at which ones of those should be -- really need to be workforce housing or affordable housing or community gardens. We're really tasked with not just maximizing economic initial short-term economic gain. We're really charged with long-term economic gain, and we've got a lot of work to do in our communities

4/12/16 - WHOLE - BILL 160170, etc.

around that and to make sure that we are taking care of the existing residents as opposed to bringing new growth and new development into the City.

COUNCILMAN DOMB: Are there potentially 40,000 properties that could go into the Land Bank over the long term?

MS. FADULLON: We believe so. It's been a little bit difficult to get an accurate count, but we think it's in that vicinity. So potentially, but I think, honestly, that the Revenue and Finance Department would probably hope that some of those folks would show up and start paying their taxes and they may want to develop them on their own as opposed to necessarily going the Land Bank route.

COUNCILMAN DOMB: Another statistic, still about 8,000 to 10,000 of those are vacant property. Is that the number?

MS. FADULLON: I think vacant in one form or another. So either a

4/12/16 - WHOLE - BILL 160170, etc.

vacant structure or a vacant lot. I think that's probably about accurate.

COUNCILMAN DOMB: So on those, if we attack those first, we're not affecting anybody really. Those are just empty properties that need to be revitalized.

MS. FADULLON: Right. And so we're taking a look at -- we're going to take a look at those and figure out where they really are and what's around them. So one of the things that we're doing with the strategic plan that we're talking about doing and this tour that we've been doing to other departments that kind of Councilman Oh referred to is, we're going to these other departments and saying, We have great planning resources. We have great mapping resources. We have great -- really a lot of experience with how to implement things. If any of those services are a benefit to you, please let us know. We want to offer them up, and

4/12/16 - WHOLE - BILL 160170, etc.

in return, we'd like all your data. And what we hope to do is develop a plan that shows where are we investing in housing; where do we have properties available; where are we investing in commercial corridors; where are we putting parks, recs, and library money; where are we investing in small businesses or capital programs and does that make sense. Are we leveraging things to the maximum extent? Is that a way that we can go after larger philanthropic dollars? Is there a larger way we can go after capital dollars to bring that investment in? We're really working on being the planning and implementation arm for the City as well as for the residents of the City to make sure that we're getting a good economic bang for our buck, but also to make sure that we're doing it in a way that meets needs across the spectrum as opposed to just picking one target.

COUNCILMAN DOMB: What do you think is realistic timeframe-wise for us

4/12/16 - WHOLE - BILL 160170, etc.

to clean out these properties and eliminate that $20 million payment? Is that a three-year or a five-year horizon? What do you think is the realistic timeframe?

MS. FADULLON: I think it's probably at least a five-year timeframe. I think -- like I said, we're really focused on becoming as operational as we can in the Land Bank realm, but we do want to do it in an intentional way.

COUNCILMAN DOMB: Okay. Thank you very much.

MS. FADULLON: We're getting there. We're working on it every single day. Some days we move a yard, some days we move back a yard, and some days we move an inch.

COUNCILMAN DOMB: All right. Well, thank you. Thank you very much.

COUNCIL PRESIDENT CLARKE: Thank you, Councilman.

Just real quick follow-up on that. There are obviously philosophical

4/12/16 - WHOLE - BILL 160170, etc.

issues about where the Land Bank does its work and about gentrification and all those other things come up, but there are two operational issues that, at least from our perspective, need to be addressed, and one is obviously the staffing issue. And I know you guys are working on it, but it is always a challenge when you talk about staffing with different workforce. And the other thing is the Law Department. We found that to be the most significant impediment, our inability to get on the same page with Law, because ultimately Law has to start the Sheriff Sale process in terms of how those properties get picked up.

So I would like to see, as you move towards an official cabinet-level position, that you encourage people to put a little more emphasis on getting Law to certify those properties in a timely way. And I understand there's this conflict between Revenue, but at the end

of the day long term, those properties will ultimately, Councilman, ultimately will be part of the tax base, because as soon as that land is conveyed to an end user, they're immediately going to start paying taxes. So short term you might lose a little money, but long term it's clearly going to be an annualized revenue stream coming into the City.

MS. FADULLON: Right. And we're working on that right now. We're trying to get a hold of Revenue Department data and Law and sit down and analyze that to say, Listen, this is kind of what makes -- we understand your perspective. This is our perspective, and understand we're not always at odds and we're trying to work very cooperatively with these various departments to say we're all in this together. We all want to be good teammates. Let's figure out how we do this that makes the most sense.

COUNCIL PRESIDENT CLARKE:

4/12/16 - WHOLE - BILL 160170, etc.

Thank you.

The Chair recognizes --

COUNCILWOMAN SANCHEZ: Point of information to that. Then start my clock.

COUNCIL PRESIDENT CLARKE: You want to get your point of information in first and then start the clock?

COUNCILWOMAN SANCHEZ: Yes.

COUNCIL PRESIDENT CLARKE: I'll tell you, these veteran Councilmembers, they know all the tricks.

COUNCILWOMAN SANCHEZ: Thank you.

Just on that, one of the issues -- we were very deliberate in creating the strategic plan to create those buckets of opportunities, and one of the biggest challenges is, as the Council President Clarke mentioned and Councilman Domb, is if Revenue has to approve every single one of these, then we're not -- that's going to hold us up. So we really want to get the

4/12/16 - WHOLE - BILL 160170, etc.

Administration to agree, do they or do they not agree with the buckets of opportunities. Create that criteria, because that NASA committee that I call them -- I call them the NASA committee because nobody knows who they are who look at these. They do the checkoff, who have never been to 3rd and Indiana, but tell me yes or no about what I'm doing at 3rd and Indiana. We need a better system, otherwise -- there has to be a commitment from Revenue. They have to be out of the picture around this and released politically. Because I know they need to collect. Otherwise, we're going to be stuck on a property-to-property basis.

Are we committed to the side lot program? Yes or no? We have 2,000 of them for qualifying taxpaying residents. Are we committed? That's low-hanging fruit. So what's the timeframe for us to move that? Because those are thousands of properties.

4/12/16 - WHOLE - BILL 160170, etc.

MS. FADULLON: Right. So, frankly, we couldn't agree with you more. I mean, if you've ever sat in one of those meetings, it's just painful, and to get back to --

COUNCILWOMAN SANCHEZ: I don't think they would ever let me into one of those meetings.

MS. FADULLON: Trust me, you really probably don't want to be there.

But back to Councilman Domb's point, I mean, if that's going to be the process, it will be a hundred years.

So like I said in response that, we are really diligently trying to get a hold of data just for exactly that, side yards. Let's parse that data and say, We can agree that these thousand lots need to be side yards right now rather than sitting down and saying, What about this lot, well what about this lot. And we're trying to, through initial data analysis, figure out what are those low-hanging fruit and agree on that. And

we know that there's going to be a pot of these properties that is going to be a hard sell, and we are going to have to sit down and really bargain over them, but that can't be 10,000 properties. Let's figure out what are those low-hanging fruit and get them out the door while we figure out what we're going to do with those remaining whatever number that is.

COUNCILWOMAN SANCHEZ: So when will I know about side lots? Are we committed to them or are we not? We did it in the strategic plan. We outlined them. We identified them. We told people to apply for them.

MS. FADULLON: Yeah, we're committed to side lots. We're committed to executing the strategic plan.

COUNCILWOMAN SANCHEZ: How long?

MS. FADULLON: In our next strategic plan, frankly, we're interested in identifying goals and making sure that

4/12/16 - WHOLE - BILL 160170, etc.

we hit target goals as opposed to just saying this is kind of the idea of things. But I'll be honest with you, we got some work to do to get there, and we are working on getting that done. Everybody is not on the same page right now, but we are definitely on a tour to make friends, to get cooperation going and to get people to understand that we're teammates.

COUNCILWOMAN SANCHEZ: Okay. Thank you.

Now you can start my clock.

COUNCIL PRESIDENT CLARKE: It actually started about a minute ago.

COUNCILWOMAN SANCHEZ: So let me quickly get through this.

Happy to see more general operating fund support to offset some of the work that we're doing. I wanted to ask around the decision -- first of all, I'd like OHCD to provide to the Chair a listing of all of the OHCD-funded positions regardless of where they are

parked. We haven't looked at that list for a long time, and I think we need to look at that.

Why the decision to put the 2.8 million in General Fund to the vacant lot, which is the CDBG-approved activity, and why not use it for the activities that we have found to be challenging? And I'll list them for you. Corridor cleaning, facade program.

What else, Council President? Help me here.

Why not put -- oh, the commercial fund, mixed development commercial fund that Councilman Jones created several years ago where we have a backlog, because putting that money on the ground is complicated meeting CDBG requirements. I mean, we've talked about this for years. It's sort of like if we can get some of this money that's free, so here you have a pot of money, why not put it where we've had a challenge putting it on the ground.

4/12/16 - WHOLE - BILL 160170, etc.

MS. LONG: The ongoing maintenance --

COUNCIL PRESIDENT CLARKE: Just state your name for the record.

MS. LONG: I'm sorry. Melissa Long, Office of Housing.

One of the issues with CDBG funding is that ongoing maintenance and repair of vacant lots is not an eligible CDBG expense. We do allocate roughly around 350,000 for initial stabilization.

COUNCILWOMAN SANCHEZ: Why not now? We've always put that 2 million toward the LandCare and it's come out of CDBG.

MS. LONG: No. It's come out of General Fund, at least in the last couple years since I've been back at OHCD. And HUD is really on us. As the funds dwindle, the monitoring increases, and they are very clear that ongoing maintenance and repair of a vacant lot is not an eligible CDBG expense.

COUNCILWOMAN SANCHEZ: Okay.

So that's news to me.

MS. LONG: But we can use it for initial stabilization, and we do.

COUNCILWOMAN SANCHEZ: So can we break that down about how many square feet we're doing? Like 2 million square feet of land maintenance care right now?

MS. LONG: I can get that figure for you in one second.

COUNCILWOMAN SANCHEZ: So, yeah. I'd be interested in looking at that, again, so that we can really kind of parse out -- again, very happy to see the Administration put general operating money here. Just want to make sure that we're putting it where it's been the hardest to kind of get it on the ground. So that's an area.

Real quickly before my time rings up, I wanted to talk a little bit about the Basic Systems. I see that there is a reduction -- of course I can't find it. Basic Systems support.

MS. LONG: The Basic Systems

4/12/16 - WHOLE - BILL 160170, etc.

Repair?

COUNCILWOMAN SANCHEZ: Yeah. We're saying we're going to get to less people than in the previous fiscal year.

MS. LONG: I think those were the figures up through the end of December, and we're on target to reach the same number.

COUNCILWOMAN SANCHEZ: No. The number is a little lower now.

MS. LONG: We're at 813.

COUNCILWOMAN SANCHEZ: Okay. As it relates to some of the -- in your budget book, there's no details around housing counseling vendors, around any of that. You're just putting these pots. Is there any way we're going to get some of that stuff itemized out?

MS. LONG: Yes. We can -- we'll provide that --

COUNCILWOMAN SANCHEZ: When you do the plan?

MS. LONG: Exactly.

COUNCILWOMAN SANCHEZ: Kind of

4/12/16 - WHOLE - BILL 160170, etc.

lump it all in?

MS. LONG: Yeah.

COUNCILWOMAN SANCHEZ: Particularly interested in like our NAC funding and some of the other places where we've seen reductions. Can you delineate for us what choices you're making around what are you reducing down? I'm very concerned about things like CLS and other things where we've seen a reduction.

MS. LONG: Yes. And I can -- I'll definitely be able to delineate the NACs and the housing counseling agencies.

One thing that we're facing is that the housing counseling services fall under what HUD calls public service cap, and grantees can only allocate 15 percent of their annual CDBG entitlement and program income. So as that -- as our funding keeps getting reduced -- we have another 238,000 reduction in CDBG funding again this year -- and as program income goes down, that cap -- what we're allowed

under that cap shrinks. So public services include corridor cleaning, education that PHS does to educate low-income communities on farming and access to food, and the big expense under there is housing counseling. So in this past fiscal year, we're now right up against the cap. So while we --

COUNCILWOMAN SANCHEZ: And that's why I think it's important that you list out for us what are the staffing positions funded, because you're making choices and some of these things -- we're talking about neighborhood stabilization, we're talking about all these things, and I'm seeing your reductions in the areas where we've identified we really should be ramping up. Is there some other decisions we could be making over there around --

MS. LONG: Sure.

COUNCILWOMAN SANCHEZ: -- what staffing we're paying with our poverty allocation?

4/12/16 - WHOLE - BILL 160170, etc.

MS. LONG: I'm happy to do that.

COUNCILWOMAN SANCHEZ: Thank you.

COUNCIL PRESIDENT CLARKE: Thank you, Councilwoman.

The Chair recognizes Councilman Taubenberger.

COUNCILMAN TAUBENBERGER: Thank you, Council President.

And, Anne Fadullon, thank you very much for being here, for visiting our offices. I think it's important. I like what I'm seeing in your leadership very, very, very much, and congratulations on your department's awards.

MS. FADULLON: Thank you.

COUNCILMAN TAUBENBERGER: I want to make sure that's on the record as well, people know about this.

My question has to do with history, the Historical Commission, and I'm a great believer that history and

4/12/16 - WHOLE - BILL 160170, etc.

economic development through tourism tie together, and I know the department doesn't use up a lot of funds, but on the other hand, the work they do is critical.

For example, I know at least one Councilman, one of my colleagues -- there may be others that know this, but the oldest continuously used bridge in all of North America is in the City of Philadelphia. People come here from around the world to study it. It's important.

My question to you is, how critical is the Historical Commission's digitizing of their files?

I have a few questions. It will all tie in. Please answer at the end.

I worry that it is a small amount, but how long should we wait to have this program go forward? Could we lose some of our history by not preserving these files? And I don't want future generations to say, Hey, why

didn't they -- they spend all this money on many other projects. Of course they're all important, but so very little to preserve these very precious documents.

MS. FADULLON: I'm going to ask John Farmham, the Executive Director of the Historic Commission, to come up to answer that question, because he's probably able to provide much more detail than I am at this point.

(Witness approached witness table.)

MR. FARNHAM: Good morning, Council President.

COUNCIL PRESIDENT CLARKE: Good morning.

MR. FARNHAM: And Councilmembers. I am John Farmham, the Executive Director of the Philadelphia Historical Commission.

I'm wondering if you could repeat your question.

COUNCILMAN TAUBENBERGER: Yes.

4/12/16 - WHOLE - BILL 160170, etc.

It's a series of questions based really on economic development and history.

How critical is it for the Historical Commission to digitize their files? I worry that a small amount -- it is a small amount in the scope of things, but how long should we wait to do this? Could we lose some of our history by not preserving these files? I'm concerned about future generations saying, Hey, you spent billions of dollars, almost 4 billion each year, but why didn't you spend such a small amount to preserve these very previous records? Because once they're gone, they're gone.

MR. FARNHAM: Absolutely. Our concern -- I'll say our momentary concern with those records is that they've grown so large physically that it's difficult to store them, and as we move from City Hall over to 1515 Arch Street, we're keenly aware of the constraints that we'll face in moving those records. And you're absolutely right that a

catastrophic event, a fire or some other event, could destroy records that are to the Historical Commission and to Philadelphians priceless.

COUNCILMAN TAUBENBERGER: Well, I guess my question to you in a nutshell is, do you have a sense of how much money is involved in that? Is that in the budget and, if not, can we put it in?

MR. FARNHAM: It is not currently in the proposed budget. The proposed budget does not fund the digitization project that the Historical Commission has proposed.

The cost to do that varies depending on the extent of the digitization, but it is in the range of $150,000 to $225,000.

COUNCILMAN TAUBENBERGER: Thank you.

Thank you very much, Mr. President. That concludes my question. Thank you.

COUNCIL PRESIDENT CLARKE:

4/12/16 - WHOLE - BILL 160170, etc.

Thank you, Councilman.

The Chair recognizes Councilman Squilla.

COUNCILMAN SQUILLA: Thank you, Mr. President.

Good morning. I know there's always talk every year coming in about ten-year tax abatement, how that's progressing, whether that's something we should expand, something that should be phased in or phased out. I know we have a bill coming up now with a 20-year abatement option for affordable housing. And when we have those options, there's subsidies for developers. We also look at it for affordable housing.

The idea has been floated out there for development fees to maybe add money to the Housing Trust Fund. That would be charged to new development and then given to the City for affordable housing. Is that something that you guys would support?

MS. FADULLON: So I think we

want to see the details of that, but I think those are all things that we're willing to entertain. We do believe that's important to work with City Council and the advocates as the Administration to figure out how we get more dollars into affordable housing given that we're getting less and less money from the federal government and state government and other sort of traditional sources. So we'd be very interested in looking at any of those types of things and doing an analysis of balancing economic growth with what is needed for affordable housing, but I think we are very much aware that affordable housing is needed to produce economic growth as well. So we're very interested in working and looking at various ideas about how to grow the Housing Trust Fund.

COUNCILMAN SQUILLA: Instead of taking away the subsidies or the advantages of the abatement and things

like that, maybe we could work with those developers that are coming in here and have some sort of fee associated with that that would then, therefore, go into the Housing Trust Fund to help promote the affordable housing. So I think that's an option that is a possibility.

Also, as we mentioned about the Land Bank and the selling of properties, I'm a big advocate selling properties. We did an auction last summer. But I also think we should make sure we don't sell them in a way that other people are out there land banking and holding on to them. I think a developer's agreement is something that's necessary when we sell our properties and making sure that we just don't have other people out there. We know we don't do a good job with them, and I don't think we need other people out there holding on to them and not doing a good job with them also.

But wasn't part of the Land Bank also supposed to be able to access

privately owned properties and to be able to foreclose on them? Is that something that is going to happen?

MS. FADULLON: Right. So one of the powers that the state legislation provided was the ability for the City to go after -- certain properties kind of step in front of the Sheriff Sale process a little bit, if you will, by going after privately owned tax-delinquent properties as long as they were vacant. We don't want to necessarily go after occupied ones, but vacant ones that were strategic as far as maybe -- I think one of the impetuses behind the Land Bank was that you go in and you see ten vacant lots when you drive by, but you realize two of them are owned by PHDC and one is owned by the Redevelopment Authority and two are City-owned, and right smack dab in the middle are private ones that happen to be tax delinquent and how can we assemble those.

So, again, we're looking at

4/12/16 - WHOLE - BILL 160170, etc.

that. We have our first test case of that acquisition tool coming up in May to acquire a few properties in Brewerytown to see how that works. So, again, we're in the process of doing a little pilot to make sure we know how it works so we get all the kinks out. And then I think we're going to look at, again, tied into the strategic planning we're doing, how we can strategically identify additional properties we can go after that hopefully turn that $2 million that Councilman Domb was referring to into a larger amount of dollars because we're combining it for a larger redevelopment parcel or we can expand opportunities for workforce housing and affordable housing because we're acquiring those properties in a strategic means.

COUNCILMAN SQUILLA: Because it's hard to do affordable housing as in-fill separately on separate lots because of the cost associated with that.

MS. FADULLON: Right. It's the

cost and how you qualify for tax credits to the Pennsylvania Housing Finance Agency. They're not that big of fans of scattered site. It's hard to manage a scattered site deal. It's more expensive. I think there's a lot things that if we can combine parcels and get development more at a scale, that there's a lot of benefits to that.

COUNCILMAN SQUILLA: I know some things we run into problems with with the conservatorship is sometimes there's back taxes, interest and penalties associated, and we have to work through Revenue case by case on each of those that takes a really long time. Is that the same process that's going to happen now on your test model with the privately owned properties in the Lank Bank when they owe a lot of back taxes and/or interest and penalties?

MS. FADULLON: Right. So the Land Bank has some ability to kind of clear those liens in a way that

conservatorship doesn't. But, again, honestly, we don't know what all the issues are, which is why we're going through this test case. So that hopefully some of those -- it will be great if nothing came up, but I don't think we're that naive or optimistic. So we're hoping that some of these issues come up so we can work through it on this kind of initial pilot or maybe a couple pilot packages and figure that out and then, again, determine how we can scale it up in a way that really starts to make sense.

COUNCILMAN SQUILLA: And when a property is put into the Land Bank, say if it was part of VPRC or PRA, once that Land Bank starts the process of selling it, does it have to go back through VPRC or PRA or does it just sell through the Land Bank directly?

MS. FADULLON: So it does have to go through -- it has to go through VPRC and then it has to come through City

4/12/16 - WHOLE - BILL 160170, etc.

Council. It basically has three kind of approval triggers - Land Bank Board, VPRC, and City Council.

COUNCILMAN SQUILLA: Okay. So then you still have to go through that extra hoop.

MS. FADULLON: Yeah.

COUNCILMAN SQUILLA: We'll come back.

COUNCIL PRESIDENT CLARKE: Proceed.

COUNCILMAN SQUILLA: On part of the 2035 plan as we're going through and remapping the City of Philadelphia, we have done that in certain parts of the City already and actively doing it. It's a long process. It takes time. It's a lot of involvement with the community.

Do you see a possibility of going back into some of our areas that were already done to be able to go back and modify again or are we going to wait until they're all done first before we go back and try to fix them?

4/12/16 - WHOLE - BILL 160170, etc.

MR. JASTRZAB: I think it's an iterative process. So I would not rule out the possibility of going back and rezoning something that may have been remapped three or four years ago as conditions changed. I mean, that's happened in a few cases already. So it's kind of a never-ending work in progress, both the code and the remapping.

COUNCILMAN SQUILLA: And that's part of the issue, because of the remapping and then we have the Zoning Code that supposedly codifies that in there. Some of the loopholes that developers found within our zoning designations is similarly the CMX-3 one where the single-family homes and I know we're still getting pushback on that new bill.

If we see that and we go forward, the other thing that I'm really interested in is, if we have industrial-zoned properties and we get a variance for residential use, they no

4/12/16 - WHOLE - BILL 160170, etc.

longer have to abide by the residential use policy. They then go and they build 100 percent lot size, 55 foot high, front-loading garages. And I think we need to come up with a way that if we do allow a variance for a residential use on an industrial property, they then have to go to the closest residential zoned area and abide by those guidelines. We have to put up some protection, because what happens is once they get that, they're building these single-family homes that have no correlation to the surrounding community, and they take away the parking off the street from the front-loading garages, and we have no recourse. So hopefully we could work with you guys to do that.

MR. JASTRZAB: We can certainly work with you on that, yes.

COUNCILMAN SQUILLA: Thank you.

COUNCIL PRESIDENT CLARKE: Thank you, Councilman.

The Chair recognizes Councilman

4/12/16 - WHOLE - BILL 160170, etc.

Henon.

COUNCILMAN HENON: Thank you, Council President.

Good morning.

MS. FADULLON: Good morning.

COUNCILMAN HENON: And welcome to the budget process here.

MS. FADULLON: Thank you so much.

COUNCILMAN HENON: I got a question about the cap. As the Planning Commission or the Division of Planning and Zoning prepares for the capital budget, how does that work and how does that prioritize in our capital program submitted by the Mayor and the Office of Capital Budget? And does it take into consideration the 2,000 affordable houses the Council President launched a year and a half ago, as well as the potential online, pre-K, and community schools and other kind of developments moving forward?

MR. JASTRZAB: Well, of course

4/12/16 - WHOLE - BILL 160170, etc.

the Capital Program and Budget establishes a plan and an appropriation for the spending of public resources on City-owned property. So most of the capital facilities that you'll see in the Program and Budget are things like parks, recreation centers, libraries, police, and fire stations, things of that nature, not necessarily developments that are developed privately.

The way the process works is that the Commission works very closely with the office of -- with the Finance Department Office of Budget and Program Evaluation and other City operating departments beginning in late summer, early fall to begin to put out a call for capital projects. Typically in November, December, all of those individual departmental requests are reviewed and evaluated, and then in the early part of the year, the Commission itself actually votes to recommend a capital program and budget to the Mayor.

4/12/16 - WHOLE - BILL 160170, etc.

So it's a very collaborative process within the Administration, presented to you for your review and consideration.

COUNCILMAN HENON: That's putting together recommendations for the Capital Budget, and Capital Budget is pretty large and has a backlog. Where does the priority end? Is the priority some of the things that we're discussing now? Again, I want to repeat, 2,000 affordable housing, possibly pre-K and community schools, Land Bank. Is all of that recommended in a priority, in order of priority, or is it just recommended to be as a recommendation for the Capital Budget?

MR. JASTRZAB: Each of the individual departments, as they prepare their requests and as it goes through the evaluation process by the Administration, prioritizes their projects. So those reflect the needs of the City as interpreted by the individual

4/12/16 - WHOLE - BILL 160170, etc.

departments, Parks and Recreation, Libraries, Police and Fire and so forth.

In terms of how the capital program relates to the Comprehensive Plan, as we go through these district plans and begin to evaluate the condition of sites in each of those districts, those facilities and the conditions of those facilities and the needs of the community kind of, as expressed through our civic outreach process, are all considered to develop those priorities.

So, for example, one thing that you approved for funding last year was the use of some Capital Program funds for an evaluation of public safety facilities throughout the City. That project is being managed by the Department of Public Property, and it's just beginning. I think an RFP is out on the street now to do that evaluation. That study will bring back a whole series of recommendations, short-term, medium-term, long-term recommendations for how we can

4/12/16 - WHOLE - BILL 160170, etc.

most effectively invest our capital funds in those public safety facilities.

Various other departments have gone through a similar kind of process. But they are for public facilities, not necessarily for privately developed or School District facilities.

COUNCILMAN HENON: Okay. And the question I guess would be for you. The departments, how are the departments to report to you involved in the proposal for some of the new programs, initiatives of the Mayor with pre-K and community schools?

MS. FADULLON: So as I mentioned before, we are out as a department kind of -- we spent, let's say, the first month or two figuring out what resources we had within our department, and now we're going around and revealing those, if you will, or explaining those resources to other entities in the City. And so I think a couple ways that we will likely be tied

in to community schools and pre-K is if there's an investment made in a community school, what kind of other investments are already going on in that neighborhood, are we leveraging the other investments that the City is making. For example, is there affordable housing there? Are we looking working on a commercial corridor? Are we making other capital investments in our parks or our libraries or our police and fire stations there? And then also we're tying in data we've gotten from the Reinvestment Fund, the market value analysis, and finding out what's really going on with the markets around there and tying it in to the community engagement work that the Planning Commission is doing.

So we are going to take that planning kind of holistic look at community school and pre-K investment, and then we're also going to add on top our now implementation functions that we're tying in to say, This is what's

4/12/16 - WHOLE - BILL 160170, etc.

going to be needed implementation-wise in order to put these facilities in the school or to put a pre-K facility into this development.

So those are the two major resources -- actually kind of three major resources we're bringing, sort of some overall planning, our ability to really map and analyze data, and then how do you implement something and get it done.

COUNCILMAN HENON: Are you involved in the site selection?

MS. FADULLON: We have not been as of yet.

COUNCILMAN HENON: And let me just follow up to this question. When you talk about consolidating services and co-locating services like community schools as a model, is the reuse of vacant facilities being considered, and if it's a reuse, are we creating vacant buildings elsewhere because we're relocating?

MS. FADULLON: Right. And

honestly, I'm not sure. I would hope that we are potentially considering reuse of vacant buildings and hopefully that we would be considering it in such a way that we wouldn't create other vacant facilities and that we're thinking holistically about it.

COUNCILMAN HENON: All right. And that's where there's no market demand. I would imagine that's where the reuse would go. So if you're going to have a site selection where there's no market demand, you're going to be vacating elsewhere.

MS. FADULLON: Right. And so I think we have to keep an eye on that, and I really think that, again, as part of the strategic planning process that we're going to undergo is to analyze what are the factors that are resulting in a community having limited market demand and are there things that we can effect in that community that may change the scenario for them.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: Okay.

COUNCIL PRESIDENT CLARKE: Thank you, Councilman.

A couple of quick questions before I call on Councilman Jones. You know what, there are new members teed up here. All right. I'll recognize them before I come back on my second round.

The Chair recognizes Councilwoman Parker.

COUNCILWOMAN PARKER: Thank you, Mr. President.

And good morning to each of you.

Anne, I think you've been off to a great start and, Melissa, looking forward to talking with you, because we will, Melissa, be talking a whole lot.

Let me start with the issue that is of grave importance to me, and I've had these conversations with some of my colleagues. The issue of affordable housing, extremely important in the City of Philadelphia, but when you look at

some Council districts that are landlocked, like the 9th, the issue of preservation is at the top of the list. When we would talk about demolition when I was a staffer in this office, in the Logan area we would talk about sort of the sawtooth effect. You had two stable properties and then right in the middle of two stable properties you had a property that needed to be demolished. Well, we're seeing just the opposite effect now in neighborhoods that you immediately will look at and think are sort of solid and stabilized, but they need assistance with preservation from a basic paint-up, a fix-up, the repair of steps.

Tell me when we look at all of the data that suggests that affordable housing is needed, is there the same drive and/or commitment to home preservation and, if so, what are some of the action plans that we see ourselves working to in that over the next year?

4/12/16 - WHOLE - BILL 160170, etc.

MS. FADULLON: Right. So home preservation is important almost anywhere, but I think really in Philadelphia, there's a real strong need for this. We're an older city. We have a large row house community, which actually isn't a bad unit type for affordable housing. It's actually a pretty efficient unit type, but we've got a huge percent of our row houses that have been built over 50 years ago, and combine that with our high poverty level and there's a lot of deferred maintenance out there. And we really need to pay attention to that, because, just as you said, one thing starts to go and it really has a domino effect.

And we've also, I think, realized that preservation can be a much more efficient use of our dollars than new production at times, although new production can be an impetus for other economic development. And so we kind of got to keep our eye on both those things.

4/12/16 - WHOLE - BILL 160170, etc.

But we realize that we have too long of a waiting list for Basic System Repair and we're not hitting as many folks as we need to be. I have to say my hat really goes off to the staff of the Basic System Repair program, because they have the very hard job of once they show up in a person's house, if their house does not qualify or they're over limit, they're on the front lines and they have to say no, and that is just a really horrendous position to find yourself in. And in spite of being in that position, they continue to come in every day and do their job. So I think that needs to be recognized.

That being said, again, we're not content to just come and say we're not getting as many state funds as we used to get or we're not getting as many federal funds. So in particular, Kathy Califano, the Deputy Director, is really going out and utilizing her foundation relationships and figuring out how we can

get the philanthropic community more involved and how we can take the dollars we get and leverage other types of resources, and really going out and telling the Philadelphia story in a compelling way to say not only does it affect property values around there, but if you don't have a place to live, you're not doing as well in school. If you're not in a maintained home, you're subject to more health issues, and how we can kind of tie all these community welfare and well-being issues to how important it is to have somebody in a quality home. So we're really working on that.

COUNCILWOMAN PARKER: Let me just sort of add for the record here, and I think you really sort of hit a nerve when you talked about the staff and going out. They're going out to conduct a needs-based assessment on the property and then you learn that the homeowner is 50 percent over the limit in terms of income and he or she doesn't qualify.

4/12/16 - WHOLE - BILL 160170, etc.

That is the challenge of many residents, who are what I consider to be house poor, living in a very stable community, but unfortunately don't have the excess revenue to make the investments they need to and repairs, and slowly but surely we begin to see the housing stock crumble and what was once a stable community now turns into a blighted area, right? Because this neighborhood -- zip code, for example, 19150, they don't need anything there because it's physically perceived as being an area that is stable and solid, but a lot of retirees on fixed incomes now, only receiving a portion of the salary that they did when they worked, Social Security not enough to make those kind of investments.

And so as we're building our strategies to think about where and how the City determines that it will invest its scarce resources, I would ask that we keep those constituencies -- and that's not just in the 9th. I can think about

4/12/16 - WHOLE - BILL 160170, etc.

my colleagues who represent other districts, and we all have those kind of pockets, and it's almost as if they're being penalized or not able to get resources again because they make a nickel, quarter or 50 cent above what the guidelines are. So I just ask that we take that into consideration.

MS. FADULLON: Right. And that's exactly why we're trying to investigate other types of resources that might not have as many of the constraints or different types of constraints than what we're currently dealing with.

COUNCIL PRESIDENT CLARKE: Thank you.

The Chair recognizes Councilwoman Blackwell.

COUNCILWOMAN BLACKWELL: Thank you. Thank you very much.

I'm sorry. I was meeting with another department, who hasn't visited us, and missed this important discussion. I want to ask, is there a specific time

4/12/16 - WHOLE - BILL 160170, etc.

for Zoning, Historical Commission, all these commissions when people appeal and -- I mean, I hear that some groups have a year. They can hold up zoning or they can hold up a process for a year. I wondered how that process goes and is it true? Because we know now that groups are using that to delay the eventual decision with regard to what happens and developers and contractors.

MS. FADULLON: So are we talking if there's a zoning appeal?

COUNCILWOMAN BLACKWELL: Yes.

MS. FADULLON: So, again, Zoning is under the Department of License and Inspections. So I think it depends. So you can -- I think the process to get to the Zoning Board is something that we're looking at and making sure that that is being done in an efficient way, and it's my understanding that the new Zoning Board that's in place is working through these cases more quickly than had been in the past.

4/12/16 - WHOLE - BILL 160170, etc.

But that being said, when somebody is approved for a variance and somebody who feels that they're affected by that files an appeal, that really goes through the court system, and unfortunately the City doesn't have a whole lot of investment -- I mean, involvement in that once it's into that court system. But I can say that the process from when the developer comes in and first shows us a project to the time when, if need be, they need to go to the Zoning Board of Adjustment, we are looking at every step in there and seeing if that's the most efficient, as well as keeping -- being mindful that we want to make sure that we're getting the various input into that project, that we're hearing from the community, that we're hearing from Council, that we're hearing from the various parties that are affected by that development to make sure it's getting through the process in an efficient way, but that we're also taking

our time to make sure that we're considering all the various perspectives and how it applies within our codes and our plans.

MR. JASTRZAB: This also kind of emphasizes the importance of the zoning remapping program. When the Zoning Code was rewritten back in 2011, one of the goals of the code was to reduce the number of properties that would have to go through the variance process. And we do have data showing that there has been a reduction in those cases, but as we're able to do corrective remapping throughout the City as well as zoning to advance the district plans, we're hoping that cases that are refused and have to go to the Zoning Board of Adjustment will continue to decline over time.

COUNCILWOMAN BLACKWELL: And does that refer to the Historical Commission, that statement, that response as well? I mean, we hear of people going

to the Historical Commission, because it holds things up for a year. Is that true?

MS. FADULLON: I'm going to ask John Farmham to come up again, the Executive Director of the Historic Commission.

(Witness approached witness table.)

MR. FARNHAM: I'm John Farmham, Executive Director of the Philadelphia Historical Commission.

COUNCILWOMAN BLACKWELL: Thank you. Would you pull your mic up.

MR. FARNHAM: I agree with you that it is possible to extend approval processes through the Historical Commission's process, but the Philadelphia Historical Commission is required by ordinance to reach --

COUNCILWOMAN BLACKWELL: Can you talk louder. It's really hard to hear you.

MR. FARNHAM: Excuse me. The

4/12/16 - WHOLE - BILL 160170, etc.

Philadelphia Historical Commission is required by ordinance to make decisions on applications within 60 days, and it almost always makes decisions within 30 days. When we see that process become very much elongated through appeals, the delays occur first with the Board of License and Inspection Review, a City appeals agency that hears appeal cases from various and sundry boards and commissions and departments. That board is, as its name would imply, under the auspices of the Department of Licenses and Inspections, and then appeals from that board to Court of Common Pleas and ultimately Commonwealth Court.

So the Historical Commission itself is making its decisions very quickly. It's when those decisions are appealed that the appeal process can extend out months and even years.

COUNCILWOMAN BLACKWELL: Thank you.

Thank you, Mr. President.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE:

Thank you, Councilwoman.

Couple a quick questions before I turn it over. I had one policy question for you, Ms. Fadullon, and then I got a couple of questions for Planning. I'll just ask the questions.

One, I'd like to get your perspective on inclusionary housing just generally. It's been tried. I tried it some years ago. Couldn't quite get there.

With respect to Planning, in your earlier testimony there was a reference to the racial demographic in the various departments, and Planning was not even close to reflecting the population in the City of Philadelphia. Question 1(A) is, why do you think that is, and Question 1(B) is, what, if any, steps will be taken to change that? And also in the last Administration when there was the Zoning Code change and a part of that, it did one thing that kind

of I didn't agree with that actually related to inclusionary housing. It gave away all of the incentives that we would have given individuals if they did inclusionary housing for free, which I never understood that, but Mr. Greenberger at the time decided that that's what he wanted to do. But they also as part of that, they created the level of density in the City by allowing more density as it relates to projects and particularly minimizing the number of parking spaces that were required per development.

In a lot of neighborhoods -- and I know Councilman Squilla can attest to this. In a lot of neighborhoods where there's new development, there is like no parking in the foreseeable future, but yet we continue to allow people to build and build and build. And it's like -- it might be nice for the developer because he doesn't have to have that requirement, but even the people that ultimately buy

4/12/16 - WHOLE - BILL 160170, etc.

the units are complaining. And Lord knows, the people who live there are complaining.

Is there any thought about us looking at that as a strategy? Because you guys are about planning, but it just seems like we're just kind of letting this thing go, and it is a real problem. The density is just unbearable.

MR. JASTRZAB: Sure. With regard to your first question, we're a civil service agency, so we're kind of captive to the civil service process, and I think that the demographics of the staff kind of reflect the nature of students who are coming out of planning schools.

We have over the past several years been able to hire a number of new staffers as positions have become vacant. One way in which we've made a lot of progress is that there are a lot more women being hired than men in recent years.

4/12/16 - WHOLE - BILL 160170, etc.

In terms of racial composition, we're not there yet, but what we do do is, we actively recruit among area universities and professional organizations and so forth and so on wherever we offer -- whenever the City offers a civil service exam for Planning positions.

COUNCIL PRESIDENT CLARKE: So --

MR. JASTRZAB: So we're actively trying to recruit a very diverse workforce, and we're certainly aware that we need to do more. We regard diversity as very important.

COUNCIL PRESIDENT CLARKE: Okay. So in your recruitment, sometimes there's -- you may want to go a little further than that. So Cheyney, Lincoln, there are a number of schools where there's a high population of African American, Latino, and other minorities. Are there conversations with those particular schools in terms of

4/12/16 - WHOLE - BILL 160170, etc.

encouraging those opportunities?

MR. JASTRZAB: I'm not sure that we've reached out to those particular --

COUNCIL PRESIDENT CLARKE: We just do Penn and Temple.

MR. JASTRZAB: Those are the two major schools with planning programs in the region, so --

COUNCIL PRESIDENT CLARKE: Nobody else has that? I don't know. I'm asking these questions because I don't know.

MR. JASTRZAB: I'm not aware that Lincoln, for example, has a planning program or a community development type of program. We can certainly investigate that and reach out to those schools.

COUNCIL PRESIDENT CLARKE: Delaware State.

MR. JASTRZAB: Yeah. In order to become a City planner, you don't necessarily need a planning degree. There's a variety of different kind of

4/12/16 - WHOLE - BILL 160170, etc.

degrees that would qualify to take an exam - geography, some of the social sciences and so forth. So we can certainly reach out to some of those other schools.

COUNCIL PRESIDENT CLARKE: Can you? I mean, can you talk to Mr. Atkinson? I mean, he's taken a global approach. Some of these things we have to work at. We can't just hope that it happens. I'm not suggesting that that's what you're doing.

MR. JASTRZAB: No. I agree.

COUNCIL PRESIDENT CLARKE: Sometimes we got to be a little more aggressive in our approach.

MR. JASTRZAB: Yeah.

COUNCIL PRESIDENT CLARKE: The other issue, the parking issue.

MR. JASTRZAB: Yeah. With regard to your question about parking, I mean, we certainly understand that parking is an issue in a dense historic city that we have. There is value in

4/12/16 - WHOLE - BILL 160170, etc.

density, and I think that one of the really attractive features of Philadelphia is the fact that we're not suburbia, and there are options --

COUNCIL PRESIDENT CLARKE: Some people wouldn't say that was attractive.

MR. JASTRZAB: I mean, everybody --

COUNCIL PRESIDENT CLARKE: There are actually sections in the City recently that we've developed areas that are not dense that people find more attractive, particularly in the affordable housing aspect.

MR. JASTRZAB: I think we believe that in order to be competitive, the City has to offer a variety of different kinds of housing types in neighborhoods to be competitive, not only in our region but across the United States and maybe even internationally.

COUNCIL PRESIDENT CLARKE: So if we have 40,000 vacant lots in the City of Philadelphia, I don't get a sense that

4/12/16 - WHOLE - BILL 160170, etc.

density is an issue. I mean, we have areas to build. So why do we keep encouraging people to build on top of houses, on top of houses, on top of neighborhoods, while in the earlier reference of Councilman Jones' question about people that are leaving the City from perimeter communities; i.e., our last redistricting, we found that there was a very significant exodus of individuals living in the Northwest and the West, to the point where we had to shift our entire Council districts westward because of the loss of population.

I'm saying, where is Planning in this global picture as it relates to how we build our city?

MR. JASTRZAB: I mean, I think we want to be able to offer a variety of housing types in a variety of different neighborhoods to be competitive.

COUNCIL PRESIDENT CLARKE: You said that, but I'm saying the policy

drives decision sometimes. If you allow -- if you say that you can build -- and this goes to this whole tax abatement issue also. It's okay for you and we're going to encourage you and we're going to give you incentives to continue to build in Center City in this close perimeter, then that's what people are going to do. There's like no incentive to go out in the neighborhoods. And policy has to encourage that. So if your position is that it doesn't matter how dense it gets in Center City, in the perimeter neighborhoods, then it's okay, then why would people --

MR. JASTRZAB: That really wasn't the point I'm trying to make. I think in certain historic areas of the City that are very densely built up, allowing density offers the opportunity to provide affordable housing. The more units that you can build --

COUNCIL PRESIDENT CLARKE: But how do you do that? Because we shot down

the inclusionary housing model, or do you support that?

MR. JASTRZAB: Personally I would support an inclusionary zoning policy. The devil is in the details. One of the things that the new Zoning Code permits is a bonus to provide affordable housing. I think that's only been taken advantage of one -- in one development.

COUNCIL PRESIDENT CLARKE: That's because it's not a requirement, because Mr. Greenberger gave away all of those without requiring that to get the density, and that's the problem. If you had put those -- and that's not your fault, don't get me wrong. If you had withheld all of those density credits and all the other things, the parking requirements, then developers would have figured out a way to have real opportunities for affordability in their development, but that's not the case now.

So I just fundamentally -- I'm

just concerned about the density and I'm really concerned about the parking, which is a real issue.

MR. JASTRZAB: Well -- yeah.

COUNCIL PRESIDENT CLARKE: I know everybody is not going to ride a bike. Everybody is not going to get on public transportation. This is Philadelphia. People drive to the corner store. That's just what we do.

MR. JASTRZAB: Yes. Absolutely. I think, though, that the point I was trying to make is that there are an increasing number of options for people to live in the City and not necessarily need to own a car. Bike Share is one. Car sharing is a real opportunity that I think in general --

COUNCIL PRESIDENT CLARKE: But I'm not riding a bike. I'm just telling you now.

MR. JASTRZAB: I don't either, except for recreation.

COUNCIL PRESIDENT CLARKE: I'm

4/12/16 - WHOLE - BILL 160170, etc.

not getting on a bike anymore. It's just over. I mean, there are people who don't want to ride a bike. I don't think that the City should be in a position to say, Well, you have to ride a bike. I mean, they don't want to ride a bike. Why can't they drive their car?

MR. JASTRZAB: I mean, there have been other proposals in the past to do kind of community parking.

COUNCIL PRESIDENT CLARKE: Where?

MR. JASTRZAB: Off-street parking using vacant lots. Where? A few years ago there was one in Manayunk. I don't think that ever went anywhere. There was a number of years ago in Old City I think a parking condominium that would allow people to park in a parking structure, to purchase a parking space in a parking structure so that they wouldn't necessarily be on the site where they live. Those kind of communal parking facilities I don't think have really

4/12/16 - WHOLE - BILL 160170, etc.

taken off, and I think part of that is due to the expectation of people that the City would provide those parking facilities for neighborhood residents. I don't think that's necessarily true, and I don't think that's necessarily something that we can do. It's certainly an idea worth investigating.

COUNCIL PRESIDENT CLARKE: Councilman Jones has a point of order.

COUNCILMAN JONES: So you, as my colleague said, hit a nerve. In parts of East Falls, Manayunk, Roxborough we have a dilemma where we're conflicted about building front-end parking, which might add more, but it takes away aesthetically from what traditional housing looks like.

MR. JASTRZAB: And it takes away a curb space.

COUNCILMAN JONES: And it takes away curb space.

We have another problem with a nurse coming home from a second shift,

4/12/16 - WHOLE - BILL 160170, etc.

parking her car at 2:00 a.m. and walking three blocks to get to her house, not to mention seniors and others.

So we have to have a serious study/dialogue about not just how we design parking and factor it in, like you're saying, Mr. President, but also diagonal parking on streets where we have that kind of density, that it's my understanding that if you on wide enough streets can park almost diagonally, you could add 33 percent more parking.

So we have to have those serious discussions about that and where, because one man's prosperity is another person's sore feet because they can't park.

The other thing is that on the communal parking, we might have to put in an ordinance where if a church that only really has parking on Sunday decides to allow residents to park on their lot, that they get some kind of inducement, discount, something to encourage them and

4/12/16 - WHOLE - BILL 160170, etc.

offset some of their insurance costs, because there's a liability of someone being on their property. But we have to really look at this, because there are some neighborhoods and they're not just wealthy neighborhoods that are overgrown and overdeveloped to the point where parking is a problem. So in your planning, in our zoning, we need to kind of consider those things, because too much of a good thing becomes a bad thing. And so that has to be a part of your planning.

COUNCIL PRESIDENT CLARKE:

Thank you, Councilman.

I just want to follow up, because I can talk to you about this, because we seem to be at odds in terms of how much of this we allow or even the approach. I represent Fishtown, Temple University, Northern Liberties, right, Fairmount, Spring Garden in my Council district. That's all I hear, is, Darrell, this is out of control, you

4/12/16 - WHOLE - BILL 160170, etc.

can't park. And I got to respond to that, and you as the Planning Department, I'm talking to you, and if the response to the constituents is, Well, you know, go down there and rent one of those bikes, the Bike Share, people look at me like I'm crazy.

I mean, so as we allow this to continue to flourish, I just think at some point it's the responsibility of the Planning Department to rethink this policy about allowing -- what did it used to be, one for one at one point?

MR. JASTRZAB: Yes.

COUNCIL PRESIDENT CLARKE: One off-street parking space per unit.

MR. JASTRZAB: Right.

COUNCIL PRESIDENT CLARKE: Now it's like, what, one to four?

MR. JASTRZAB: It's three per ten.

COUNCIL PRESIDENT CLARKE: And they were saying people are not going to bring cars, and I don't know where that

came from.

MR. JASTRZAB: Well, it's a -- I mean, a bit of it is culture change. And I'm not saying that people should be required to give up their cars. Obviously I'm not saying that, but I think it's a balancing act between maintaining a good fabric of the City --

COUNCIL PRESIDENT CLARKE: But, sir, with all due respect --

MR. JASTRZAB: -- and accommodating their needs.

COUNCIL PRESIDENT CLARKE: -- you can have a philosophy and you can have some theoretical approach. The reality is that these people that are moving in these neighborhoods have cars. Temple University said that none of these students are going to have cars. You go up there and ask the people who live in those neighborhoods if those students have cars. This is not reality based on what you're saying. I mean, you can talk about people changing the culture, but

4/12/16 - WHOLE - BILL 160170, etc.

there are a bunch of developments that happen in my district. They built the development and everybody in the development has a car, and it's a real problem.

MS. FADULLON: So I think that's something we'll take under advisement and we'll look at, because I do think it's a different answer depending on where you are. We do have some folks that have built these very high-density buildings with a lot of parking and then their parking sits empty. Then we have other people who have done a similar development and they don't have enough parking. And then we've got some neighborhoods where we allowed those front-loaded garages and unfortunately the street parking went away, and that was a problem in their neighborhood. Other people need a parking space to go along with the unit.

So I think we do have to rethink that and look at that and realize

4/12/16 - WHOLE - BILL 160170, etc.

that it's not a one-size-fits-all kind of thing, and so we are taking a look at that.

I know recently there was a planning study that came out around even just Center City parking garages and how where the use of those parking garages is actually migrating more to the neighborhoods because there's not parking available in neighborhoods. So I think we do need to take a closer look at that, and we'd be more than happy to work on that with you guys.

COUNCIL PRESIDENT CLARKE: Okay. Thank you. And if you can follow up on the inclusionary housing.

MS. FADULLON: Inclusionary housing. So you and I know that we tried to work on this in the past and we -- I think we've got to still figure out where that kind of sweet spot is where we can have a discussion about inclusionary housing in a way that doesn't necessarily have a negative impact on some of the

development that's taking place, but think a little bit more creatively about some answers to make sure that it works.

COUNCIL PRESIDENT CLARKE: Financially?

MS. FADULLON: Yeah, the financial. Right. And I think if we look at where it's been adopted other places, oftentimes private developers are able to access public subsidy dollars to put those units in. I'm not necessarily sure that that is what we have an appetite for here, but we can talk about it. We can talk about it. But I do think we need to start looking at some of those more creative models around how we do mixed-income housing, because as we've heard, as our traditional resources dwindle, we have to be looking at and be willing to look at everything.

COUNCIL PRESIDENT CLARKE: Okay.

COUNCILWOMAN BLACKWELL: Question, Mr. President.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE:

Point of order?

COUNCILWOMAN BLACKWELL: Yes, point of order. I would like to certainly agree with you. We can have meetings all over the City with the Planning Commission and other groups, but you'll generally find in some like-minded neighborhoods that you're going to get the same discussion. So if they go in your area and they say, Well, we don't need this parking, and your people disagree with it, nine times out of ten when you come to mine, they're going to disagree with it too, because parking is one of the worst issues we have in our entire city. I don't care where you go. I do not know why we changed the laws to not require parking. It's just ridiculous. And in the final analysis, it's going to hurt development, not help it. Sure, some kids are University City and I know I have all of that. They're happy to park, but that's not --

4/12/16 - WHOLE - BILL 160170, etc.

everybody, even in that community, because they don't live in every house on the block. It's just a very big issue, and thinking out of the box does not mean we should let parking go. Big, big, big problem. So I wanted to agree with the President on that issue before we move forward.

COUNCIL PRESIDENT CLARKE: Thank you, Councilwoman.

COUNCILWOMAN BLACKWELL: Thank you. Thank you.

COUNCIL PRESIDENT CLARKE: And my apologies to my colleagues for taking such a long time, but it is really an issue every time I go to a community meeting, and I think Councilman Greenlee, who happens to also live in the 5th District, can attest to some of the areas that he's aware of.

The Chair recognizes Councilman Henon.

COUNCILMAN HENON: Good morning, Council President.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE: Good afternoon, sir.

COUNCILMAN HENON: I'm just trying to add a little humor.

So I think the conversation around density is important. It's something that we need to continue to have as we move forward, because there's -- I mean, there's a lot of ordinances and public hearing conversations and discussion around planning and zoning, and things move fast here in the City, and how it all fits together I think is important to you guys. And I know you're aware that -- my colleague Councilman Squilla brought up industrial land, and my question in regards to having a property that needs to be rezoned residential because the neighborhood may be thriving and more density is attractive and more commerce and disposable income. My question is industrial land preservation. We did pass an ordinance last year or a year and

4/12/16 - WHOLE - BILL 160170, etc.

a half ago, and it has to do with notification. So is notification actually happening within the departments, in the Planning Commission and at L&I and Commerce?

MS. FADULLON: So what you're referring to is an ordinance that says if you're looking to get a variance or rezone a parcel that's currently industrial and you want to put a different type of use other than industrial, the developer has to notify the Commerce Department. And a couple things around that. One is, in addition to the coordination of the various agencies that you see here, we also have coordination meetings with the Philadelphia Industrial Development Corporation and the Commerce Department to make sure that we're all on the same page and that that notification is happening, because oftentimes someone will come in and say, Oh, yeah, I talked to the Commerce Department. And then

4/12/16 - WHOLE - BILL 160170, etc.

we'll go to the Commerce Department, Did someone come in and talk to you? Maybe the communication has not been as it's been presented, let's just put it that way.

So we are working to ensure that that communication happens. And then, for example, recently it was brought to our attention that the letter we sent out to the applicant that says you need to contact the Commerce Department didn't actually have any contact information. So we're taking steps such as that to make sure that that communication happens, but then also we're taking steps with Planning in the implementation to look at and making sure that we're not just approving a one-off residential, but what is going on in that area, what are opportunities to maybe support industrial, commercial development in a more proactive way and to sort of make sure that just with one development we're not sort of removing

4/12/16 - WHOLE - BILL 160170, etc.

any of our other opportunities and looking at it in a --

COUNCILMAN HENON: And I hope that is a priority when it comes to industrial preservation. As we were going through that process, some of the remapping and rezoning of these industrial buildings to residential and some of them are hugely successful, others when you have a sole independent residential use and it's in an area to other businesses that had been there first, I don't think it's the response -- the onus and responsibility should be on the developer who's looking to reuse another parcel and not the existing industrial uses or business use that's in the neighborhood. Because what happens is, you have a new development that's put up for reuse because it's been a vacant building for some time and we want to change it into residential and we want to put 60 units in there, 120 units or whatever the number is, and you have the

4/12/16 - WHOLE - BILL 160170, etc.

density issue, and the density issue not only becomes a burden on the residents themselves, but it becomes a burden on the existing buildings and business, industrial use that is adjacent or nearby, and people are going to complain. And if we're going to take a look at planning in the future and coordination and I guess considering density and quality of life of the new residents, which is great, I think we should consider some sort of buffers that are on that new zoning site.

So it's just something I'm going to throw out there for the future as opposed to --

MS. FADULLON: And I think that that's an excellent example of exactly why it's important for this office to get set up, is that we're now really tying those planning and implementation functions more closely together and using them to inform each other so that we are taking more of that holistic approach to

4/12/16 - WHOLE - BILL 160170, etc.

development.

COUNCILMAN HENON: Absolutely. I mean, if that's actually happening, then that's the approach that we're going to have collaboratively with all the new offices, I think that will work out, as long as the District Councilmembers are aware of what's happening in their district.

Last question here, Development Services. One, what determines a project to be put in front of the Development Service team? Who are they? How is it selected and how often do they meet and is there a backlog?

MS. FADULLON: So there is no backlog, but Development Services -- so there was traditionally a trigger in -- I'm not sure I have the triggers exactly right, but I think it was 50,000 square feet of development or more would sort of trigger --

COUNCILMAN HENON: Like CDR or above?

4/12/16 - WHOLE - BILL 160170, etc.

MS. FADULLON: Yeah. That was just -- and, again, it's not a super formal regulated process, but it was sort of this idea that if you had 50,000 square feet and I think there was some other threshold, that you sort of gained entre to the Development Services group. So the staff, we have John Mondlak is our Deputy Director of that, and then there's two other staff people that work in that division, Meredith and Kevin Hart.

But really the Development Services Committee is only brought together on an as-needed basis. So if there's a project of scale that is coming into the City or is being proposed, that Development Services Committee will be brought together based on the anticipated approval process that that development will likely need to go through. So that would include Planning, Streets Department, L&I, PECO, maybe the School District. Whoever is kind of going to be affected by that will come in together in

4/12/16 - WHOLE - BILL 160170, etc.

a room.

I think one of the things we're looking at is -- and I think we said they deal about with, I don't know, ten cases a year, something like that. So they probably see about ten cases a year, and that's really been for large-scale development.

Now, again, with the reorganization of these offices, we're really looking to bring that on board whenever it's needed, not just because you need a threshold. Not necessarily again for somebody who is going to put a kitchen addition on their house or a roof deck, but if there's an affordable housing project and it's ten units and it may not be 50,000 square feet, but those folks need the assistance of Development Services because there's an issue with the Water Department or an issue with L&I, we're looking to bring those services forward.

COUNCILMAN HENON: Thank you.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN GREENLEE: Thank you. Thank you, Councilman.

Councilwoman Parker.

COUNCILWOMAN PARKER: Thank you, Mr. Chair.

I have two pretty quick questions. The first one is in regards to applicants who are applying for variances and special exceptions. They are provided with like a list of addresses that they need to deliver notices to in regards to a zoning appeal; is that correct? Now, let me ask you, explain how the list of addresses is determined. And I'm looking at a sample one that was used for a meeting that we had. What is the criteria used? Because the words that I heard from the RCO and community residents who attended the meeting was, we understand that this is the list, but why isn't the circumference a little larger.

Tell me how that process took place and how the decision was made.

4/12/16 - WHOLE - BILL 160170, etc.

MR. JASTRZAB: What you're referring to is the RCO notification process, and that is part of the Zoning Code, and the code -- so that list of addresses that you're referring to is basically done by our staff. We're notified by L&I of a notification requirement. We then -- our staff, City Planning Commission and our GIS staff, then takes a look at the project site and, using the guidelines contained in the Zoning Code, develops that list of addresses. So I believe that it is all of the facing properties on the block.

COUNCILWOMAN PARKER: Right. So it says every property on the same block is the applicant's property. Every property on the block face across the street and every property that is within 200 feet. And I guess sort of I mention this to you today to say, one, we've heard from more than one RCO and non-RCO community-based organization, particularly when they find out about an

4/12/16 - WHOLE - BILL 160170, etc.

issue at the last minute because they weren't on the list of agencies or within the certain circumference to be notified, that that is a challenge.

And so I'm asking us to let's give some thought to that process. That's why every constitution, every code, there's something we can make called amendments to it, because we constantly can work to improve it. So I just wanted to make sure I brought that to your attention.

And then my final question is regarding OHCD. I need to understand. What rubric is it that you use to identify, label commercial corridors that are eligible for Community Development Block Grant funding? And this funding is used for SIP and sort of commercial corridor cleaning grants. Let me give you an example.

You can travel through Washington Lane and it's only one block, about 15 stores, right? It is eligible.

4/12/16 - WHOLE - BILL 160170, etc.

You go two blocks over and you get to Vernon Road, which is near the Enon Tabernacle Baptist Church. It is not eligible for funding. And we're looking sort of at the same subdivision, because they're all part of the same zip code and neighborhood.

So explain why and what rubric is used to determine eligibility.

MS. LONG: HUD defines low/mod-eligible census tracts, and they're very strict about that. While we look at an area in its entirety, our HUD monitors come and say, Uh-oh, these two tracks, or if an address falls in it, are not eligible. So it's a HUD requirement for low and mod census tracts.

COUNCILWOMAN PARKER: So with that in mind, obviously, again, since even prior to being elected to the state and coming to this body, I worked for 15 years here, and this has been the same issue for a very long time. The question that I've never asked before or heard a

response to is, with HUD having such stringent sort of eligibility requirements as it relates to identifying low to mod census tracts, have we as a city ever engaged in a very aggressive effort to say to HUD specifically, Look at the dynamics of what we're trying to improve here as it relates to our commercial corridors. Is there a way that we can modify?

And so I guess what I'm saying is now working using a collaborative approach with we, the legislative body, the executive branch, along with our congressional delegation to maybe bring HUD into a room and talk with our regional director to figure out how we could even come up with some exceptions for the City of Philadelphia.

MS. LONG: I totally agree, and I think --

MS. FADULLON: So just coincidentally, on Friday we are having a "everybody get to know you" meeting with

HUD to start to lay the table for not just figuring if we can move HUD off the dime, but, again, seeing if there's other types of resources that we can leverage, saying, Listen, we're putting our Block Grant dollars into this block of your commercial corridor. Unfortunately the weird census tract line is right here and it subdivides your commercial corridor. So then taking those dollars that we get from the government, can we leverage those with other dollars to make sure that we're treating the whole issue as opposed to just a piece of it.

COUNCILWOMAN PARKER: Let me offer to lend my voice and do anything --

MS. FADULLON: We will take advantage of your voice any time we can get it.

COUNCILWOMAN PARKER: Thank you very much, Mr. Chair.

COUNCILMAN HENON: Thank you, Councilwoman.

The Chair recognizes Councilman

4/12/16 - WHOLE - BILL 160170, etc.

Domb.

COUNCILMAN DOMB: Thank you, Council Chair Henon.

Question for you guys. I have two or three quickies. Why did the City -- you mention they lost $40 million from the federal government in funding?

MS. FADULLON: So I think those were -- so the way the Block Grant dollars come to us is on a formula basis. So there had been kind of a tradition of us getting less dollars every year because we were losing population, and then a few years ago we were able to sort of reverse that formula. But the federal -- at the federal level, the overall pocket has been diminishing, so that the pie has been getting smaller and smaller, so our piece of the pie then has been dwindling.

COUNCILMAN DOMB: There's nothing we can do to reverse that?

MS. LONG: No. And that also includes a dramatic cut from the state.

4/12/16 - WHOLE - BILL 160170, etc.

We used to get around 5 to 6 million for Basic System Repairs. So it's state and the federal government.

MS. FADULLON: So are we able to reverse that? You know, HUD is a federal -- very large federal government agency. It's difficult, sort of like moving a mountain. That doesn't mean that we're not going to try. Some of the things that we've talked about is maybe even working with our sister cities that may have a large row house contingent of housing and figuring out as a way for us to work together and maybe go to HUD with a pilot program that says we need something to treat row houses, right? That isn't necessarily a problem that maybe Los Angeles has or San Francisco. They have some row houses, but they seem to be able to take care of them. But this is a problem that Baltimore or Cleveland or Cincinnati or some of these other kind of places are experiencing along with us, and is there a way for us

to come up with a pilot program that then we can make an economic argument about why it would make sense to invest in a program like that.

So we are looking at those things, again, as well as going to the philanthropic community, particularly the national foundations, and figuring out other things that we can do in Philadelphia. Because as we heard in the parking discussion, we've got one of just about everything here. So we are an excellent city for test cases and modeling.

COUNCILMAN DOMB: Okay. Second question was, do we have any more capacity to grow this recent initiative associated with the landscape program where we hire jobs for returning citizens? Is there a capacity to expand on that program?

MS. LONG: With funding, yes. I think last year with the additional funding, our partners at the

4/12/16 - WHOLE - BILL 160170, etc.

Horticultural Society launched what I think -- the pilot program. They've hired 27 returning citizens, I think, and were able to add another 2,000 lots and expanded the Community LandCare group. Those are groups that are working within the community and providing jobs for community residents.

So I think another thing that sets that program apart is that they're working with Philly RISE and the Enterprise Center to provide ongoing support to ensure that those returning citizens stay employed.

COUNCILMAN DOMB: One last question. Councilman Squilla I thought had a great idea last year and very successful auction of, I think, like 100 properties, and it went pretty quickly. Is that a possible tool that you can utilize in the Land Bank to move the inventory quicker?

MS. FADULLON: I think those are things that we can look at. If that

has councilmanic support and feel that that's a direction that you'd like to move in, we can investigate it, sure.

COUNCILMAN DOMB: Thank you. Thank you very much.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilwoman Blackwell.

COUNCILWOMAN BLACKWELL: Thank you very much.

As you know, during these times and with all of the development that's going on, we have an issue with people being afraid of gentrification. I wanted your opinion on that and if you all have some plans as to what we can do to let neighborhoods know that they are protected and that we're not as a city trying to make sure that they get pushed out of their homes.

MS. FADULLON: So I think that gets back to the discussion we've been having somewhat about the Land Bank, but

then also doing the strategic planning to determine where we have opportunities to either create or preserve affordable housing, where we have opportunities to do workforce housing to make sure that we have a choice of things that -- there's a spectrum of housing choices, that it isn't just all this income or that income. And that takes some time to do that in a strategic way. So oftentimes that means that we're not putting land out for development or we're not developing things as quickly as some people would like us to see -- or like to see us do, but that's because we're taking our time to make sure it's being done in a strategic way, where we are encouraging that growth and new investment, but we're also taking our time to protect the existing residents. And to be honest with you, as we all know, that's a very -- that's a hard issue, and we're working towards looking at where best practices are in place in

other communities, and it's hard to find other best practices, to be honest with you. And so that's why we're taking a strategic look at where we're doing our investment and how these things are happening, and I think this idea of looking closely at where our population is moving and getting ahead of some of those things to figure out how we can proactively do development but protect the existing residents is something we're very interested in pursuing and figuring out over time. Definitely.

COUNCILWOMAN BLACKWELL: Yes. Very important, because some neighborhoods are low-income neighborhoods. They can't afford workforce housing. And, in fact, I had a meeting two weeks ago with a developer who was saying he wanted to do workforce housing, and when I told him I needed low- and moderate-income housing in that area as well, he said, Well, we don't build for free, we're not volunteers, we

need to make money as well.

So this whole issue of low- and moderate-income housing in areas and the whole issue of gentrification, even in areas -- I mean, I have the Promise Zone. We got Mantua. It's a big, big thing in today's world, but I have to make sure that the people aren't pushed out because they can't afford either workforce level housing. They've been there, their parents have been there, their grandparents have been there, their great-grandparents have been there, and certainly they expect us to protect them as we move forward with trying to develop housing and as well as retail in those areas.

MS. FADULLON: Right. And, again, I think that really underscores our need to be creative and aggressive around preservation and how we keep people in those homes.

COUNCILWOMAN BLACKWELL: Absolutely.

4/12/16 - WHOLE - BILL 160170, etc.

Thank you.

COUNCILMAN HENON: Thank you, Councilwoman.

I have a question before Councilman Green comes back. It's regarding LandCare. So how are the 9,000 lots selected?

MS. LONG: The LandCare program, I think it's important, it's a community development program. So the priorities are in and around where the City is investing in areas of priority, and those selections have been made since the start of the program back in 2008. And so we now have to date 9,000 lots that are being maintained throughout those communities.

COUNCILMAN HENON: How do you see it getting from 2,000 and 9,000 in one year?

MS. LONG: What made that happen is the capacity of our partners at the Horticultural Society through the addition of funding additional community

4/12/16 - WHOLE - BILL 160170, etc.

land care organizations in the community and also the willingness and participation of the contracted landscapers. There was a commitment and an enthusiasm to work together collaboratively to make this program work.

COUNCILMAN HENON: So the program is -- it's not a temporary use.

MS. LONG: No.

COUNCILMAN HENON: It's in perpetuity, correct?

MS. LONG: Exactly.

COUNCILMAN HENON: It's going to be every year?

MS. LONG: And one thing to note too I think is that as it was originally conceived not to be a long-term -- the idea was to improve the lots to improve the quality of life for the surrounding residents and that also to be used for future development. So I think since the beginning, roughly 10 to 15 percent of the lots that are cleaned

are then eventually developed.

COUNCILMAN HENON: Okay. So that leads me to my last question on that. Will the Land Bank be used to bring in the delinquent parcels where LandCare is already active?

MS. LONG: I'm sorry. Could you repeat that? Are you asking --

COUNCILMAN HENON: Will the Land Bank ultimately be the one to bring in the delinquent vacant land to be reused for your purpose -- well, for the LandCare and put to market?

MS. LONG: Not necessarily for the LandCare, but as the properties are being brought in, several of those properties are currently being maintained.

MS. FADULLON: Through the LandCare program.

MS. LONG: Through the LandCare program.

COUNCILMAN HENON: So the Land Bank through its process and its

4/12/16 - WHOLE - BILL 160170, etc.

delinquency of the vacant parcels, a portion of those will be intended to go to market; is that correct?

MS. LONG: Exactly, yes.

COUNCILMAN HENON: Okay. Great. Thank you.

The Chair recognizes Councilman Green.

COUNCILMAN GREEN: Thank you, Councilman Henon, serving as temporary Chair.

I just want to follow up on some of the questions that Councilwoman Parker raised in reference to the challenges that she described in reference to providing resources for parts of the 9th Council District, which we've also seen in other parts of the City, especially during my tenure working for Councilwoman Tasco.

Can you provide some information regarding areas in the City where CDBG dollars have been spent that have been used for the prevention or

4/12/16 - WHOLE - BILL 160170, etc.

elimination of slums or blight under the HUD guidelines that were not based on income restrictions?

MS. LONG: Through the years I don't believe that we have used -- that is a little more difficult of a classification to use funding under, the blight/slum elimination. I can go back and provide you and look for that information when we have used that. I don't have it readily --

COUNCILMAN GREEN: But generally as long as an area is determined as blighted, then CDBG dollars can be used for an activity in that area to prevent or eliminate regardless of income guidelines.

MS. LONG: Yes. And, again, I would have to go back and look when we've used that classification.

COUNCILMAN GREEN: So if an area of the City does have a blight certification, then income should not be determinative in reference to whether

CDBG dollars can be used, correct?

MS. LONG: And also that we have a local requirement that those dollars be used to serve neighborhoods that are and residents that are 80 percent and below median income.

MS. FADULLON: So on top of the federal regulations from HUD, there was also an ordinance passed, I think, almost as soon as the City started to get CDBG funds locally that there's a requirement that they be spent in areas with median income 80 percent or below.

COUNCILMAN GREEN: Right. So it's more of the local requirement that may be more of the challenge than the federal guidelines?

MS. LONG: Yeah.

COUNCILMAN GREEN: Okay.

COUNCILMAN HENON: No further questions. Thank you for your time and your panel here today.

The next panel will be Mural Arts.

4/12/16 - WHOLE - BILL 160170, etc.

MS. FADULLON: Thank you.

MS. LONG: Thank you.

(Applause.)

(Witness approached witness table.)

COUNCILMAN HENON: Good afternoon.

MS. GOLDEN: Good afternoon.

COUNCILMAN HENON: Jane, you can state your name for the record and proceed with your testimony.

MS. GOLDEN: Sure. My name is Jane Golden and I'm the Executive Director of the Philadelphia Mural Arts Program.

(Applause.)

MS. GOLDEN: And we would like to start with a video. We thought that would be very lively. I'm sorry there are not more people here, but okay, but we'll go. Are you ready? Here we go. This will inspire everybody.

(Video shown.)

(Applause.)

4/12/16 - WHOLE - BILL 160170, etc.

MS. GOLDEN: Thank you.

Thank you for the opportunity to speak with you today, and thank you to the many people who are here to support the arts.

(Applause.)

MS. GOLDEN: And I want to give a shout-out to our Chief Cultural Officer, Kelly Lee, who is here.

Thank you, Kelly Lee.

(Applause.)

MS. GOLDEN: I'm excited -- I'm always excited -- to testify for Mural Arts Class 100 and 200 allocations totalling $1.6 million.

The energy and optimism in Philadelphia is tangible right now. Despite considerable challenges, the City seems to be at a pivotal moment of change. The big question that hangs over this moment is, How can we move the needle in a way that is inclusive and equitable, where one person's struggle is everyone's struggle and one person's

victory is everyone's victory.

Mural Arts is committed to being part of the movement for positive and equitable change. It's in our DNA. The driving concept from the very beginning, rather than be punitive with those who have fallen through the cracks, we sought a restorative approach that reinforces their value. We learned that early on when we were the Anti-Graffiti Network, where graffiti writers' destructive impulses were re-imagined as creative assets. Art became a lifeline for young people all over the City. That was 32 years ago. The work we're doing now is different, more complex, more expansive, but the principle remains the same. Go to any neighborhood and you'll see our work underway. At 8th and Snyder, Shira Walinsky, Southeast by Southeast, the hub is a thriving cultural center and resource center. You can see everything from art workshops to ESL, social services. In this space, the

4/12/16 - WHOLE - BILL 160170, etc.

Burmese, Bhutanese, and the Poly Refugee communities have built strong intergenerational relationships that led the charge to clean the neighborhood and bring about all kinds of cultural programming. As a result of Southeast by Southeast, residents voice a greater sense of safety and well-being.

In our schools we're doing more than ever to ensure art and creativity remain a key part of children's education. Through partnerships with Freire, McMichael Morton, Roxborough, South Philly High, Esperanza Charter, Mastery Lenfest, we're offering a model that integrates art with core subject learning and provides professional development to our teachers.

How exciting it was to walk into South Philly High School recently and see young people excited about algebra as they visually demonstrated math through art, or at Roxborough High School where they were talking about the

universe. Out Art Education program embodies the principles of private-based learning, challenging our students to think critically, to collaborate, to be problem-solvers. We want to give our students a voice and a choice.

Our graduation rate in our advanced programs is 100 percent, and we have a very high rate of students moving on to higher ed, and it shows that our sustained, rigorous methodology pays off. Within the seed of each public art project grows the possibility that our young people will be the next generation of thought leaders.

I also want to mention our Guild Program.

(Applause.)

MS. GOLDEN: Yes. Which puts individuals who are reentering society to work. Young people -- we work with people coming out of prison, young adults on probation, and we challenge them, ask them, work with them to restore and

4/12/16 - WHOLE - BILL 160170, etc.

beautify public and cultural spaces. Since 2009, the program has enrolled more than 600 participants and has been astonishingly successful, with a one-year recidivism rate of 18 percent compared to Pennsylvania's statewide rate of 35 percent and a national rate of 65 percent.

Art, yes.

(Applause.)

MS. GOLDEN: Those who completed the Guild describe it as supportive but disciplined, where they can get back on their feet and have a positive work environment that gives them a renewed sense of purpose, meaning, and value.

Amir Mohavan (ph), one of our graduates, said, "I went from being a number and an inmate to being covered with paint, doing something that I love and giving back to Philadelphia in a positive way." That's what we like to hear and, more importantly, 70 percent of

4/12/16 - WHOLE - BILL 160170, etc.

our graduates move on to jobs or other programs.

(Applause.)

MS. GOLDEN: And we prioritize working in public spaces, schools, park and recreation centers. These aging community amenities risk sending messages to communities of disinvestment. Public art, benches, other contributions can make a significant difference and signal real momentum. Most of our Guild reentry projects focus on these kinds of spaces so that the participants are maximizing their impact, maximizing their contributions to communities, and the dollars that are spent have double impact. It is a win-win. We're transforming individuals and transforming civic spaces.

We're also conscious of our aging collection, and we're committed to restoring iconic murals that continue to be important to the community. City support is key to this preservation

effort. Our projects help us build trusting relationships with residents that give us insight into pressing community challenges, such as trash and dumping, housing and security, public safety concerns, health concerns, blight. We use our knowledge to build alliances between people and City agencies and non-profits that can address the needs of citizens of this city. Often this leads to agencies and non-profits joining with us in storefront hubs. It's a new initiative at Mural Arts as of a few years ago, spaces we are proud of in South Philadelphia, West Philadelphia, and our new one in Tacony, and we hope more to come, hub spaces.

(Applause.)

MS. GOLDEN: Earlier this year the Yale School of Medicine shared with us the findings for a four-year controlled study. People always say, Jane Golden, you're so excited. What's the impact?

4/12/16 - WHOLE - BILL 160170, etc.

Well, we have it. In describing a statistically significant impact on communities, the Yale team showed us an increase in something called collective efficacy, and I'll tell you what that means. It means that our process has created a window of time when communities are in a better position to help themselves when substantial change led by those from within become more possible. This is a powerful finding for me, because it gives us hard evidence to our belief. It reinforces that art ignites change. Yes.

In the process of creating change, we are contributing to a thriving creative economy by investing nearly $2 million annually in artists' wages. Let's hear it for artists.

(Applause.)

MS. GOLDEN: And we are proud of the fact that we employ artists, employ them -- I want to underscore that -- and not just provide them with

spaces to show their work, which I do think is fantastic as well. And we also are very determined to help them make connections to enrich their careers as they enrich Mural Arts and the City.

Artist Michelle Ortiz, who worked with us in this big public art exhibition we had in the fall, said that Mural Arts opened doors to being able to play stories that are often invisible or unheard in public. She said that working with us allowed her to do work she never would have done. "It would have been impossible for me to do," she said. And her extraordinary vision -- and perhaps you saw the compass rose with figures in it dealing with issues around immigration and deportation. We were able to help her bring that image to fruition.

We want to make artists bring their vision to reality. We want to link them to important social issues in the City, because we feel very deeply that artists are change agents.

4/12/16 - WHOLE - BILL 160170, etc.

And it's not just local artists, but artists from around the world are beginning to see that something very special is happening in our city. They see that Philadelphia is a place that supports artists. They want to work in close collaboration with us. They see our community leaders, business leaders, and public servants embracing the art. I will never forget Shepard Fairey at a mural dedication with Councilman Squilla and he said, I've never seen -- "I have been to cities all over the world, and I've never seen anything like what is going on here in Philadelphia." And this is what he said: "It's like the artists are in charge."

I said, "No, we're not really in charge." I said, "But we are embraced and respected, and that is extraordinary."

So I am so grateful to all of you in the room today for supporting us, for helping artists do their work. You

have established Philadelphia as an incubator for creativity and innovation. And speaking of Open Source this fall -- and what an incredible program that was -- 14 new commissions, 40 programs, national press. And besides that, we had an extraordinary group of local artists and internationally known artists. And as if that were not enough, we also did a major commission connected to the Pope's historic visit. Five thousand people from here and all over the world worked on that mural. It made the Guinness Book of World Records. More importantly, the Pope signed it, as this incredible moment in time was broadcast for the world to see. I could not have been prouder as I heard Anderson Cooper on CNN say, Philadelphia is home to more murals than anywhere in the world.

Over and over again --

(Applause.)

MS. GOLDEN: Over and over again we're hearing from artists and

4/12/16 - WHOLE - BILL 160170, etc.

cities about Philly. This is a place where artists want to work and a place where other cities want to learn, and how great is that for us. I want to quote a recent collaborator, internationally known artist, Caledonia Curry, otherwise known as Swoon. She said, "Working with Mural Arts has given back to me many times more than I was able to give to them, and I tried to give as much as I could. I feel so moved and fed by Mural Arts. Because of it, my life has changed in profound ways." And this is a woman who shows her work at museums all over the world. She joined with us last year to work with participants from a halfway house and people in our Guild Program and at Graterford Prison, and she did incredible work about issues related to trauma. She created these beautiful portraits inspired by stories of hope and personal healing, so their stories could take root, fly, and become real.

And artists aren't the only

4/12/16 - WHOLE - BILL 160170, etc.

people coming from afar with an interest in our work. Look to our growing tour program, which hosts nearly 15,000 visitors a year. Or consider this statistic: 240 million press impressions that we garnered last year, 240 million press impressions. That is phenomenal. And last fall an article in Newsweek noted that non-profits and officials from more than 20 cities have reached out to Mural Arts for advice on starting similar programs.

Author Max Kutner wrote that it is because Mural Arts focuses on community engagement and social justice and engaging in great art.

And moving forward, we're doing a lot, several projects for the DNC, a major public art project in Southwest Philly, restoring rec centers in Germantown and North Philadelphia, working with kids citywide, working with Connor Barwin and his team at Smith Playground, creating a theatrical

4/12/16 - WHOLE - BILL 160170, etc.

production with veterans and people who play rock. We have a big project in the Italian Market. We're creating a masterpiece mural about children and trauma, a Richard Allen tribute mural, a masterpiece, and many more projects coming that tie into the goals of Mayor Kenney's Administration and the goals and beliefs of City Council.

Your investment makes this all possible. Your belief in our impact inspires funders to match the City's allocation five to seven times over every year. And it's not just funders in Philly you're leveraging, but foundations and corporations from around the world.

It is clear to everyone near and far that Philadelphia is the City on the move, but while we strive to never stand still, our strong arts and culture sector helps to keep us on a steady upward path. We want to thank our friends from the Greater Philadelphia Cultural Alliance, other advocates and

4/12/16 - WHOLE - BILL 160170, etc.

the wonderful arts organizations, museums and institutions that grace our city. We have amazing colleagues. The power of art to uplift our neighborhoods, galvanize our communities, and bring people together is tangible and true.

So as we step into this upcoming year, one I think will be one of our best, I want you all to know how grateful I am to you. I not only thank you, I ask all of you to join us, to work with us in a journey of creativity and discovery. Together we will use art to engage, to enliven, and to transform our city.

Thank you.

(Applause.)

MS. GOLDEN: I am very happy to answer questions.

COUNCILMAN HENON: I think you answered everybody's questions.

I'm going to note for the record I would never ask you to summarize your testimony, but your enthusiasm is

4/12/16 - WHOLE - BILL 160170, etc.

contagious. And, again, for the record, I want to state that I am a huge Mural Arts fan, and I want to thank you, your staff, and all the artists and volunteers in the communities for what you do. And we do hear your battle cry here for fighting every day for changing the way people see Philadelphia, the way we see our neighborhoods, and the way we see each other, because I think that is all part of the programs that you put in place. And I'm proud to be working with you hand in hand, and you mentioned smartly in your testimony Tacony. It's in my district, where we have an artist-in-residence program. We're doing creative things. We're in our parks and recreations. We're in our libraries, and we're doing a wonderful job.

So you come in front of City Council with your enthusiasm and to let everybody know what Mural Arts does every day and the change that has taken place in our neighborhoods and in our

4/12/16 - WHOLE - BILL 160170, etc.

communities with community involvement.

There is an ask for additional resources, which I support. In addition to what you come here today with, an extra $500,000 that if you were to have, can you please describe the additional work that you could do with it.

MS. GOLDEN: Yes. We could -- I think that -- I want to start with our reentry work. I think it is -- I think that I'm passionate about this because I see real change. I mean, our Guild members are learning skills and then applying those skills to real City issues, really changing our built environment, changing the quality of life for people. So that's like paying it forward in a very profound way.

So with extra funds, that 500,000 will allow us to serve anywhere from 25 to 50 more constituents in restorative justice just in the course of a year. And then when you think about it, the cost is probably $5,000 per

4/12/16 - WHOLE - BILL 160170, etc.

participant, and I know that to be in an institution it's about $35,000. So it saves society money, period, and it saves people's lives. Like I said in my testimony, it is a win-win.

Then I really feel very committed to the issue around preservation. People come to this city from all over the world. If you're the Philadelphia Museum of Art, you're taking care of your collection. Well, we're like an outdoor museum, and we have to have care for this collection. I know that when murals start to deteriorate, that people are calling us. Communities get together. They want to know what's going to happen. And I'm going to be very proud on Friday to stand in front of the Negro League at Belmont and Parkside and talk not only about the restoration of that iconic mural, but also that we just restored the Jackie Robinson Mural. I mean, Jackie Robinson should be there for the world to see sliding into home.

4/12/16 - WHOLE - BILL 160170, etc.

So it will allow us to restore about 25 more murals, that 500,000. And then we have a giant waiting list of people who want work, which is fantastic. We love that.

COUNCILMAN HENON: What neighborhoods and how many people you think would be affected by --

MS. GOLDEN: Literally thousands of people would be affected, and we create an equitable distribution of where the project -- we do about 100 projects a year, and I'm happy actually to -- we'll go back and we can do some research and I can disseminate this, maps to everybody. I actually in our packets -- and we can do this again. We can show everyone like where we're working, where we plan to be working in this fiscal year coming up. It's like we try to work everywhere. We try to be sort of omnipresent if we can.

So it will allow us to do a lot more work in communities throughout the

City, impacting thousands of people, and also it will impact our restorative justice program profoundly. And we will leverage it. And that's the other thing. We do not take City money for granted. We are like the Energizer Bunnies running. Like I am so grateful for every dollar the City gives us, and it's our responsibility to stretch it as far as we can and to leverage it and match it and just really make it work tenfold.

COUNCILMAN HENON: So that's $500,000. If you were to have an additional $250,000, what would that look like?

MS. GOLDEN: We would still do great things. I mean, we preserve a body of work. We would do new work, because I feel like -- I mean, we would take that and we would leverage it, because I know how many foundations exist both locally, nationally who are very intrigued and actually support us because we have funding from the City, because they think

this model, a public-private model, is a sound way of working. And I concur. I think it's a really smart investment.

We love -- I love that I'm a City employee. Fifty people work at Mural Arts; 11 of us are City employees, but we all feel like public servants.

So the answer to your question, I'm happy to get you specifics on this. Yes, I will absolutely get you specifics, but we will increase our work.

COUNCILMAN HENON: Right. I mean, that's great. If you have specifics on that, on that dollar value, you can provide it to the Chair, and we'll make sure that the members get it.

As far as the Administration plans for rebuild and its new vision for our rebuild, parks, recreation centers, and libraries, is Mural Arts included in that?

MS. GOLDEN: We hope that we are. We aspire to be part of that. We think it's really exciting. And of

4/12/16 - WHOLE - BILL 160170, etc.

course I'm a huge fan of Parks and Recreation. Kathryn Ott Lovell was at one point part of Mural Arts. We look forward to working with her. And we think all over the country there's a real trend for artists to be involved in big projects, capital projects at the front end instead of the back end. And so we would really look forward to being part of that.

COUNCILMAN HENON: And, lastly, working closely with you over the last five years, I kind of understand a little of the back end with your staff and the pay salaries. When was the last time that the staff and some of the folks that receive stipends had any kind of increase?

MS. GOLDEN: I think -- is Joan Reilly here?

(Witness approached witness table.)

MS. REILLY: I think it was two years ago there was a slight increase

4/12/16 - WHOLE - BILL 160170, etc.

related to the increase in the co-pay on the health insurance. There was an adjustment made to the City workers' salaries.

Last year we were able to get our lowest wage. Many of our people who work on our crew were making in the $26,000, $27,000 range. We were able to bump that up to the low 30's. But the entire 11 people who are part of the City of Philadelphia Mural Arts Program have not all received wage increases in a couple of years.

COUNCILMAN HENON: In a few years.

MS. REILLY: In a few years, and we think we're way below market value.

COUNCILMAN HENON: Was there any clause, like a "me too" clause, when the City municipal contracts or unrepresented employees received their cost of living increases? Has that ever been a history or --

4/12/16 - WHOLE - BILL 160170, etc.

MS. REILLY: When there is a standard increase across the City for the City workforce, then, yes, we are included in that. But for a while there was a freeze on wages in the earlier years of the Nutter Administration. Then there were some adjustments made, and we did -- our staff were --

COUNCILMAN HENON: Adjustment to your health and welfare.

MS. REILLY: It was to their salaries to offset that increase. There's probably someone here from Budget who could describe that better. But I want to be really clear on the record. When all the City workforce -- if their wages are increased, our 11 City employees are included in that.

COUNCILMAN HENON: But it's been two years, correct?

MS. REILLY: It's been a while for the whole staff to get raises. And selfishly, I would just say we think our Executive Director, Jane Golden, is the

4/12/16 - WHOLE - BILL 160170, etc.

best bargain in the City and is undercompensated for the scale and complexity of her work.

COUNCILMAN HENON: I think the rate of return is pretty good.

MS. REILLY: But we support -- we would say all our employees in the City workforce are extraordinarily dedicated, work hard. And their jobs, if you've been in Council for a while and you hear Jane's testimony, the complexity of the work and the skill set required to do that work has grown exponentially, and our staff have kept pace with that in terms of their own skill development, their dedication, but we don't think the compensation is in alignment, and we get the complexity of that issue for the City.

COUNCILMAN HENON: Thank you.

The Chair recognizes Councilman Green.

COUNCILMAN GREEN: Thank you, Councilman Henon.

4/12/16 - WHOLE - BILL 160170, etc.

I just want to reiterate some of the things you've stated on the record in reference to the Mural Arts Program. They do a phenomenal job of leveraging dollars. I think for every dollar of City dollars that go in, they're able to leverage at least another 7 or more dollars from private sources. They've done a phenomenal job.

In addition, I reiterate your position in reference to rebuild, considering that the Administration's program to use funding from the proposed sugar-sweetened beverage tax to make a major investment in our recreation centers, parks, and libraries is one that it's fruitful, but the fact that the Mural Arts Program has already been doing work in recreation centers for, I believe, the past ten years. In particular, just this year alone, my understanding is they'll be doing work at Happy Hollow and Towey and MLK and Wister and also Smith Playground. So they're

4/12/16 - WHOLE - BILL 160170, etc.

already doing the work, and they're doing the work in a way that's very meaningful in reference to the Guild.

And my question is that for the Guild, you have about 70 people per year participating; is that correct?

MS. GOLDEN: That is correct.

COUNCILMAN GREEN: And from my understanding, that traditional recidivism rates are about 34 percent, but with the program that you're doing with the Guild, what's your recidivism rate?

MS. GOLDEN: 12 percent.

COUNCILMAN GREEN: About 12 percent. So clearly this is an organization, a program that's working. It's doing a great job in reference to providing people an opportunity coming out of or returning citizens to get involved in meaningful work and providing restorative justice.

One other thing I would like to put on the record is that earlier in the

year, I had hearings regarding social impact bonds or Pay for Success bonds, and I think that the work that Mural Arts Program does is also an outstanding organization to qualify for those type -- for that type of funding going forward. So I'll be looking at how we could possibly partner with the Mural Arts Program to maybe bring in some additional resources through social impact bonds or also known as Pay for Success bonds, but also supporting what Councilman Henon said about additional funding for the Mural Arts Program as well as having Mural Arts as part of the rebuild process.

MS. GOLDEN: Thank you very much. Very, very grateful. And I do think that there's something to it. I think when people are doing work that's tangible, that means something to the community, really it makes a difference, and the feedback is continually positive. So thank you.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilman Oh.

COUNCILMAN OH: Thank you very much, Chairman.

As you know, I do very much support your program. I appreciate the work. I do think it's quite undervalued, and I do believe that it doesn't get as much credit as it should for the turnaround that has occurred in the City.

I am concerned about the cost of living in our city. I am not in favor of increasing taxes and costs in the City. I think it's very problematic for people, but I very much appreciate the creative economy and I very much appreciate your work, and I would happily fund your program, because I think it is so much a good return on our investment.

Having said that, I do have a question and, that is, when I go through Center City, especially during the

daytime or some parts in the evening and I see these beautiful murals, it's very inspiring. I think it's wonderful for our city.

MS. GOLDEN: Thank you.

COUNCILMAN OH: But in our neighborhoods, there are also some wonderful murals, but I don't see them lit up at night, and I'm really interested in our evening economy, our nightlife. I did a series of hearings around 24-hour Philadelphia and our creative/innovative economy. And is there a way to coordinate with PECO and with SEPTA and maybe, as the Chairman said, Parks and Rec so that when you're putting up these murals, we can find ways to light them up in the evening?

MS. GOLDEN: I actually think that's a fantastic idea. We have actually, thanks to Local 98, we have a few murals that are lit, and when they're lit, they're captivating. We are about to restore the American flag mural, that

4/12/16 - WHOLE - BILL 160170, etc.

iconic mural at Delaware and Spring Garden, and our dream is to have that lit.

So we would love to come talk to you. And I think you're right, I think it's going to take several entities to come together. See, we feel that with this increase, even a modest increase, those few little dollars, it's interesting like how you can leverage it and build partnerships, and I think that that could be possible. I really -- like our vision would be to have murals lit, to have evening tours. We think we could really capitalize on it. I love that idea.

COUNCILMAN OH: Well, I would love for you to write out the cost of this and how we can leverage it and coordinate it, and then if there's any additional dollars we need to spend to light up, especially in some of our challenged neighborhoods where I think this will be very, very helpful in

4/12/16 - WHOLE - BILL 160170, etc.

uplifting spirits and things like that. So thank you very much.

MS. GOLDEN: Great. Thank you.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilman Domb.

COUNCILMAN DOMB: Thank you, Councilman Henon.

Good morning -- or good afternoon, I guess it is. Just a couple of quick questions. First of all, I want to make a statement. I learned a long time ago nothing great was ever accomplished without enthusiasm, and you've accomplished something great with your enthusiasm and all the artists that are here today. It's a great thing. And as a full disclosure, I own a building that has one of your mural arts on it, as you know, and I'm a big supporter of Mural Arts. But let me just ask a question.

You have this restorative

4/12/16 - WHOLE - BILL 160170, etc.

justice program, which is a great program. How many people are in that program right now?

MS. GOLDEN: 70 people.

COUNCILMAN DOMB: 70?

MS. GOLDEN: 70 are -- in a year there's 70 people.

COUNCILMAN DOMB: 70 people. So let me just give you -- maybe this a path to go down for your funding. If those 70 people and the average in the state is 35 percent of those 70 return, you said we keep -- we're averaging 12 percent, correct? So the delta is 23 percent of the 70, which is about, what, 14 or 15 people. We're saving 43,000 times the 15 people. Do the math. It's less than what you're requesting.

So this is a program -- I'm going to echo what Councilman Green said. This is a program that's worthy of funding, especially if you're going to expand that restorative justice program to more people, because the investment we

4/12/16 - WHOLE - BILL 160170, etc.

make pays back the return. So if you could double the amount, it would be phenomenal.

MS. GOLDEN: Thank you. Thank you so much.

COUNCILMAN DOMB: Thank you. Thanks for coming today. Thank you.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilman Taubenberger.

COUNCILMAN TAUBENBERGER: Mr. Chairman, thank you.

Ms. Golden, in your testimony you reference the Energizer Bunny. I believe that you could teach the Energizer Bunny something about energy.

I have been here for five years as a Council staff person. I've been here a couple months as a City Councilman. I have never heard such enthusiastic and passionate testimony in my life.

MS. GOLDEN: Thank you.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN TAUBENBERGER: And that is truly a tribute to you.

(Applause.)

COUNCILMAN TAUBENBERGER: I do have one question as it relates to that testimony. What did you have for breakfast this morning?

MS. GOLDEN: An apple.

COUNCILMAN TAUBENBERGER: An apple. I'm a big believer in apples. They're very, very good.

I think the sentiment from many of my colleagues, particularly Councilman Oh, in helping light some of your great works of art I think is something we should look at. It certainly would have my support. I think this is a great investment, seeing the quality of the work done. Your artists are here. Your supporters are here. I'm very impressed. Also the video was excellent. If it's possible, I would like a copy of that video. I want to show that to some other folks.

4/12/16 - WHOLE - BILL 160170, etc.

MS. GOLDEN: Sure.

COUNCILMAN TAUBENBERGER: I have a question as it relates to an article that was written in, I believe, the Philadelphia Inquirer on -- not an article. It was an op-ed on April the 2nd criticizing you, although they liked you, which says a lot about you as well. But under investigation that my office has done, I saw that the mural in question of a presidential candidate was not your mural at all, is my understanding.

MS. GOLDEN: That is exactly right. We did not, for the record, do the Bernie Sanders mural, and we thought that was not right of the Inquirer to put that picture next to that letter, because that was very misleading, and I did call the Inquirer and say that.

COUNCILMAN TAUBENBERGER: Good. Well, that's good. But the question does raise -- just so we have a greater understanding and can be supportive, what

is your procedure in getting a mural up? I mean, what themes do you look at? If you're honoring someone, who do you honor? How is that decision made, if you could share that with us.

MS. GOLDEN: Well, murals happen five ways. So one is that they come in on the waiting list and we put together a panel several times a year. And the demand exceeds our ability to do it. So it's competitive. So people are really asked you've got to make a good case and there has to be widespread community support. It can't be anything related to an active political situation. I mean, we're a City agency and we would just never do that. So that's one way.

The second way is, projects happen because they're related to bodies of work - art education, criminal justice, behavioral health, community murals.

The third way is that the City is grappling with big issues around

trauma, around gun violence, and a member of City Council or the Mayor's Office or the Mayor will say, We really think this is an important issue to do.

The fourth way is that there is -- that funders have ideas too, and that one we did years ago, a big project on workforce development, but it was a theme that was related to the City.

And the fifth way is that artists have ideas, and they are brilliant thinkers.

But we always have an internal committee who is vetting our body of work for that. So we could go over with you now FY17 and say here's some decisions we made, this is why we made them, be able to justify them. And then we're actually -- our goal is to be able to do that for the next three years.

So there's always a vetting process, but community support is really critical to almost -- to everything we do actually.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN TAUBENBERGER: Well, I appreciate that very detailed answer, and it gives me a much better understanding, and maybe the Inquirer ought to print that, what you just said, on how this is done so people have an understanding of what -- maybe. I mean, I think it would be a natural request. Maybe I'll write something with you.

MS. GOLDEN: That would be lovely.

COUNCILMAN TAUBENBERGER: Because the people should know the story. Immediately everyone thought that you did this mural, and of course it's a highly political season and people are for and against and everything else and here is Mr. Sanders in a very big way. And so I think the question was answered very, very well, and I am a big fan of your program as well. I want that to go on record.

And, Mr. Chairman, thank you very much.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilwoman Blackwell.

COUNCILWOMAN BLACKWELL: Thank you very much.

I certainly agree with all that has been said regarding Mural Arts. Everybody loves Mural Arts, and we're proud that we have 4,000 in our city. I think that we ought to consider doing our 1 percent art for Mural Arts. It would help us. It makes a big difference. We could still get art, and I believe that we should investigate that, and certainly again support all that has been said. Thank you.

MS. GOLDEN: Thank you, Councilwoman.

COUNCILMAN HENON: Thank you, Councilwoman.

Last question for me. Do you think there's an opportunity to partner with the Department of Commerce and get

4/12/16 - WHOLE - BILL 160170, etc.

Mural Arts involved in the Storefront Improvement Program? I think it will be able to brand commercial corridors with some hand-painted storefronts that would be consistent and in coordination with the program and the commercial corridors.

MS. GOLDEN: That is a fantastic idea. I love that idea. Many years ago when we did the Love Letter Project in West Philadelphia and we took over an empty storefront and we started -- the artist said, Let's have a sign painting business.

I'm like, Well, what do we know about sign painting? Nothing. But he's like, We're artists, we can do it. And people started commissioning us to do signs along the Market Street corridor, and it was fantastic. Fast forward to Southeast by Southeast or the Neighborhood Time Exchange in West Philadelphia where there's all this energy percolating. So it's about revitalizing the corridor, and then we

can do facade improvement, because no one is more creative than artists, and we can also be responsive to the community. So it's like how do we layer in all these things and be value added to citizens.

COUNCILMAN HENON: Great. Well, thank you.

That seems to be it. So what we are going to do here, the Committee of the Whole will go on recess and take a break and reconvene at 2:30.

Thank you for your time.

MS. GOLDEN: Thank you.

(Applause.)

(Short recess.)

COUNCIL PRESIDENT CLARKE: Good afternoon, everyone. We're going to reconvene. Next up we have the Department of License and Inspection.

Please proceed.

COMMISSIONER PERRI: Good afternoon, Council President Clarke and members of City Council. My name is David Perri, Commissioner of the

4/12/16 - WHOLE - BILL 160170, etc.

Department of Licenses and Inspections. Joining me today are Kirk McClarren, Administrative Services Director, and Rebecca Swanson, our Director of Research and Analysis. I am pleased to provide testimony on the Department of Licenses and Inspections Fiscal Year 2017 Operating Budget.

The Department of Licenses and Inspections is committed to making Philadelphia the nation's leader in building safety. L&I enforces Philadelphia's Construction, Property Maintenance, and Fire Codes, which set forth the legal responsibilities that come with property ownership and participation in the construction process. Our mission is to promote public safety, first and foremost, across all of our core functions, which include issuing licenses and permits; inspecting construction projects to ensure compliance to all plans and applicable codes; enforcing the Property Maintenance

4/12/16 - WHOLE - BILL 160170, etc.

Code, Fire Code, and designated business regulations; and rapidly responding to building and construction emergencies.

In Fiscal Year 2017, L&I will enter the second year of an implementation plan designed to strengthen the Department as we sharpen our focus on public safety. L&I will reorganize to establish a Division of Building Safety devoted to construction and demolitions, and we will hire an additional 24 building inspectors, who will strengthen the Department's enforcement of construction codes from the plan review stage through final inspection. Another 35 building inspectors hired in Fiscal Years '15 and '16 are in the final stages of training to obtain required certifications. Together, these new inspectors will begin to move the Department closer to optimal staffing levels.

To house the growing staff of building inspectors, the Department will

4/12/16 - WHOLE - BILL 160170, etc.

establish two new district offices in Fiscal Year '17. Specific locations of the new offices have not yet -- have yet to be finalized, but will be determined based on where the greatest amount of new construction and development, as measured by volumes of permits issued, is taking place.

In total, L&I's budget request provides for 37 new positions, which in addition to the new building inspectors includes staff to enforce business regulations and inspect existing buildings for code compliance. L&I operations will be further strengthened by ten new positions within the Law Department and the Office of Innovation and Technology.

The Fiscal Year '17 budget includes nearly $9 million for demolition. Three years ago the City had over 600 imminently dangerous properties. Today we have cut that number to 264 structures by aggressively demolishing

4/12/16 - WHOLE - BILL 160170, etc.

buildings that pose a public safety threat, but also contending with the reality that Philadelphia's aging building stock continues to deteriorate. We are on track to demolish more than 500 properties by the end of this year, which we believe will allow us to meet our goal of decreasing the number of imminently dangerous properties to fewer than 250. We are also on track to end this fiscal year having performed 2,100 clean and seals of vacant properties. In Fiscal Year '15, L&I demolished 495 buildings and performed 2,175 clean and seals.

In Fiscal Year '17, the Department will implement technology improvements that will result in more efficient and effective operations, both internally and for the public. Project eCLIPSE, a capital-funded data system within OIT, will improve the Department's ability to store, retrieve, and review data and will prove particularly useful for inspectors in the field to be able to

4/12/16 - WHOLE - BILL 160170, etc.

pull up building information in realtime. Inspectors will also be able to upload information into the system from outside the office, including time-stamped photos and geocoded information that is critical in code enforcement proceedings. Other benefits of eCLIPSE include a new online system for obtaining or renewing permits and licenses and better access to tax compliance data, which could in turn result in improved revenue collection for the City.

Since the implementation of eCLIPSE in January 2015, an electronic interface with the Revenue Department has been established to more efficiently flag license applicants with delinquent taxes. To date, a total of $6,651,568 has been collected in delinquent taxes as a result, including $1,258,932 collected since January 2016.

L&I is also partnering with OIT on an initiative that is incorporating sophisticated aerial and street-level

4/12/16 - WHOLE - BILL 160170, etc.

imagery, mapping, data mining, and computer modeling to help identify potentially vacant properties and prioritize inspections and demolitions of dangerous buildings. This technology is particularly important because it captures data not observable from the street level and allows the Department to predict vacancy and prioritize enforcement of properties most at risk to the public safety. Relatedly, the Department is also investing in structural engineering services to obtain third-party expert analysis of the inventory of unsafe and imminently dangerous buildings.

The hard-working employees in L&I are committed to their focus on public safety, and I commend them for their daily efforts.

Thank you for the opportunity to present our Fiscal Year '17 budget. I'm available to answer questions at this time.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE:

Thank you, Commissioner. I want to say you're doing a good job in your new position. You carried it over from Streets. So I want to thank you.

COMMISSIONER PERRI: Thank you.

COUNCIL PRESIDENT CLARKE: I got a couple of quick ones and then I may have to come back, because I think I'm going to have to run out of the room for a second.

Let me ask you a couple of basic questions, kind of walk down the street, talk to the residents kind of questions.

In our district we've had a significant number of demolitions, and unfortunately years pass, I'm not sure about the treatment of the side wall whether it was sufficient, and I think at one point in time there was like no treatment of the side wall below the dirt line. So obviously when water seeps into the ground, it subsequently runs into the

person's property. But I understand that was changed some time.

What is the timeframe on a resident being able to contact the agency when they believe they have an insufficient side wall treatment as a result of a demolition?

COMMISSIONER PERRI: Any request we get for side wall treatments, we will respond to immediately and make an evaluation. If the contractor hasn't done the job properly, we'll get them back out there to complete the work that is necessary to make that wall watertight.

COUNCIL PRESIDENT CLARKE: How far back does that go in terms of the contractor's responsibility?

COMMISSIONER PERRI: The contractor is responsible for the integrity of that wall for two years.

COUNCIL PRESIDENT CLARKE: Only two years?

COMMISSIONER PERRI: Yes.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE: Is there a particular reason why that timeline? That's from a code perspective. Because, unfortunately, we seem to run into people, they say, Well, this was done like four, five years ago and now I'm getting water in my basement.

Is the two-year threshold for a particular reason?

COMMISSIONER PERRI: No. I'll look into why that timeframe was established. It probably has to do with the cost of ensuring that that work is going to -- that there's integrity to that work. But we'll look into that and get back to you on that, Council President.

COUNCIL PRESIDENT CLARKE: Trust me, I get so many of those inquiries and it's just -- you know, it's unfortunate. You don't know what to tell the person, and dealing with water in a basement is a significant issue.

COMMISSIONER PERRI:

4/12/16 - WHOLE - BILL 160170, etc.

Understood.

COUNCIL PRESIDENT CLARKE: I want to ask you a question about -- so you'll get back to me on that, right?

COMMISSIONER PERRI: Yes.

COUNCIL PRESIDENT CLARKE: I want to ask you a question about an issue that I've been -- a challenge that I've been having forever. And, again, I represent one of those districts that there's been a lot of demolitions, and unfortunately when you knock the house down, you got the vacant lot. You'll see soon a bunch of rain the last two days and sun is out now. I guarantee you by the end of the week, there's going to be weeds growing up on those lots.

So I've had issue with respect to the ability to require an abatement of the cleaning of weeds or cutting of weeds on these vacant lots, treatment, and there's been different issues as it relates to, one, the CVN; two, the required time.

4/12/16 - WHOLE - BILL 160170, etc.

From my perspective -- and I've talked about the fact that if it snows and within six hours -- and I might be off on the time -- you're required to have a 30 foot -- or 30-inch foot path on your sidewalk; am I correct?

COMMISSIONER PERRI: 36 actually.

COUNCIL PRESIDENT CLARKE: 36, okay. Like six hours you got to get that done.

COMMISSIONER PERRI: Correct.

COUNCIL PRESIDENT CLARKE: If you put your trash out on the wrong day, you're going to get banged with one of those trash tickets, right?

COMMISSIONER PERRI: Correct.

COUNCIL PRESIDENT CLARKE: Or if you don't do recycling.

So the rules are clearly established. So what I don't understand, if you say that -- if you have a vacant lot and the weeds should be no taller than 24 inches or whatever, there's a

4/12/16 - WHOLE - BILL 160170, etc.

specific thing, why do we have to wait 30, 60, 90 days before we can issue a lien or some sort of corrective action on that particular property as opposed to all the other instances we're immediately ready to take remediation actions on that particular issue?

COMMISSIONER PERRI: Well, with any violation, we have to notify the property owner that the property is in violation and give them an opportunity to abate the problem themselves. That's why there's a delay from when the problem is initially reported to us until such time as we can then get into an abatement mode and do it ourselves and lien the property. I mean, ideally, we want property owners to step up and be responsible and mow the property, take care of the weeds, keep it clean. It costs the City money when we have to get in there and do it for them and lien the property, which we're not guaranteed that we're ever going to collect that money

4/12/16 - WHOLE - BILL 160170, etc.

back.

COUNCIL PRESIDENT CLARKE: So why are we not required to give notice to a person that puts trash out on the wrong day or the person who does not clean the sidewalk or a person that doesn't do the things with recycling, all those issues that I referenced earlier, where there's an immediate issuance of a violation and a fine? Why some things that we can do immediately based on a set of guidelines or standards or requirements but others like cleaning the vacant lot. If you know the vacant lots must be -- they cannot have weeds beyond 24 inches -- and, again, I'm not sure if that's it -- then why can't we issue an immediate violation; i.e., fine on that property?

COMMISSIONER PERRI: There's two types --

COUNCIL PRESIDENT CLARKE: What's the difference? I guess I need to know why do you not get notice to clean your sidewalk? You get banged

immediately. Or why do you get notice don't put that trash out again, you get a ticket like day one?

COMMISSIONER PERRI: There's two different enforcement mechanisms. One is issuance of a CVN, which is a code violation notice or ticket. Basically the person that pays that ticket is admitting to guilt and making any further action against that property go away. So they're admitting that there was a problem, and if they don't choose to challenge it, they simply pay the ticket and that's the end of that enforcement action. There's also notices of violation that we issue when we need to go in there and do the abatement action.

So it centers around the legal process. We can't -- if we don't provide legal notice and we go in and abate the problem, then we have no way to recover the cost for doing the abatement. So since the City doesn't go in --

COUNCIL PRESIDENT CLARKE: I'm

4/12/16 - WHOLE - BILL 160170, etc.

not even saying the abatement. Why can you give a fine to a person from day one if they don't clean their sidewalk?

COMMISSIONER PERRI: Why can't --

COUNCIL PRESIDENT CLARKE: You don't have to wait. You give them a fine.

COMMISSIONER PERRI: Well, it's actually a code violation notice. It's a ticket that can also be challenged.

COUNCIL PRESIDENT CLARKE: That's fine, but I'm saying the responsibility is for the person to challenge it. I just don't understand if I can give you a ticket for not moving your snow immediately, why can't I give you a ticket for not complying -- to being in non-compliance of the code with respect to how you're maintaining your vacant lot?

COMMISSIONER PERRI: Because what basically happens is that the case goes away at that point. If we just

issue a ticket, we're not going to abate it. We're not going to do anything. We just put a ticket against the property. Whereas if there's high weeds on the property or debris, we need to spend our own resources to go out there and clean that up. So we want to be in a legal position where we can recover our cost for doing the abatement action. That's what the difference is. We could issue a ticket, but then we're not going to do the abatement. If you want to do the abatement, you have to issue the code violation notice and not a ticket.

COUNCIL PRESIDENT CLARKE: Okay.

COUNCILMAN HENON: Point of information.

COUNCIL PRESIDENT CLARKE: So that's the first time that anybody has ever explained it to me like that. It was always, We can't do it.

So the issue is, if we anticipate that somewhere we will have to

4/12/16 - WHOLE - BILL 160170, etc.

abate it, then you need to position yourself to do that remediation based on the issuance of a CVN?

COMMISSIONER PERRI: That's correct.

COUNCIL PRESIDENT CLARKE: All right. Okay.

Councilman Henon.

COUNCILMAN HENON: Council President, point of information just for my own clarity. And just by listening to the conversation, I know the differences between the CVN and an NOV. What I'm trying to figure out just by this dialogue is, NOVs, are they because they are on real property or a person's property as opposed to the right-of-way when CVNs are issued for snow and for street for trash? Is there an NOV issued for high weeds, whether it's a vacant lot or somebody's front yard? Is there a difference legally because of that?

COMMISSIONER PERRI: No. It has nothing to do with where the problem

4/12/16 - WHOLE - BILL 160170, etc.

is. The CVN process started maybe -- I was aware of it maybe 12 years ago. It was a way of trying to get compliance for simple issues that --

COUNCILMAN HENON: Change in behavior.

COMMISSIONER PERRI: Try to change the behavior, that's correct. As opposed to trying to set us up legally to do an abatement and then collect the cost for our services.

COUNCIL PRESIDENT CLARKE: Just say point of order.

COUNCILMAN TAUBENBERGER: Point of order.

COUNCIL PRESIDENT CLARKE: Hold on.

Councilman, are you done?

COUNCILMAN HENON: That is. I was just -- my question, I mean, you answered whether NOVs are issued, and I think only -- you only issue as L&I, you only issue NOVs, is that correct, for the most part and largely?

4/12/16 - WHOLE - BILL 160170, etc.

COMMISSIONER PERRI: For the most part, it's NOVs.

COUNCILMAN HENON: So my question was, is NOVs issued because it's on somebody's personal property as opposed to in the right-of-way where CVNs are issued? That was my point of clarity.

COUNCIL PRESIDENT CLARKE: Where there's a public easement versus a vacant lot where there's --

COUNCILMAN HENON: I didn't know if there was a legal reason why you would issue somebody -- give them the opportunity for remediation as opposed to snow and trash.

COMMISSIONER PERRI: I mean, the other difference is that -- I mean, Streets Department issues mainly CVNs as opposed to NOVs, because they don't have access to the court system like L&I does. If we wanted to get a person in court and try to get higher fines imposed for a particular violation, we have to do that

4/12/16 - WHOLE - BILL 160170, etc.

through the NOV process. Whereas Streets Department, it's very efficient for them to issue CVNs and move on. They simply don't have access to the court system like L&I does.

COUNCIL PRESIDENT CLARKE: Right.

COUNCILMAN TAUBENBERGER: Point of order.

COUNCIL PRESIDENT CLARKE: The Chair recognizes Councilman Taubenberger.

COUNCILMAN TAUBENBERGER: Thank you, Council President.

It's following up with what the Council President had said. Why can't you do both? Because let me be very direct about this. When you cut down weeds in someone's house, obviously if your department comes and CLIP, there's a big bill with that. But what you're actually trying to do, if it would work, is to get the actual property owner to say, You know what, this is not good, I don't want to get these people all riled

4/12/16 - WHOLE - BILL 160170, etc.

up, let me cut this myself. I mean, my point is, it could be quicker. I think the Department and we as Council ought to take a look at this, because when you have a lot that is overgrown, that can also be overgrown on the public footway. It could be. And it can grow and be disruptive for a lot of reasons, but also if you let the homeowner or the property owner know early, Hey, this is a serious issue, you'd better clean it up, you might actually get compliance by the person themselves. You might not, and CLIP may eventually have to go in and do all the other things and then put a lien on the property, which I believe at some point the City will get paid even though it might take years and years and years. I mean, but I think eventually you get your money.

I would be interested in exploring possible legislation to do both. If a weed or someone's lawn is two to three feet high, well, they're not

maintaining it properly and there ought to be an immediate response from the City that clean this up, more things could happen. But right now it's, I don't know, if you don't shovel your snow, what, is it a $30 fine or $50? I don't know what it is exactly, but the fact of the matter is, you could start the process with that, get their attention, nothing comes, then continue the other way. I mean, I think it's something we should explore. Because Council President then -- well, he disappeared on me, but my point to my colleagues is, you can get more immediate compliance rather than taking months and months and months. That's my point.

Thank you.

COMMISSIONER PERRI:

Understood. That's a discussion we'll have to have with the Law Department to make sure that we're not issuing two different orders on one particular case. If the person pays the ticket, then the

4/12/16 - WHOLE - BILL 160170, etc.

violation goes away. It's a negotiated guilty plea.

COUNCILMAN TAUBENBERGER: I'd like to be involved in a little bit of the discussion and possibly explore possible legislation to remedy that, because I think many property owners would move quickly on it. Not all. Probably not even most, but many would, and you'd have immediate compliance.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilman Greenlee.

COUNCILMAN GREENLEE: Thank you, Mr. Chairman.

Good afternoon, everybody. I had a couple questions business compliance-wise. Commissioner, I know we've talked about this before. The idea is to try to do most of like renewal of licenses or applying for licenses and permits online. Is that where you're kind of going?

4/12/16 - WHOLE - BILL 160170, etc.

COMMISSIONER PERRI: Yes. We just rolled out Phase 1-B of the eCLIPSE project, which allows for 40 different licenses to be applied for or renewed online. So it's a major step forward that we just accomplished.

COUNCILMAN GREENLEE: That makes sense, but I know there are particularly maybe some small business owners that still may not be computer savvy particularly, maybe folks that are immigrant population that come over. They can still do paper applications?

COMMISSIONER PERRI: Yes. They can be served in the MSB concourse.

COUNCILMAN GREENLEE: So they still have that?

COMMISSIONER PERRI: Yes. We're not shutting that down. We realize that certain segments of the population don't have access to the Internet or are not savvy enough to be able to do that type of process online, and we have to continue to offer in-person services.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN GREENLEE: And I might be stealing a question from Councilwoman Sanchez, but, again, that immigrant population oftentimes has problems with the English language. Do you have people that can help them when it comes to that?

COMMISSIONER PERRI: Yeah. We have, I believe it's, eight different languages. We have employees that are bilingual in multiple languages. We also use the Language Line for translation when needed. You call up a language service and put the person on speaker phone and you can get a translation into multiple languages.

COUNCILWOMAN SANCHEZ: Just a point of information, because I know we're all working on a language access plan, but when you say you have seven different languages, people need to understand that out of 417 people, only 14 people are bilingual. It's not a lot, and having one person is not enough, just

4/12/16 - WHOLE - BILL 160170, etc.

for the record.

COUNCILMAN HENON: Thank you, Councilwoman.

COUNCILMAN GREENLEE: I just had one more, please.

COUNCILMAN HENON: Proceed.

COUNCILMAN GREENLEE: Thank you.

I know we've gotten questions from folks that need the food licenses that seems to take a long time. Now, I may not have this right. I know your department has a part of this and Health has a part. Could you explain? Because is it Health inspects and then you give the license or vice versa?

COMMISSIONER PERRI: The Health Department does all the inspections and all the approvals associated with the issuance of the various food licenses that are out there. We essentially are the clerk of the works. We process them. We have the software. We have the ability to take the payments. But all

4/12/16 - WHOLE - BILL 160170, etc.

the inspections, all the approvals are Health Department approvals.

COUNCILMAN GREENLEE: So the delay some people complain about, that's on the Health Department?

COMMISSIONER PERRI: Yeah. We'll blame the Health Department.

COUNCILMAN GREENLEE: That's fine. I'll tell them that when they come in. Thank you.

Thank you, Mr. Chairman.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilman Domb.

COUNCILMAN DOMB: Thank you, Mr. Chairman.

Good afternoon.

COMMISSIONER PERRI: Good afternoon.

COUNCILMAN DOMB: Commissioner, welcome back to L&I. I know when I was in the private sector, you were the guy we always would call to get the right

4/12/16 - WHOLE - BILL 160170, etc.

answers. So I'm glad you're heading L&I today. It's great. And I think they'll benefit from your leadership, experience, as well as your great judgment.

I have a few questions. When I was reviewing the testimony, I didn't see any discussion of revenue projections or any breakdown of the various fees charged by L&I. How are these fees currently determined and is there a projected income for the Department included in the fee structure?

COMMISSIONER PERRI: Our revenue projection for the coming fiscal year is approximately $58 million.

COUNCILMAN DOMB: 58?

COMMISSIONER PERRI: I'm sorry. It's $54 million. I stand corrected.

The permit fees for various construction activities, they were actually put together maybe ten years ago. Back prior to ten years ago, we -- the Department would charge a percentage of the constructed value of a building

4/12/16 - WHOLE - BILL 160170, etc.

undergoing a renovation, and it would be about 2 percent of the construction value. That would become your permit fee. The Department then would have major disputes with various builders over what the true value of the construction activity is. There were forms that were submitted that were not quite accurate and contracts reviewed. So we got away from assessing permit fees based on estimated cost of construction and moved over to permit fees based on the area that's undergoing renovation or construction. So there's no dispute as to the area -- the size of the building. Those things are easily measurable, as opposed to debating over what the true value of construction is.

So those fees were established about ten years ago. The only problem with establishing fees that are based on square footage is that they're basically frozen in time in terms of they're not inflation indexed. So we are just

4/12/16 - WHOLE - BILL 160170, etc.

starting to look at our permit fees again to see if they are in line with other permit fees and other jurisdictions and whether it makes sense to raise permit fees to make sure that we have adequate funding for various activities.

COUNCILMAN DOMB: Let me continue on that question. There was a court case Ralm (ph) versus Tredyffrin Township that established the fact that fees charged by government entities for licenses and permits must be calculated on a general basis of recovering the full cost of the services provided by the municipality in administering the process of providing for whether it's the plan examination or the field inspection of a building permit.

Is there a way that you can come back to us and say to us, Look, we're not charging correctly, you need to charge these amounts based on the actual costs?

COMMISSIONER PERRI: Yeah.

4/12/16 - WHOLE - BILL 160170, etc.

Like I said, we are in the process of doing a review of our permit fees, and we'd be happy to share our analysis with City Council.

COUNCILMAN DOMB: Okay. Great.

Another question. In the past, it seems like there's been a lack of sufficiently skilled, part of your term, sufficiently skilled inspectors and a decrease in the existing inspectional staff by prior Administrations.

Have you given any thought to utilizing the provisions of the state's Uniform Construction Code that allows state-certified and regulated independent inspectional agencies to supplement their inspectional staffs to ensure thorough and timely inspections?

COMMISSIONER PERRI: Yeah. We currently use third-party inspections for electrical inspections. We do have issues with hiring very technical specific job titles. I think that there is room to use third party for some of

4/12/16 - WHOLE - BILL 160170, etc.

these very difficult-to-fund -- or to hire positions.

For instance, crane inspector, the Department had done an enormous amount of outreach and effort to try to hire a crane inspector, to no avail. I think for that particular circumstance, it would make sense to use a third party or to have an engineering firm under contract that can provide us with that expertise as needed.

In general, I want to say that for things such as plan review, I believe our review staff is the best in the country. I would love to utilize our own examiners to the maximum extent possible. I would only consider going beyond that if we were in dire straits or had a situation where we couldn't hire and the volume of work was so overwhelming that we needed a relief in order to meet our service-level agreements for issuing -- the issuance of permits.

COUNCILMAN DOMB: Do you have

4/12/16 - WHOLE - BILL 160170, etc.

the ability now to go outside and hire a third party to help you? Do you have that ability now?

COMMISSIONER PERRI: Yes, we do.

COUNCILMAN DOMB: Good. One last question and then I'll come back.

It seems like there's a lot of unpermitted construction activity and unlicensed business activity in the City today, especially in the residential housing market, which results in uninspected residential units and the loss of rental licensing fees for the City. What will be the Department's plans for dealing with this specific vast underground commercial activity as well as the surging underground economy based on the proliferation of businesses operating as independent contractors?

COMMISSIONER PERRI: Yeah. We need to put more inspectors out on the street to look for unpermitted construction activity. We need to get

4/12/16 - WHOLE - BILL 160170, etc.

the message out to the public to report construction activity that doesn't have permits posted on premises. We are moving to put our trainees, co-locate them with our building inspectors, and one of the trainees' roles -- because if you're in the trainee category, you can't do a full performance building inspection, but they can be utilized to do inspections in areas and look for unpermitted construction activity.

COUNCILMAN DOMB: Okay. Thank you, and good luck.

COMMISSIONER PERRI: Thank you.

COUNCILMAN HENON: Thank you, Councilman.

I have a few questions. Councilman Domb hit on quite a few things. You talk about our fees here and the permit fees. As you look at best practices and where we are relative to other big cities and municipalities, you can obviously find out that we're kind of low at this point and recapturing the

4/12/16 - WHOLE - BILL 160170, etc.

underground economy where we just don't have enough inspectors and there's a lot of work being performed out there. The penalty for being caught without a permit is, what, double the permit fee?

COMMISSIONER PERRI: That's correct.

COUNCILMAN HENON: And so we have -- what's the penalty for no zoning?

COMMISSIONER PERRI: I'll have to check to see if we double the zoning permit fee. The zoning permits are relatively minimal, but it's really in the construction permits that it's a significant penalty, so to speak, or reinspection fee. We have to classify those kinds of fees as reinspection fees as opposed to a fine or a penalty.

COUNCILMAN HENON: I think we should certainly take a look at our fees again and consider increasing them. But they're for the good agents and actors that are out there instead of the underground economy that we've been

4/12/16 - WHOLE - BILL 160170, etc.

hearing over the last several years. Double the permit fees and double the zoning fees, that's a catch me if you can, it's a part of doing business in the City of Philadelphia, with no real consequence in changing behavior.

So I know as you reform -- and you have a tremendous amount of reform ahead of you, and we all are counting on you to -- because you are the true essence of first responders in public safety I think when it comes to building construction and building maintenance. So I hope we could consider taking a look at what are other steps legally or do we have to do something with the state on the Uniform Construction Code so we're not preempted with permit/double permit fees or zoning. There needs to be harsher consequences, of course with an agreements process or an appeal process. But people can't get away with trying to build Philadelphia without licensed contractors, without being an employee, a

1099, which is against the law. You need to be an employee on a project and pulling permits. So I'm hoping we get there as we move forward.

You talk about the amount of work that you had mentioned inspectors -- Page 3 in your testimony, you have budgeted for 384 positions and only filled 330. So that's a little bit of a concern. And do you know the ratio per property, real property, and inspectors that we have?

COMMISSIONER PERRI: No. I do not have that information off the top of my head, but we will be happy to provide that to you.

COUNCILMAN HENON: How many inspectors do we have? You have building permits and property maintenance; is that correct?

COMMISSIONER PERRI: Yeah. We have two basic divisions in the Department.

COUNCILMAN HENON: In the

4/12/16 - WHOLE - BILL 160170, etc.

building commercial, how many inspectors?

COMMISSIONER PERRI: There's 71 building inspectors.

COUNCILMAN HENON: 71. And how many in the Property Maintenance division? About 80?

COMMISSIONER PERRI: It's 55 on the Operations side.

COUNCILMAN HENON: 55, okay. So we have 126 inspectors out on the street. We have almost 600 properties in the City of Philadelphia, both commercial and residential, is that correct, 576, 78-ish?

COMMISSIONER PERRI: Properties, yes.

COUNCILMAN HENON: In New York in their two divisions they have roughly 2,300 inspectors, and they have just under a million real properties. And I point that out, it's not to critique at all. It's to say that you got a heck of a job in front of you, and it goes to your point that we need more inspectors

and it needs to be a priority, because I can't imagine the caseload that they have and their responsibility, especially over recent -- in the recent years. So whatever we can do, however we can work together, however this Administration or City Council can help get us to the staffing needs that's necessary, we're going to fight hard for it.

COMMISSIONER PERRI: We appreciate that.

COUNCILMAN HENON: What is the cost to get imminently dangerous structures down to zero as soon as possible?

COMMISSIONER PERRI: Well, this year we will do about 500 demolitions from the General Fund. To get them down to zero, we would probably -- off the top of my head, we'd probably have to about double our demolition budget.

COUNCILMAN HENON: Double the demolition cost. And what is the demolition cost right now?

4/12/16 - WHOLE - BILL 160170, etc.

COMMISSIONER PERRI: Per property, it's about $17,000.

COUNCILMAN HENON: Okay. I am going to yield my time and come back on the second round.

The Chair recognizes Councilman Johnson.

COUNCILMAN JOHNSON: Thank you, Mr. Chair.

First and foremost, I want to thank Commissioner Perri for being here and congratulate you on your new position. I have had a great opportunity working with you in your former life as the Streets Commissioner. So I'm looking forward towards you doing great work under L&I in the new capacity. So I want to start off by just saying any way I can be supportive of those efforts, don't hesitate to let me know, just for the simple fact I know that you have a great responsibility running L&I. But if there's any evidence of how you will operate in L&I the same way you have done

4/12/16 - WHOLE - BILL 160170, etc.

in the Streets Department, I think we're in good hands. And so I just want to start off by saying that.

I want to kind of piggyback off what my colleague Councilman Henon talked about in terms of the numbers of inspectors that you have out on the street. So you have 71 in what department?

COMMISSIONER PERRI: That's in the Building Division.

COUNCILMAN JOHNSON: That's Building. And 55 in?

COMMISSIONER PERRI: We call it the Operations Division.

COUNCILMAN JOHNSON: So how do you go about prioritizing and allocating your inspectors throughout the City of Philadelphia? And I want to give you the backdrop. There's a high level of development taking place in the Point Breeze, Grays Ferry part of my district. And we had a community meeting a couple months ago with the various RCOs, and the

questions came up as to how L&I inspectors are distributed throughout neighborhoods when there's a significant amount of development taking place. So we've made a commitment to actually do our research and our due diligence so we can report back, because the neighbors just felt like we needed to have more inspectors coming out and keeping these developers that do not operate in the most professional manner in check, to be quite frank with you. So we get complaints daily regarding how developers just come in, don't follow the laws, and left the people, the constituents who live in the neighborhood, at the whim of people who just want to come and develop. And so we don't want to demonize them, but nevertheless, they must operate in the most professional manner following the law, and that's when L&I comes in place in terms of their check and balance fighting on behalf of the residents, who at least advocate on their behalf when

there is a problem. So I wanted to get an idea of how do you go about distributing the inspectors as it relates to development taking place throughout the City.

COMMISSIONER PERRI: Yeah. Our number one priority is to fund and have a sufficient number of inspectors that are involved in our demolition program. So the Contractual Services Unit, they handle doing all the inspections for all demolitions in the City of Philadelphia, whether they're City of Philadelphia contracted work or whether it's private work. Those demolitions are obviously the most dangerous construction activity that we have. Our priority is to make sure that those projects are covered first.

So beyond that, we have five district offices, and we try to balance the workload amongst those five offices. So in the areas of the City that have less construction, you'll notice that the

4/12/16 - WHOLE - BILL 160170, etc.

size of that district becomes larger and larger, and we try to cut down the size of the district boundaries in the areas of heavy construction so that we can concentrate more inspectors in a smaller geographic area.

Now, with the increase in inspectors that our budget allows, we're also going to be opening up two new district offices, and we will place those offices in areas that are having the highest --

COUNCILMAN JOHNSON: Do you know where they're going to be located at the moment?

COMMISSIONER PERRI: At the moment, we don't have those selected yet.

COUNCILMAN JOHNSON: So you'll have a total of seven district offices moving forward?

COMMISSIONER PERRI: That's correct.

COUNCILMAN JOHNSON: Okay. And out of the 37 new employees that you will

4/12/16 - WHOLE - BILL 160170, etc.

be hiring, they will be split up between the building and operational units? You would split those 37 new employees up between those two units?

MR. McCLARREN: Good afternoon, Councilman. Kirk McClarren, Administrative Services Director.

We performed an analysis in terms of the, as the Commissioner stated, the most busy parts of the City in terms of permit volumes over the last three fiscal years, and I can say Point Breeze was number one.

In terms of how we split up the new inspectors, 24 of them will be in the Building Division as building inspectors, 8 will be in Operations as code enforcement inspectors. So the vast majority of those 37 new will be inspecting construction projects.

COUNCILMAN JOHNSON: I just want to clarify. The number one area was the Point Breeze area?

MR. McCLARREN: It was. Point

4/12/16 - WHOLE - BILL 160170, etc.

Breeze, followed by Fishtown, Kensington, and West Philadelphia.

COUNCILMAN JOHNSON: One of those new district offices probably would be great in the Point Breeze area of South Philadelphia. But I just wanted to just touch base because obviously we're on the ground. I see the development taking place. I live in Point Breeze. I get the phone calls because I'm the Councilperson, so it may be a little easier for me to reach out to someone and say, Hey, can you come out and follow up and make sure that this project is being done properly, but obviously we want to advocate for the district as a whole.

The second part, second question I just want to ask. I know the Administration, meaning the Mayor, talked about expanding CLIP, that great old program called CLIP, and I want to get an idea moving forward how CLIP will be expanded. I think I heard preliminary conversations that the budget will be

increased. Will there only be a Northeast Philadelphia program? Will it expand throughout all parts of the City of Philadelphia, as the Mayor talked about prior to him coming to office? I just want to get an idea where we're at in terms of really addressing the issue of blight and addressing the issue of lots that need to be abated, lots that need to be cleaned. And so just give me an idea where we're standing moving forward.

COMMISSIONER PERRI: CLIP operates independently of the Department of Licenses and Inspections. We do work very well and collaboratively with CLIP and with the Streets Department to do blight removal. But to specifically answer your question, I'm going to have to say that you'll need to speak to CLIP when they come before you.

COUNCILMAN JOHNSON: Okay.

That's it. I will save my questions until the next round, sir.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE:

Thank you, Councilman.

Follow-up on the Councilman's question with respect to the ability for community people to find out -- to deal with some of the challenges associated with development. When Anne Fadullon was here earlier today in testimony, one of the divisions called the Developer Services Division within the Planning and Development, newly formed entity, was supposed to be the entity that dealt with not only the developer's side of the equation but also the local neighborhood side, and the way it was envisioned, that there was going to be like a one-stop shop for developers, there's going to be a one-stop shop for the residents and the Councilperson, so they wouldn't have to call to find out whose ditch it is, because it could be a utility ditch for water, it could be gas company, it could be cable, it could be anything, and we didn't want to have the community people

4/12/16 - WHOLE - BILL 160170, etc.

to have to deal with trying to figure out, well, who is doing this activity in the street.

So she's going to be reaching out to you, according to her testimony, to better coordinate, because I know a lot of the license issuance was going to be a part of that Developer Services. You're working out the kinks, but we hope that you also have a one-stop shop for the neighbors and the Councilpeople so they don't have to try to figure out who is developing, when is the street going to get fixed, and when is the sidewalk going to be open, all the things associated with development. So she's indicated she's going to be reaching out to you to see if they can better coordinate those type of responses.

COMMISSIONER PERRI: That sounds like a great initiative, and we look forward to working with her on establishing that.

COUNCIL PRESIDENT CLARKE:

4/12/16 - WHOLE - BILL 160170, etc.

Thank you, sir.

The Chair recognizes Councilwoman Gym.

COUNCILWOMAN GYM: Thank you very much, Council President.

And I'd like to join my colleagues in welcoming you, Mr. Perri, to L&I. I think your presence there is desperately needed. Huge amounts of work that's ahead, but your record has been really great, so we're really hopeful about stuff.

Some of my questions -- I want to reiterate Councilman Domb's interest in maybe rethinking and re-looking at fees. If fees haven't changed in a decade, it seems like that's a really important area where it can help with L&I's budget and make sure that our fee structure matches the pace and rate of development that's happening in the City as well. I think that development has grown significantly, and it seems that the fee structure should reflect that.

4/12/16 - WHOLE - BILL 160170, etc.

So thank you on that level.

But some of my questions are going to focus primarily around rentals and making sure that rental properties in particular are not only just tax compliant but address outstanding violations against them, and one of my questions is whether you currently condition the granting of rental licenses on the lack of major violations.

COMMISSIONER PERRI: There was an ordinance passed last fall that would block the renewal of a housing license if there were violations on the particular property. What did not get programmed at that time was a way for that to be done through our new computer system. As we move towards electronic and online services, the checking of violations needs to be done automatically. It needs to be done electronically. That has not been programmed yet, but it is our intention to do that. And also on a go-forward basis, any new licenses that

are applied for for housing rentals, we will check for existing violations, because that's a powerful way of getting a prospective landlord to abate any of the problems with their property. If they can't get a rental license because they have violations, then they have a motivation to fix whatever problems that they do have.

COUNCILWOMAN GYM: And I think in part it's because we understand that there are lots of resource limitations and such, but L&I's role in ensuring basic standards of habitability for rental properties is just really important, and if there's a way for us to be able to work closely with L&I to be able to achieve that, that would be something that I'd be interested in.

But is there a timeframe where you could expect some of these things to be put in place in terms of both -- I think you mentioned that moving ahead, for any new licenses that are applied

for, that you will double-check on major outstanding violations; is that correct?

COMMISSIONER PERRI: Yeah. I have to meet with our IT folks and work out the details of how we're going to accomplish that. Next year's renewal, which should be by the end of March in 2017, to the best of our ability, I hope to have that type of check to be programmed into the computer system. It will be something that we want to have part of a routine license renewal.

COUNCILWOMAN GYM: And how do we ensure -- can you talk a little bit about what the work of L&I is to ensure that properties that actually have these unsafe violations on them are put into safe conditions. Like is there a reinspection process, or how does that work when something is identified as being unsafe?

COMMISSIONER PERRI: Yeah. The first thing we do is issue a notice of violation. Then we check back in a

pre-determined amount of time to see if the violation has been corrected. We'll then issue a second warning to the property owner. If they don't comply after a second reinspection, then in most cases we'll start the court enforcement process.

COUNCILWOMAN GYM: So in your testimony, you mention a plan to maybe obtain a third-party expert analysis of the inventory of unsafe and imminently dangerous buildings, and I think I was wondering if you can provide a little bit more detail about that particular aspect. I think that's more of what I was trying to understand a little bit better.

COMMISSIONER PERRI: What we need to do and what we've started is to have an on-call engineering firm to help us with structural evaluations of structurally unsafe buildings. One of the first task assignments that we gave the firm that we have is to come up with a connection detail for stand-alone row

4/12/16 - WHOLE - BILL 160170, etc.

houses in a case where we demolish the houses on both sides of a row home, the structure that remains needs to be pinned together properly. It's something that's never been done, but we need to do that, because if we don't do it, we'll be coming back and doing that building, you know, in a matter of time.

So those are the kinds of tasks that we're looking at using outside engineering help to help us work through.

COUNCILWOMAN GYM: Do you know how many properties we're talking about?

COMMISSIONER PERRI: No. I do not have a number of how many stand-alone properties there are.

COUNCILWOMAN GYM: Do you not have them just with you or do you not have them in general? You would have access to them? You would know?

COMMISSIONER PERRI: No. We have never coded those properties in a manner in which we can identify through a database which ones are stand-alone and

4/12/16 - WHOLE - BILL 160170, etc.

which ones are part of a string.

COUNCILWOMAN GYM: But we have an inventory of the number of imminently dangerous buildings. We have a number on those; is that accurate?

COMMISSIONER PERRI: That's correct. We do.

COUNCILWOMAN GYM: And how many is that?

COMMISSIONER PERRI: The number changes weekly. It's approximately 240 at the moment.

COUNCILWOMAN GYM: Okay. And my other question has to do with the identification of unlicensed rentals for possible enforcement and what the strategies that L&I might have or what capacity we have to analyze data.

For example, I think Councilwoman Quinones-Sanchez has previously discussed looking at information from utilities like PGW and PECO where there might be multiple meters in place, but is there any type of

4/12/16 - WHOLE - BILL 160170, etc.

approach or strategy to use and identify some of these unlicensed rentals or take a look at how to do enforcement with those?

MS. SWANSON: Good afternoon, Councilwoman. My name is Rebecca Swanson. I'm with the Research and Analysis with the Department.

We are building a large property inventory with OIT, and currently it is focused on vacant properties and identifying those being proactive and predicting dangerous buildings. But as part of that, we are working with utility companies. We meet with the Water Department and PGW and PECO, and we are in the early stages of a data-sharing agreement with them and figuring out how we actually make that work operationally.

So we do think that that type of data -- we're kind of doing field verifications of accuracy. So I think eventually once we get it moving for

4/12/16 - WHOLE - BILL 160170, etc.

vacant and dangerous buildings, bringing that data in is very possible.

COUNCILWOMAN GYM: And is there a timeline on that?

MS. SWANSON: It really is kind of the technical part of it right now of how we get the different departments to all talk to each other. So it's being worked on. We don't have an end date, but it is being very actively worked on.

COUNCILWOMAN GYM: And just last quick question is, do you work with OIT or do you have to get an independent tech contract, some kind of independent contract to handle that?

MS. SWANSON: No. It's worked through OIT.

COUNCILWOMAN GYM: Okay. Thank you.

COUNCIL PRESIDENT CLARKE: Thank you, Councilwoman.

The Chair recognizes Councilman Taubenberger.

COUNCILMAN TAUBENBERGER:

4/12/16 - WHOLE - BILL 160170, etc.

Mr. President, thank you.

Commissioner Perri, thank you for your past service and your future service. I for one -- and I think my colleagues have expressed it -- I look forward working with you.

Your department works very hard, and a $30 million budget, I respect your work. However, I wanted to ask you what the average waiting time is for businesses and homeowners, if you know it, when they call in for concerns. Do you have any sense of how long they wait?

COMMISSIONER PERRI: I mean, for each of our different services, there would be a different response time. Are you talking about for issuance of permits or for us to go out and inspect properties?

COUNCILMAN TAUBENBERGER: For almost anything. I mean, I can actually even tell you a horror story just to give you a sense. It's not your fault and it happened long, long ago. I at the time

was Chief of Staff to City Councilman Jack Kelly when he was a District Councilman. I was put on hold by someone from L&I, and I tried to identify myself. They wouldn't even allow that, and put me on hold. And I thought -- I'm looking out the window and I'm looking at the office. I'm looking at the MSB building. I said, Son of a gun. And I was in better shape back then. I literally stayed on hold, but walked across the street -- well, kind of ran, because I wanted to catch this guy. And I barge into the office and I said, Look, can't you see.

I'm really, really busy. And he was. He says, you know, I got people on the telephone.

I said, Well, you don't have to worry about that particular person because that's me and I'm here.

My point is, it's something that is actually historic. It has happened for a long time. Do you think

it's possible we could start tracking how long people are waiting? Because our taxpayers, whether they're business people or residential, pay a fairly decent amount of tax dollars to help run this department, and I truly believe that they deserve the best possible service we can, and that, of course, takes monitoring and measuring, like a customer service kind of thing.

COMMISSIONER PERRI: Yeah. We do have service-level agreements for different activities, including how long people wait in the concourse. In terms of customer service, I understand and I agree with you, we need to do a better job. We need to put more folks online to be able to take questions over the phone and be able to move the lines that are in MSB.

Now, as we become more computer oriented and things can be done online, I would expect that the wait times in the concourse will improve. But we

understand and we know, and we're striving to bring on additional folks that can still work with people that are waiting in line and that call in over the phone.

COUNCILMAN TAUBENBERGER: Thank you. With that also being said, I know business people, who are the lifeblood of this city in many ways because they create jobs, particularly small business people, become very frustrated or can become very frustrated. And New York just recently passed a Business Bill of Rights, and I'm thinking Philadelphia might be a good candidate for this type of legislation. I know Mayor Kenney has been thinking about it as well. I know it would have to be executed through your office, and I was wondering if this is something you could possibly support, where it actually would put some time limits and other things, like this is your right as a business person in Philadelphia.

4/12/16 - WHOLE - BILL 160170, etc.

COMMISSIONER PERRI: Yeah. I mean, that sounds like a very compelling idea. If we don't have the ability to hire folks to hit the targets that are given, all's we're going to be doing is frustrating ourselves, though. So with that kind of commitment, there has to be a commitment to provide the services and provide the resources in order to meet those targets. I mean, an empty promise will do no one any good whatsoever.

COUNCILMAN TAUBENBERGER: I would concur. I would concur with that.

I know you had spoke in part of your testimony on some folks that you were looking to hire. I have in front of me a list of about at least eight or maybe ten positions that were never hired last year. Now, I know that wasn't under your jurisdiction and your timing in the Department, but do you have any sense of why they weren't hired?

COMMISSIONER PERRI: Yeah. Many of the technical positions, the

salary levels are not high enough. We go and recruit. We just don't get an applicant pool that's willing to take the jobs at the salaries that are offered, and some folks -- when you're looking to hire people that have several years of experience, generally you're looking at a situation where you're drawing folks that may need to move into the City, and that becomes in some cases an impediment to hire to bring people on board. That's why we were talking earlier about using engineering contracts and third party.

We do -- we really want to have folks that are City employees, that live in the City, that take their paycheck home and spend it in the neighborhood, but there are circumstances in which we simply cannot get the right folks to apply for the job and the positions go vacant.

COUNCILMAN TAUBENBERGER: Thank you, Commissioner.

Thank you, Mr. President.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE: Thank you, Councilman.

The Chair recognizes Councilwoman Quinones-Sanchez.

COUNCILWOMAN SANCHEZ: Thank you.

Good afternoon. I too kind of want to echo, I think L&I is the most proactive it's been in a very long time, and I appreciate Commissioner Perri coming in and hitting the ground running.

That said, I know we talked a little bit around the diversity plan. All departments are required to do a language access plan. So I look forward to working with the Commissioner on that, but just want to bring to his attention that since 2005, the Department has hired 29 employees. Only one of them has been bilingual. So it is my expectation that in the next hiring freeze -- in light of the fact that some of the jobs are technical in nature, that we have a plan for that, but I trust that you will put

4/12/16 - WHOLE - BILL 160170, etc.

that together.

I wanted to talk a little bit about eCLIPSE, and one of the things that came out of the discussions when we were rolling it out was the issue of having rolling enrollment. So we have different licenses that expire just one month, March being vendors or whatever. Have we figured out how with eCLIPSE we're going to get those to be rolling? So if I'm a vendor and I get a license in February and March, I got to get a new one, that kind of stuff. Are we looking a little bit at that?

MR. McCLARREN: Good afternoon, Councilwoman Sanchez. My name is Kirk McClarren, Administrative Services Director.

We are working on that issue, and in terms of the expiration dates of licenses, specifically with the rollout of Phases 1-A and 1-B, which were business license renewals and new business licenses, we have implemented an

4/12/16 - WHOLE - BILL 160170, etc.

expiration date specific to the individual; in other words, one year from obtaining that license as opposed to exactly like you said, if somebody comes in in January and they have a housing inspection license and then it expires the next month, they have to pay again. We have implemented that, yes.

COUNCILWOMAN SANCHEZ: That's good. So for most licenses that's the case or it will be the case?

MR. McCLARREN: It will be -- I'm fairly certain it will be the case for all licenses, but I could double-check that just to make sure.

COUNCILWOMAN SANCHEZ: One of the areas of concern -- again, I think it's hugely important and I think it's a testament to Mayor Kenney's commitment to continue to support L&I and kind of its return to being a public safety is the continuation of the oversight committee, and I think one of the reasons that's happening is, again, I think there's a

4/12/16 - WHOLE - BILL 160170, etc.

lot of faith being placed on Commissioner Perri to kind of work through the implementation of a lot of new regs and rules. So I really appreciate and publicly want to thank the Mayor for that. I think any time you get more eyes on what's going on, we develop a better product.

Around the vacant property strategy, I know we've driven Rebecca crazy with all of the new things around the vacant properties, particularly the commercial structure piece, the industrial ones, which was Councilman O'Brien's issue. Is there anything other than that work that we're doing proactively, is there any discussion around creating a plan around non-compliance areas on the business compliance? I think that just like everything else, there's certain areas where certain behaviors, whether you're talking about South Philly's double parking or whatever, there's certain code

4/12/16 - WHOLE - BILL 160170, etc.

violations that have been allowed to kind of permeate in certain areas. What's been the discussion so far about how do we get proactive around some of those quality-of-life issues?

COMMISSIONER PERRI: The Department wants to make a strong commitment to quality-of-life issues. I think when it comes to violations, different commercial corridors have different issues, and we need -- instead of just treating the entire City the same, we need to work with the groups that are within certain business corridors, find out what their main concerns are, and target our enforcement around what those particular issues are. I think we would get much better traction that way. We'd be able to focus our resources in a much more leveraged fashion if we can work with corridor managers, if we can work with business associations and we can find out what it is that they need to be enforced in their

4/12/16 - WHOLE - BILL 160170, etc.

particular area. When we try to do everything for everybody everywhere, we end up doing nothing for anyone anywhere.

So I really am confident. We're working on actually educational materials to give out, and we look forward to working with Commerce and various commercial districts to get very specific enforcement programs that work for that corridor.

COUNCILWOMAN SANCHEZ: I think that's hugely important, because there is a culture to each corridor. Some things are more important to some corridors than others. So you're right. How we get folks into compliance, that's hugely important.

In addition to -- we talk about the ID'd properties, and I know that you've put in a $9 million budget on that. In addition to -- and there will be more properties that are ID'd. In addition to the demolition piece which folks have identified for quality of

4/12/16 - WHOLE - BILL 160170, etc.

life, what is an area that you think requires more proactive attention?

COMMISSIONER PERRI: Yeah. One area that I'm actually concerned about is that so far this year, we had three collapses of occupied buildings, and those buildings were not on our radar. I think we need to do an outreach effort, an educational effort with various communities to get them to know when to call L&I for a serious structural condition.

Properties that are vacant, we have -- Rebecca is working on this vacant property strategy, but when we're having occupied buildings that are collapsing that aren't in our system and haven't been watched, that's really disturbing to me, and I think an educational piece will certainly help with helping folks identify what different gaps and cracks and movement means in their properties and they can call us and get an inspection done.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILWOMAN SANCHEZ: As you staff up, will you be able to -- and you go to seven offices, will you be able to give us the geography of what different offices -- the criteria for selecting some of the geography around the assignments? I think one of the things moving forward as eCLIPSE rolls out and others, I really want to follow the baseline data of how many people we have as staff per area and how proactive that allows us to be. And so I know you're juggling around and you're going to get up these two new offices. I think once you guys get that together, it would be important to share with us.

COMMISSIONER PERRI: Yeah. We'd be happy to share that with you and show you what our logic and thinking is in terms of creating the geographic areas for the various inspection districts.

COUNCILWOMAN SANCHEZ: Because I imagine that's going to move around a lot with two new offices. That's

4/12/16 - WHOLE - BILL 160170, etc.

significant.

COMMISSIONER PERRI: There'll be major realignment of the district boundaries by trying to squeeze in two additional offices and try to concentrate on the areas that are having the high volumes of construction activity.

COUNCILWOMAN SANCHEZ: Okay. And so there'll be criteria. We'll be able to clearly see kind of the criteria by which you establish the geographies and stuff?

COMMISSIONER PERRI: Yeah, exactly. For instance, areas that have high-rise buildings, we're going to want to concentrate more inspectors in those areas. So those high-rise building construction generates a lot more inspections. So even though it's only one parcel or one building, we need to have a lot of resources to handle that type of construction activity. Whereas if an area has only single-family construction, then we can probably allow

that area to be a little larger than other areas. But we'll be happy to share --

COUNCILWOMAN SANCHEZ: And I'll just emphasize again the importance of the language. In a lot of immigrant communities just having that capability and understanding, that is going to be hugely important to getting people to comply. So from the concourse to the folks out in the field, you know, trying to match that up I think is going to be hugely important.

COMMISSIONER PERRI: Yeah. I mean, along those lines, as we hire these new inspectors, we're going to use selective factor certification so that we can hire folks directly that have the different skills that we're lacking. I think that will be real powerful for us and allow us to fill the various needs that are out there.

In addition, with the eCLIPSE system, we're insisting that we are given

the tools to basically put the entire system into multiple languages so that everybody and anyone can interact with the online system in their own native language.

COUNCILWOMAN SANCHEZ: Good. Thank you, Commissioner.

Thank you, Mr. Chair.

COUNCIL PRESIDENT CLARKE: Thank you, Councilwoman.

The Chair recognizes Councilwoman Parker.

COUNCILWOMAN PARKER: Thank you, Mr. President.

Good afternoon. Let me just say so to welcome back to the future, from staff to legislator, now Councilperson, in Streets and both L&I, whenever I've called, you've always been responsive, and I just wanted to say thank you for the record.

COMMISSIONER PERRI: Thank you.

COUNCILWOMAN PARKER: Probably one of the things that I've appreciated

4/12/16 - WHOLE - BILL 160170, etc.

the most is that sometimes when we give recommendations or problems and challenges are identified at the grassroots level, they are not always viewed as significant sometimes from leadership, and that's never been the case from your perspective.

And with that in mind, my first question actually comes from a recent RCO meeting I had with all of the 9th District RCOs, and they were talking about citations and that for many issues, citations cannot be written unless the violation is like witnessed by an inspector. And so when they talked about the times that the inspectors work and sort of during normal business hours, some of the violations obviously are occurring outside of normal business hours. So, again, very simple question, but one that could be of great assistance and, that is, is there a way that inspectors' hours can be shifted so that some of them can occur outside of normal

4/12/16 - WHOLE - BILL 160170, etc.

business hours or do we already do that, just not to an increased volume?

COMMISSIONER PERRI: Yeah. We have different crews that are available on off hours. We have a regular Saturday patrol that looks for unpermitted construction activity. We have a Nuisance Task Force that does inspections of nightclubs and other establishments over the weekend. So we do have a presence on off hours.

COUNCILWOMAN PARKER: If there is a way that we can just sort of review that, particularly regionally in areas where we may see more activity taking place on sort of abnormal business hours, if we could just review that to see whether there is a need at all to increase that, that would be of great benefit to us, and we can report back to our constituency that, Listen, the City is paying close attention to all of the unpermitted activity taking place during abnormal business hours, that would be

4/12/16 - WHOLE - BILL 160170, etc.

great.

COMMISSIONER PERRI: Okay. We will certainly work with you on that. And if there's specific areas that you want to report to us, I could get --

COUNCILWOMAN PARKER: We'll make sure that we forward those to you ASAP.

The next question is in regards to the issue of enforcement of provisos. So explain to me how does L&I enforce provisos adopted by the Zoning Board on variances and special exceptions that have been granted. Because what we've heard from both the community and L&I is that it is pretty difficult and very challenging to enforce provisos.

Are there any powers, authorities or anything that you need from the legislative side that could help the Department be more effective or efficient in that area?

COMMISSIONER PERRI: Yeah. Enforcing zoning provisos is very

4/12/16 - WHOLE - BILL 160170, etc.

difficult, especially those that are not dealing with bricks and mortar. I don't know if there's a legislative solution there. The best solution is to craft a proviso so that it's very clear as to what's needed and it's something that's easily measurable. If you put a proviso in there that the building owner has to go to community meetings once a month or something along those lines that we can't routinely monitor, then you can't really expect us to be involved in the enforcement process. But if it's the kind of thing where they need to have folks assisting in parking of cars or there's some certain physical construction that needs to take place as a proviso, that is enforceable.

So it really -- it boils down to the strength of the proviso and the ability for us to be able to quantify exactly what's being asked.

COUNCILWOMAN PARKER: So having the ability to quantifiably measure

4/12/16 - WHOLE - BILL 160170, etc.

whether or not the group is sort of meeting all of the regs included in the proviso is extremely important. With that in mind, I'm a huge fan of sort of like establishing rubrics. So is there a way that we can work together, you all can sort of just do internally, develop a rubric for measurable and unmeasurable? Because some RCOs -- you have to remember these are community-based organizations, right? They're trying to do what is in the best interest of their neighborhood, so when they are working in an effort to try to craft a proviso, they're doing what they think will be helpful. Can you all help to develop sort of a guide to the establishing of provisos that would be sort of a rubric for groups to follow?

COMMISSIONER PERRI: Yeah. That sounds like a very good idea. I think we'll meet with the Zoning Board and with the Planning Commission and see what we can do to come up with some standardized type provisos that we know

4/12/16 - WHOLE - BILL 160170, etc.

we can enforce, and if a community group puts that in as a requirement, that they have confidence that something will be taken -- some action will be taken if it's not followed.

COUNCILWOMAN PARKER: Thank you.

And then, finally, just to a follow-up to Councilman Johnson and Councilwoman Quinones-Sanchez's comments in regards to the establishment of the new offices. When in fact you have worked on establishing the criteria, if there is anything that we can do -- plug, plug -- to be helpful in helping you identify locations, feel free to call us. We want to be helpful.

COMMISSIONER PERRI: Will do.

COUNCILWOMAN PARKER: Thank you, Mr. Chair.

COUNCIL PRESIDENT CLARKE: Thank you.

I'm going to get my bid in for my office and the 5th Councilmanic

4/12/16 - WHOLE - BILL 160170, etc.

District. They'll all be used up by the time I get it out of my mouth.

Just a reminder, we have a neighborhood budget hearing at 6 o'clock this evening, and it is about a half an hour travel time from City Hall. Just a reminder. And we do have a department left.

The Chair recognizes Councilman Henon.

COUNCILMAN HENON: Thank you, Council President.

Just a quick question to wrap it up on my end, a lot of just to add and echo the interest on the process and how things are set up with the GMAs and the new district offices. I would love -- I'm just going to ask you for the record. Maybe you can provide them for the Chair. How many district offices do you currently have and do all the inspectors report there in the morning?

COMMISSIONER PERRI: They're required to, yes.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: They're required to. And how are the cases assigned?

COMMISSIONER PERRI: Well, if you're talking about building permit inspections?

COUNCILMAN HENON: I understand there's different building permits, but how are they assigned generally? Is it in order, priority status, I guess a little dangerous?

COMMISSIONER PERRI: Yeah. I mean, what we consider to be the top of the pyramid would be complaints and reports of dangerous buildings. They would get an immediate response. Other types of complaints that come in, they get handled in turn. They get divided up amongst the different districts. Generally an inspector has a certain number of census tracts within a particular district. The work would go out based upon the census track in which the complaint came in.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: So I guess the creation of the GMAs or the areas or districts, you take into account the travel time, I would imagine, in between cases?

COMMISSIONER PERRI: Yeah. I mean, that's part of the analysis that gets done in figuring out where district offices need to be. You want to minimize that travel time, because that's simply wasted effort. So we want to get these offices as close to where the action is occurring.

Now, that's not always possible given what the City can lease and what City buildings are available out there. In the past, we've had some buildings that are way off from where the actual work occurs, and we need to get away from that, because it doesn't help to spend half of your day traveling from the local office to where you have to perform an inspection.

COUNCILMAN HENON: Exactly.

4/12/16 - WHOLE - BILL 160170, etc.

How many staff are centrally located in the plan conduct reviews?

COMMISSIONER PERRI: Can you ask that question again?

COUNCILMAN HENON: How many staff are centrally located in the conduct plan reviews in your department for plan review?

COMMISSIONER PERRI: For plan review? There's approximately 30 plan reviewers in the MSB concourse.

COUNCILMAN HENON: Are there plans for additional staff once you move towards the electronic plan review?

COMMISSIONER PERRI: There are no plans to increase the plan examiners at this point.

COUNCILMAN HENON: Is there an anticipated drop in wait time and congestion if the plan review system is currently in place when you shift to electronic? So the wait time will be shorter?

COMMISSIONER PERRI: Yeah. I

would think that we can gain some efficiencies through electronic plan review, because what will happen is that we can have -- in a lot of cases, to get a building permit or a zoning permit, there's prerequisite requirements from other City agencies. So by getting the plan submitted electronically, those plans can be simultaneously distributed to everyone that needs to review the set of plans. So we'll get away from the situation of where an architect or a builder has to go from City office to City office to get their approvals. So the overall response time, the overall approval time to go from when you start your permitting process to when it's completed should be reduced.

COUNCILMAN HENON: Great. And last, when you take a look at best practices and taking a look at where we line up with other cities comparable to the City of Philadelphia and our fees and the possible move to adjusting them, I

4/12/16 - WHOLE - BILL 160170, etc.

suggest taking a look at the maximum permit fee. I don't know if that's preempted again by the state UCC or not, but I don't know what the max is, 7,500 maybe or 5,000.

COMMISSIONER PERRI: That I'd have to -- you're talking about electrical permits or permits in general?

COUNCILMAN HENON: Well, I'll speak to electrical permits.

COMMISSIONER PERRI: I'll have to get --

COUNCILMAN HENON: But there is a maximum fee.

COMMISSIONER PERRI: I believe there is a maximum fee.

COUNCILMAN HENON: Do you know what the building permit max fee is?

Well, in any case, you have maximum fees that are relatively inexpensive when you consider doing sizable projects like the Convention Center, the Comcast building or some of these commercial residential properties

4/12/16 - WHOLE - BILL 160170, etc.

and you only have a maximum fee of 5,000 or 7,000, maybe it goes a little higher. I don't know what some of the other building permits, but I would recommend that you take a look at that and reconsider adjusting the maximum for building permits.

COMMISSIONER PERRI: That's a good suggestion. We will look at that.

COUNCILMAN HENON: Thank you.

COUNCIL PRESIDENT CLARKE: Thank you, Councilman.

The Chair recognizes Councilman Domb.

COUNCILMAN DOMB: Thank you, Council President.

Just a few more quick questions. I want to follow up to Councilman Henon's comments and my prior comments about the revenue and the fees. There was 54 million of revenue from L&I last year?

COMMISSIONER PERRI: Correct.

COUNCILMAN DOMB: And my

4/12/16 - WHOLE - BILL 160170, etc.

information says that there was 40,000 building, electrical, and plumbing permits in the Department in 2015. Does that sound right?

COMMISSIONER PERRI: That's approximately correct, yes.

COUNCILMAN DOMB: So on simple math, if each one was like $130, that would generate 54 million.

COMMISSIONER PERRI: I can't do that math in my head any longer, Councilman. I'll trust you.

COUNCILMAN DOMB: But I guess what we're saying is that the volume of permits, adjusting those fees is a lot of money, a ton of money. So we really need look at that, because a $50 adjustment sounds like it's $20 million.

COUNCILWOMAN SANCHEZ: Point of information.

COUNCIL PRESIDENT CLARKE: The Chair recognizes Councilwoman Sanchez.

COUNCILWOMAN SANCHEZ: I just want to advocate for the Department. I

4/12/16 - WHOLE - BILL 160170, etc.

think that that money goes to the General Fund, and I think the Department should be allowed to get incentives around some of this stuff.

COUNCILMAN DOMB: It's got to go to the Department. It should go to the Department.

COUNCILWOMAN SANCHEZ: Well, I just want you to clarify that. I'm sure that's what you intended to do, so I just want to clarify that we should provide incentives.

Thank you.

COUNCILMAN DOMB: My goal is for you to have more tools to run this department more efficiently. I'd like to see those revenues go back into the Department so you can use those tools to make L&I the best it can be. So whatever you can do -- we're all talking the same language -- let's figure out the fees. I think they have to be raised and let's -- there's a lot of potential revenue there.

One last question. In 2015,

you weren't L&I Commissioner, but do you have any idea of how many unpermitted construction violations occurred?

COMMISSIONER PERRI: We're checking now, Councilman.

COUNCILMAN DOMB: Okay. I'll tell you, 40,000 is a tremendous amount of permits last year. It's a huge volume going through your department.

COMMISSIONER PERRI: I mean, the whole key here is how many of the new revenue can actually flow back to the Department, because as it stands, any revenues generated go to the General Fund and they're distributed amongst different departments that have different needs. But there are other models out there that could help capture the revenue that we need in order to have the Department adequately staffed and have all the resources that are needed for whatever construction enforcement or business compliance programs that the City needs in order to meet the needs of the

4/12/16 - WHOLE - BILL 160170, etc.

citizens.

COUNCILMAN DOMB: That court case, though, Ralm versus Tredyffrin Township, does state that all costs should go back for the -- you can't charge more than the cost of what's going on, but they should go back to the Department.

COMMISSIONER PERRI: Yeah. In my recollection of that court case, you can't charge permit fees higher than what it costs to provide the service.

COUNCILMAN DOMB: That's correct.

COMMISSIONER PERRI: Now, there are other departments that are involved in permitting. So it's not just L&I's costs that are involved. You also have to consider what the Planning Commission does, the Historical Commission does, and the role that the Commerce Department has. So it's not as simple as just looking at how much money L&I is spending on plan reviews and building inspections

4/12/16 - WHOLE - BILL 160170, etc.

and how much revenue is coming in. There's a lot of other agencies that are involved in that process.

COUNCILMAN DOMB: While we're waiting for the other question, you can get back to me on the other question. One last question I wanted to ask. You said there were three buildings that collapsed this year. Were those three buildings delinquent in real estate taxes?

COMMISSIONER PERRI: Yes. They all were.

COUNCILMAN DOMB: New York City put a system in place about 12 years ago that had 12 different probabilities. Delinquent taxes was one of them, lack of facade inspection was another. But when they merged all the information, they found out that all the buildings that were collapsing had these 12 characteristics going on. So it might be something we can look at, because it might help us preventing issues down the

road.

COMMISSIONER PERRI: Yeah. That's exactly the type of analysis that Rebecca Swanson does in looking at our vacant property survey, and we need to expand that beyond just vacant properties, because like we were discussing earlier, we're having issues with occupied properties beyond that. You have situations that we're finding in which the primary owner of the property dies and the family takes over. They stop paying real estate taxes. They stop maintaining the property, and water is allowed to infiltrate, especially through the roof system, and eventually that's going to cause major structural issues.

COUNCILMAN DOMB: Thank you very much. Thanks for your testimony.

COUNCIL PRESIDENT CLARKE: Thank you, Councilman.

The Chair recognizes Councilwoman Blackwell.

COUNCILWOMAN BLACKWELL: Thank

4/12/16 - WHOLE - BILL 160170, etc.

you very much.

Good afternoon.

COMMISSIONER PERRI: Good afternoon.

COUNCILWOMAN BLACKWELL: I have so many things going, I dare not ask for something else, but so many community issues. But I will ask you, Commish, if you'll look at the bill we introduced dealing with the water main break and the contractors who helped fix it and see if you may have some suggestions for us. We're having a hard time working that out. So we've been talking to folks in the City, but we're not straight yet. Maybe I'll ask you to look at that bill for what we can do when there's a City emergency.

COMMISSIONER PERRI: So which specific -- well, we can talk offline on that, Councilwoman. I'll give you a call --

COUNCILWOMAN BLACKWELL: Yes.

COMMISSIONER PERRI: -- so I

can get some more details on it.

COUNCILWOMAN BLACKWELL: Yeah. We'll send you the bill. We introduced it about in January. So obviously I don't have it straight or we would have followed up. So we've been trying to find out a way to do something. We even met with the Fire Commissioner and his team. We met with different adjusters. We met with so many people, but we don't have it right. I understand the license we talked about may not even be within our authority. It has to deal with the state too. So I would just like to -- we'll send it to you.

COMMISSIONER PERRI: Okay. I'll be happy to take a look at it for you.

COUNCILWOMAN BLACKWELL: Thanks. Thank you.

Thank you, Mr. President.

COUNCIL PRESIDENT CLARKE: Thank you, Councilwoman.

That appears to conclude the

4/12/16 - WHOLE - BILL 160170, etc.

questions for the witness, and with that, I want to thank you very much for your testimony and your responses.

COMMISSIONER PERRI: Thank you.

COUNCIL PRESIDENT CLARKE: Thank you.

Next up we have OIT.

(Witnesses approached witness table.)

COUNCIL PRESIDENT CLARKE: Thank you. We now have OIT. Good afternoon. State your name for the record.

MR. BRENNAN: Council President, my name is Charles Brennan. I'm the CIO. I have with me senior staff. I know you have a meeting at 6 o'clock. So if it's okay with the Chair, I'll forego testimony. We can go right to questions, if that's okay with you.

COUNCIL PRESIDENT CLARKE: That's okay with me. I see no opposition from members of the Committee.

Please proceed. You have a

4/12/16 - WHOLE - BILL 160170, etc.

brief summary of your testimony?

MR. BRENNAN: Yeah, sure.

COUNCIL PRESIDENT CLARKE: Just briefly.

MR. BRENNAN: Sure. I wanted to talk about a number of things that maybe some of the new Councilpeople don't realize that OIT actually performs for the City. For example, we do a number of social outreach programs in the KEYSPOTs program where we man 19 centers. Most of those centers are in minority neighborhoods. Eighteen of 19 of our staff here are minority mentors for the kids. We also process all the City payroll, which is good news for all of us here. We manage almost 22,000 personal computers and laptops. We also manage the City's video surveillance system. We have 339 City-owned cameras and we get over 2,700 camera feeds from other agencies. We man Channel 64, which is taking all our pictures right now, and that is now a high-def channel. We

4/12/16 - WHOLE - BILL 160170, etc.

manage over 2,800 cell phones and almost 29,000 landline phones. We also do much of the City's printing. We print about 30,000 water bills a day. We also print over 900,000 print pages per month, including W-2's, all letters and reports, things from the Mayor, Water, Finance, subpoenas, et cetera. We operate the City's Help Desk, where we field over 81,000 requests for service.

One of the most important jobs is, we support all the technology in the City's 911 center, including the City's radio network, which is used exclusively by Police and Fire, where we have 12,000 subscribers, and last year we logged 33 million push-to-talks.

OIT maintains the City's technical infrastructure and we process almost 100 million e-mails for the City every year, and we assist in project management for every major technical project operating in the City.

So I'm prepared to answer

4/12/16 - WHOLE - BILL 160170, etc.

whatever questions we can, Council President.

COUNCIL PRESIDENT CLARKE: Thank you very much. I got a couple of quick questions.

On Page 4 of your testimony, it shows you have 385 positions budgeted for FY16. Only 320 of them have been filled so far, but, however, there is a proposed increase of upwards of $1 million for Class 100 even despite these current vacancies.

Can you, one, tell me about your plan to fill the existing vacancies and, two, can you tell me why you're asking for an additional $1 million.

MR. BRENNAN: We actually have 20 vacancies right now out on the web that we can't fill, and filling vacancies with technical positions has been a perennial problem here. So right now there are 20 out there, largely technical positions.

The increase in --

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE: You cannot fill those positions?

MR. BRENNAN: Pardon me?

COUNCIL PRESIDENT CLARKE: You said you cannot fill those?

MR. BRENNAN: No, we cannot fill them. They've been out there for quite a while. They're things like networking positions, highly technical skills.

Our salaries are actually fairly good. It's the perks that we can't make what a private company can give. I think that's where --

COUNCIL PRESIDENT CLARKE: Perks as in bonuses?

MR. BRENNAN: Well, it's more than bonuses.

COUNCIL PRESIDENT CLARKE: That's kind of a sore subject right now in the government.

MR. BRENNAN: I don't mean bonuses, but if you see what some of the technical firms offer, even those in the

4/12/16 - WHOLE - BILL 160170, etc.

City. Like, for example, one City business, they have a nap room. A nap room wouldn't go over well here in the City. They let the -- they have very flexible hours. They let you work from home. Things that the City would really have a hard time doing. So they offer a lot more flexibility in the workplace than we do, plus they offer things like free food, massages, things like that. So we just can't compete with that. So it kind of makes it harder to draw that technical talent. I know, you can use a massage about now, I guess, right?

COUNCIL PRESIDENT CLARKE: I am so tempted to follow up on that question, but I think I'm going to move on on that one.

MR. BRENNAN: As for the positions which we requested increases in, the One Philly Project is putting somewhat of a strain on my people who do payroll. So we've asked for additional help there, because that is a really,

4/12/16 - WHOLE - BILL 160170, etc.

really difficult project.

We've asked for -- when I came here, one of the things that I wanted to beef up was the security, the security of the information that the City holds. I felt that we weren't strong enough there. So we've asked for additional positions in security. We're going to hire four positions for -- Commissioner Perri just got off --

COUNCIL PRESIDENT CLARKE: So the $1 million, that's for the additional positions?

MR. BRENNAN: It's about eight or nine additional positions. That's what it's for, for these different things.

COUNCIL PRESIDENT CLARKE: Is this -- you're new in this position. Were you in the government before?

MR. BRENNAN: Yes, sir. Actually I worked for the City for 33 years. I was essentially the CIO for the Police Department and I started as a

4/12/16 - WHOLE - BILL 160170, etc.

police officer here.

COUNCIL PRESIDENT CLARKE: So you've been around, okay.

MR. BRENNAN: Yeah, I kind of know.

COUNCIL PRESIDENT CLARKE: So with respect to -- so my question is, if you ask for an additional 1 million, is that for a class of employee that's not currently listed in your unfilled positions?

MR. BRENNAN: Yes, sir.

COUNCIL PRESIDENT CLARKE: Okay. So you can't just move that money around? Like you said you have 20 positions that you need to fill, and it sounded like to me like there's no likelihood that these are going to be filled.

MR. BRENNAN: Well, we always have hope, so -- we're always looking, so -- what the Finance Office does is, they budget us for those. So actually you're looking at a January figure. We

4/12/16 - WHOLE - BILL 160170, etc.

actually have about 340 people on now. So we have hired a few, but we still have 20 people out there. If you were to look right now, we have 20 people that we're looking for.

COUNCIL PRESIDENT CLARKE: So you have 340 instead of 328?

MR. BRENNAN: Yeah. That 328 is a January figure, and I think we have 342 now. 342.

COUNCIL PRESIDENT CLARKE: Okay. Can the Budget Director please step up. I just want to get a little clarity on the ability to utilize existing positions or appropriations for existing positions to fill positions that we know we can fill and that we need.

(Witness approached witness table.)

COUNCIL PRESIDENT CLARKE: So are we in a position to fill the positions that we can find people currently or in the next fiscal year, assuming we will continue to still have

4/12/16 - WHOLE - BILL 160170, etc.

positions that funding has been appropriated for, but not be able to fill those particular positions internally without doing a transfer ordinance or anything.

MS. ADAMS: I think --

COUNCIL PRESIDENT CLARKE: As I understand, you tell me you got 20 positions that you've been trying to fill for a while and not been successful. It's unlikely that you're going to fill all 20 in the next year. If we need a million dollars to fill positions that we can fill, why can't we utilize the money that's been appropriated for the other positions internally?

MS. ADAMS: Anna Adams.

COUNCIL PRESIDENT CLARKE: As opposed to appropriating an additional million dollars.

MS. ADAMS: I think this is to do both. Because, as you know, we budget by class rather than by position. And so we -- and I can pull up the numbers. So

4/12/16 - WHOLE - BILL 160170, etc.

we assume a certain number that are filled throughout the year and we assume --

COUNCIL PRESIDENT CLARKE: We're going to fill those 20 positions by then?

MS. ADAMS: So I can get you -- I can go and get the budget detail, but we show a certain percentage that we assume within Class 100 is filled for each department, and then we have a vacancy allowance. And so this assumes during the course of the year we lose people, it takes them time to hire, and we build that into our projections for each of the department's budgets. So we don't assume in any department that they are 100 percent filled throughout the year, and the appropriation is based on that. And so you can see if you go into the detail, there's a vacancy allowance that we show in each department. And I can go and get it for you and show you exactly how much we're assuming in OIT,

4/12/16 - WHOLE - BILL 160170, etc.

but you can see then -- we budget by class and not specifically by the number of filled positions. And that's how we make sure that they have enough appropriations to hire the amount of people, but also based on what we believe they can get to. And some departments don't hit that, and we do some work with them about trying to understand can they -- is there a reality check here that they would like all these positions and they can't hire them.

COUNCIL PRESIDENT CLARKE: You got to leave yourself a cushion.

MS. ADAMS: Right. And so we provide some of that. We work with departments to understand why they're having problems hiring some of them. It varies dramatically by department about what the issues are on the hiring, but we do assume there is some vacancies in every department's budget.

COUNCIL PRESIDENT CLARKE: All right. I know in the old days we used to

do that so we can give municipal workers raises, but I was told the other day that we're not doing that this time.

MS. ADAMS: We budgeted in the Civil Service Commission for any changes.

COUNCIL PRESIDENT CLARKE: I got a quick question in anticipation of tomorrow.

Thank you.

Security cameras, your department has involvement in that; am I correct?

MR. BRENNAN: Yes, sir.

COUNCIL PRESIDENT CLARKE: So this issue about police surveillance cameras, and over the years we hired Unisys. That got screwed up, the whole nine yards. We were supposed to build the network. And I can't seem to get personally -- because I personally have an issue, because I represent an area that has some real challenges.

The cameras. So I had a meeting in part of my district the other

4/12/16 - WHOLE - BILL 160170, etc.

night. I'm not going to say a name, but one of the police officials there said, Well, we don't have enough people to watch the cameras. So we talked about what happened in Baltimore where they had this process where they had -- they called it a football at that particular time. I don't know what they call it now. Where an officer in a sector car had basically a laptop computer that had the ability to have access to all the cameras in their sector, so they can just punch them up periodically and look and see what's going on in a particular intersection that has some history of drug selling or whatever. Similarly, we saw also where they had a location in a building downtown Baltimore where they pulled up every commercial corridor. And we don't have that, to my knowledge. I just had a meeting with the Germantown and Erie Business, Councilwoman Bass and myself, yesterday, because they want more security cameras in their area, and,

again, there was this issue about, Well, we don't have the person power or we don't have the technology. So as I'm talking, one of the gentlemen in the meeting pulled out his phone and he punched up his store and he said, You can show realtime. People were walking down the aisle. He said, This guy looks like he's getting ready to steal something.

I said, Well, you don't know that.

But anyway, you get my point. He punched up the exterior of the store.

So what I don't understand, if you can do that on a cell phone, private citizen, why can't we figure out a way to have more realtime coverage? And I know the police do a real good job in accessing cameras after the fact, but we like to be a little more proactive in preventing crime, if there is an opportunity to look at realtime.

Do we have that technology here to enhance our realtime without

4/12/16 - WHOLE - BILL 160170, etc.

increasing staffing levels?

MR. BRENNAN: If you're looking at how many cameras that we've tied into here is, we have -- the cameras that the City owns are about 339 cameras, but we tie in to 2,700 cameras. So if you add those together, it's like --

COUNCIL PRESIDENT CLARKE: Realtime?

MR. BRENNAN: Yeah, realtime. Let me explain realtime, because, Council President, I saw you brought this up last year. I actually watched it.

COUNCIL PRESIDENT CLARKE: I'm going to keep bringing it up.

MR. BRENNAN: I know you will. I know you will. And I don't think you were given a very good answer last time.

The cameras are realtime, but no one watches 3,000 cameras. You just can't, right? Nobody can.

COUNCIL PRESIDENT CLARKE: And let me -- and of that 20-something hundred, most of them were SEPTA?

4/12/16 - WHOLE - BILL 160170, etc.

MR. BRENNAN: Most of them are cameras other than our cameras. We have SEPTA, we have Penn, I think we have Temple. We have all over the City. It's really much cheaper to do it that way than to keep putting up our own cameras, because we might --

COUNCIL PRESIDENT CLARKE: I'm okay with that.

MR. BRENNAN: Right. We might have funding for like 50 a year and we kind of go by what the police ask us to do to stick those 50 up. So we keep adding every year, but as you said, and I think you were right on the mark here, is they're largely a reactive device.

The officer who was shot in West Philly, that famous photo, that was one of our cameras that caught that.

So to watch those cameras, an officer at the DVIC there, the Delaware Valley Information Center, they can actually dial into any of those cameras and look at them, but the chances of them

hitting it exactly when a crime happens is probably almost nothing.

COUNCIL PRESIDENT CLARKE: So are you suggesting that if I'm looking at a camera -- and I don't think we should be using police officers for this, by the way. It should be public safety officers, which is another conversation for tomorrow -- and I see a group of guys standing on the corner selling drugs or whatever, then I can't -- I shouldn't -- I can't proactively say, There's some guys selling drugs, I saw the buy. They had police come. You got the camera, boom. The case, boom. You can prove the case.

MR. BRENNAN: In that case, they actually could. In that case, they actually could. If the call got to the person who was watching the camera, they could turn that camera on and watch the person.

COUNCIL PRESIDENT CLARKE: The call from where?

4/12/16 - WHOLE - BILL 160170, etc.

MR. BRENNAN: Well, for example, like a 911 call or somebody were to call in.

COUNCIL PRESIDENT CLARKE: But I'm not talking about a 911. I'm talking about preventive measures here. If I have a police officer in a sector car -- the only reason I'm bringing it up, because I was sitting in the car. They were driving around. He's pulling up the stuff in every corner in his sector. It clearly enhanced his ability to monitor his sector. Why don't we do that?

MR. HAYLING: Good afternoon. Raymond Hayling, Deputy CIO.

I can't talk about the Police operations, but I can tell you about the technology infrastructure. What you spoke about we can absolutely do. This is a camera that's on my City-issued phone right now. This is live realtime. So we do have the capability of doing that. I do know in the past there were some difficulty in terms of --

4/12/16 - WHOLE - BILL 160170, etc.

COUNCIL PRESIDENT CLARKE: I'm looking in the front of his house. All right.

MR. HAYLING: And we can actually do that for --

COUNCIL PRESIDENT CLARKE: I just want to know about technology from you guys.

MR. HAYLING: So we can do that for all the cameras that we mentioned, all the camera feeds that we mentioned. We actually have it broken down by district, police district, and that includes a breakdown for all the SEPTA and partner cameras. They're also broken down by district. I'll let the Police talk about operations, but they have the capability to roll this out at the district level similar to what you spoke about.

COUNCIL PRESIDENT CLARKE: Okay. That's all I needed. Thank you. Thank you for that information, and I will use that tomorrow when I talk to the

4/12/16 - WHOLE - BILL 160170, etc.

Police.

The Chair recognizes Councilman Henon.

COUNCILMAN HENON: Thank you, Council President.

Good afternoon.

A little change of scenery here.

I have a series of Comcast questions I'd like to ask, and first is, how has Comcast progressed with the remediation set forth in the agreement?

MR. BRENNAN: I'm going to let my Chief of Staff, Steve Robertson. He's dealt with this from the very beginning, Councilman, so I'd like to have him answer the question.

(Witness approached witness table.)

MR. ROBERTSON: Good afternoon. Steve Robertson, Chief of Staff, Office of Innovation and Technology.

COUNCILMAN HENON: Can you push the microphone a little closer.

4/12/16 - WHOLE - BILL 160170, etc.

MR. ROBERTSON: How is that?

COUNCILMAN HENON: Perfect.

MR. ROBERTSON: Right now and to put this in perspective, Comcast's remediation program was an 18-month period, due to be completed in June of 2017, with quarterly inspections by the City occurring along the way. The first quarter for inspections just ended on March 31st. The City is following up with Comcast right now in developing a list of randomly selected addresses where they say they've remediated their plant, and there will be an actual field visit to each of those addresses and an inspection.

So we anticipate a list of addresses to be developed like in the next two weeks, and then beginning late April, late this month, we'll begin the actual physical inspections.

COUNCILMAN HENON: Great. Throughout the budget process, if you can report back to the Chair, I'd appreciate

4/12/16 - WHOLE - BILL 160170, etc.

that, on the progress.

MR. ROBERTSON: Sure.

COUNCILMAN HENON: When can Council expect the I-Net negotiations to be resolved?

MR. ROBERTSON: It's hard to say at this point. We are actively engaged with Comcast, meeting with them regularly. When the actual terms of that agreement will be finalized, it's hard to say. We're very close. We're meeting again in the next week with Comcast. We're in the process of exchanging drafts right now, and the last draft came back from Comcast to us about a week ago. So we're reviewing that, and we're already scheduled to meet with Comcast again on April 22nd.

COUNCILMAN HENON: The anticipated build-out for the I-Net is 18 months; is that correct?

MR. ROBERTSON: That's correct.

COUNCILMAN HENON: Has any of it started on some of the, I guess,

4/12/16 - WHOLE - BILL 160170, etc.

points that you know that doesn't need to be negotiated?

MR. BRENNAN: Yes. Some of the programs we're moving on the things that have been settled. The only thing really not settled now is the I-Net. The I-Net is the one -- it's virtually a contract negotiation.

And, Councilman, I want to publicly thank you for giving us some information that we were unaware of about the I-Net, and we've now included your concerns and the concerns of Council in our negotiations with Comcast. So I would like to thank you for bringing that to our attention.

COUNCILMAN HENON: We appreciate that. Thank you for including Council from this point forward.

What is the nature of the City's relationship with Comcast regarding the courtesy accounts that many of our facilities currently are connected to?

4/12/16 - WHOLE - BILL 160170, etc.

MR. BRENNAN: I don't know if there's a relationship, but there are quite a few courtesy accounts, mainly in rec centers. The rec centers -- they're throughout the City, but many of them are in rec centers. And from what I understood, a courtesy account allowed them to choose a number of different services, whether broadband or video. And so there are quite a few courtesy accounts, but I don't know how many.

Ray says about 200 throughout the City.

COUNCILMAN HENON: About 200 courtesy accounts. And does OIT control the type of service that can be connected to those sites and the facilities?

MR. BRENNAN: No.

COUNCILMAN HENON: So we don't control -- is it a managed service?

MR. BRENNAN: It's not done through OIT. It's done through the sponsorship of Comcast.

COUNCILMAN HENON: So we don't

4/12/16 - WHOLE - BILL 160170, etc.

control the type of service?

MR. BRENNAN: No.

COUNCILMAN HENON: Is there a cap, do you know, on the amount of courtesy accounts that the City can set up with Comcast?

MR. ROBERTSON: There is, and Comcast included as an appendix to the last -- the recently renewed franchise agreement a complete list of all the courtesy accounts, and that was their agreement to continue all those courtesy accounts in the appendix to the franchise agreement.

COUNCILMAN HENON: Independent from the I-Net negotiations?

MR. ROBERTSON: That's correct, yes.

COUNCILMAN HENON: And the points of connectivity.

MR. ROBERTSON: Yeah. The municipal courtesy accounts are completely separate from what's being discussed now with respect to I-Net.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: But we want to ensure that every public facility has high-speed connectivity and access. That's what our ultimate goal here is through the franchise agreement as well as the courtesy accounts.

MR. BRENNAN: Our goal is that every City building and the ones that you brought to our attention will have Internet access that's appropriate for the size of the building. For example, this building will have a much different level of service than maybe another building that isn't as large.

COUNCILMAN HENON: It's real simple. We want to have enterprise feed or service, fiber connectivity to every public facility in the City of Philadelphia, including all our parks and recreations.

Has the City done an assessment of the Verizon franchise agreement?

MR. BRENNAN: Yes, sir. Verizon was due to be built out on

4/12/16 - WHOLE - BILL 160170, etc.

February 26th.

COUNCILMAN HENON: Have you fact-checked their -- we had a conversation with -- well, I had a conversation with Verizon and the City and your department, and we were supposed to be fact-checking the addresses that they have. Has that been done yet and do you have the results?

MR. BRENNAN: Yes. We've actually done a little bit more. Our consultant, CBG, went out and tested the week of March 14th. They tested a number of locations randomly to make sure that light was going through the fiber, and that indicates that a video signal could go through too. All 53 locations they tested came out fine. They did have some trouble getting some of the set-top boxes, and they're resolving those issues.

So the one issue that remains is that Verizon in fact has not built out the City to 100 percent, and there are

some exceptions that Verizon can bring up, and we're working with Verizon now to identify what they identify as their exceptions.

COUNCILMAN HENON: So is there a penalty for not being 100 percent completed with the exceptions that's agreed upon within their agreement?

MR. ROBERTSON: There are liquidated damages if the City cannot verify that they're 100 percent built out after taking into consideration any exceptions that they claim.

COUNCILMAN HENON: Could you provide the verifications of all they're supposed to do on their bellwether testings and connectivities? Because there is -- a large part of the City of Philadelphia doesn't feel that there's competition out there, that they're able to get into other promotional programs and high-speed access.

MR. BRENNAN: Sure.

COUNCILMAN HENON: So if we can

4/12/16 - WHOLE - BILL 160170, etc.

have a follow-up and be made aware of that information, I'd appreciate it.

MR. BRENNAN: Sure. Not a problem.

COUNCILMAN HENON: In your Class 200 on Page 15, rent. The Department originally had funded almost $95,000 for rent in FY16 and is already projecting the obligations will be 545 and some change. What caused this discrepancy?

MR. DONATO: Chris Donato with OIT.

I think that was just a mislabeling of the class for the prior year. These are leases that we do for PECO.

COUNCILMAN HENON: So it's a misprint?

MR. DONATO: From the prior year. The current year is correct. The FY17 budget is appropriately coded.

COUNCILMAN HENON: And what is that number for '17?

4/12/16 - WHOLE - BILL 160170, etc.

MR. DONATO: It's about the same as '16, the 545.

COUNCILMAN HENON: Okay. On Page 42, Class 200 contract, we are projecting an increase in the City's maintenance contract, CityNet maintenance contract, when we're expecting the I-Net to be negotiated and implemented within the next year and a half. Can you explain?

MR. DONATO: During FY17, we'll still have maintenance to pay on pieces of the network, because the I-Net won't be built out for 18 months, which takes us past FY17.

COUNCILMAN HENON: What's the term of the Class 200 contract?

MR. DONATO: That will be for the fiscal year, July 1st.

COUNCILMAN HENON: Just for the fiscal year?

MR. DONATO: Yes.

COUNCILMAN HENON: And I want to go back to the previous question on

4/12/16 - WHOLE - BILL 160170, etc.

rent. You said that the obligations are going to go back to 545,000 or is it going to go back to 89,000 for rent?

MR. DONATO: Let me take another check.

COUNCILMAN HENON: It would be Page 15.

MR. DONATO: My apologies. It will go back to the lower figure, because those rents for -- I'll have to get back to you.

COUNCILMAN HENON: Would you?

MR. DONATO: Yeah.

COUNCILMAN HENON: Because there's an extreme difference.

MR. DONATO: I mean, what we're getting is not different. It's just --

COUNCILMAN HENON: That's fine. If you can just provide the information to the Chair. I'm going to yield my time for the next round.

The Chair recognizes Councilman Domb.

COUNCILMAN DOMB: Good

4/12/16 - WHOLE - BILL 160170, etc.

afternoon.

From my perspective, I'm going to start off by saying that it's none of your responsibility but my perspective, the City's technology really needs a lot of help. I mean, I envision a city where on a handheld device I can tell what properties I own, what properties I'm delinquent on. I can tie in all the tax returns and see what's not paid, what I owe, and that to me is very important. But that's another subject. So let me just get to today's budget.

You have a $2.5 million decrease in Class 200. I was just curious how come this is being decreased so much and how do you plan on being able to keep up with the improvement and integration into the new technology the City desperately needs? Is this moving this class to 100 and fill those seats or why are we decreasing this 2 and a half million?

MR. BRENNAN: Some of that,

4/12/16 - WHOLE - BILL 160170, etc.

Councilman, is a mistake. It was inadvertently put into the wrong fund. There's two numbers there. The 1 million for the 911 division was put in Class 200 and it was inadvertently put in here, so it was taken out. And then this internal realignment in 911 is 753,000 was put in there and it was taken out. So it shouldn't have been in there in the first place. So it's kind of a deceiving -- kind of a deceiving drop.

COUNCILMAN DOMB: Okay. Get that corrected and get us a copy.

MR. BRENNAN: Exactly.

COUNCILMAN DOMB: What's the status of the Real Time Crime Center? I know we spent $3 million, I think, on this program a few years ago, and are we using it today?

MR. HAYLING: Raymond Hayling, Deputy CIO.

Yeah. The Real Time Crime Center went live at the DVIC back in 2014. So they're fully operational.

4/12/16 - WHOLE - BILL 160170, etc.

They're the ones who actually take a look at all the cameras we've been talking about previously. They also have access to our acoustic anomaly system, which will also be called a gunshot detection system, but they've been live from a technology standpoint since 2014, I believe in June.

COUNCILMAN DOMB: So it's being utilized now?

MS. HAYLING: That is correct, 24 by 7, 356, is my understanding.

COUNCILMAN DOMB: And what's the status of the data warehouse, and when do we expect it to be fully functional?

MR. BRENNAN: Hold on. That's a capital project. I got that here. Hold on.

COUNCILMAN DOMB: You want to get back to me on that?

MR. BRENNAN: Yeah, I will, because we really got pages of capital projects going.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN DOMB: Just get back to me.

MR. BRENNAN: Sure.

COUNCILMAN DOMB: The next question I have is, are there any plans to integrate an E-billing system? I've talked before at these hearings about water and sewer, real estate tax bills, computerizing that whole area. We're spending like $3, $4 million in postage a year just on sending out water and sewer bills. Are there plans this year to make that happen?

MR. BRENNAN: Actually, we have an ongoing upgrade of all the revenue sites, all the revenue City websites. Last year we took in $180 million over the web, and really our big focus is to try to take as much money as we can on the web. Actually, a few years ago the only way when you paid a bill on the web, you had to pay that 2 and a half percent credit card fee, and that kind of -- if you were paying a couple dollars, it

wasn't a big deal, but trying to pay your property taxes with 2 and a half percent, nobody would go for that. So the City came around and they made it much easier, charging you a nominal fee to do a debit, and we've kind of seen a big upswing on that.

So we are spending a lot of time in the redesign of our web functions to make it easier for people to understand where they have to go and how they pay a bill, up to the point, Councilman, where I sent people down to the basement of the MSB. You know where people go and pay the bills? And we actually interviewed them to find out like why they won't go online. Why is it you won't go online and pay this bill? So we're actually doing a lot of work to try to make sure we can get the money in faster.

COUNCILMAN DOMB: Can you pay real estate tax bills online today?

MR. BRENNAN: Can you? Yes.

4/12/16 - WHOLE - BILL 160170, etc.

Actually, when I went in, I looked at the online one and I could have either paid the credit card or I could have used the debit, which I think costs about -- they said it was less than a stamp. So you can pay it and the debit just pulls it right out of your account.

COUNCILMAN DOMB: Don't you think probably 75 percent of the water and sewer bills, which are 400,000 to 500,000 a month we send out, and the 579,000 real estate tax bills, 75 percent of those people probably would want to pay online?

MR. BRENNAN: I agree there's a lot that want to pay online, and that's why we're -- in the redesign of the websites, that's why we're spending an awful lot of time on design. And this has never been done before. To spend a lot of time figuring out like why people go on the web, what they do there, and how we can make it more friendly for them to go pay their bills online. So if you

went back a couple years -- and we could get those figures -- you would see that the number of online payments, number of E-payments we get go up every year. So we're -- I think we're doing something right here.

COUNCILMAN DOMB: Can you do me a favor, can you just send this body in writing the plan to computerize the billing for water, sewer, and real estate?

MR. BRENNAN: Sure.

COUNCILMAN DOMB: Can I get one last question?

COUNCILMAN HENON: You got it.

COUNCILMAN DOMB: Thank you.

What projects are in the works for the next five years to promote the City's tech community and give Philadelphia presence as a hub for innovation and technology, which is the biggest economic multiplier of jobs we have in our economy, five to one, and what role is the OIT playing in this?

4/12/16 - WHOLE - BILL 160170, etc.

MR. BRENNAN: Most of our resources, Councilman, go to our customers, who are the operating departments. By far most of our role is there. We do have a role of outreach in the community and we do have a role of -- we have an innovation section. I have the head of that here, and he might be better prepared to answer that or we could give you something in writing, whichever you want. I can bring him up.

COUNCILMAN DOMB: Whichever you prefer.

(Witness approached witness table.)

MR. BUSS: Hi. Good afternoon. Andrew Buss from OIT.

We do a lot of work around increasing the capacity for innovation inside government. So we maintain an innovation lab. We also have an innovation fund, and then we have an innovation academy. And the three of those pieces are coordinated to really

give the most benefit.

We also have a lot of work kind of externally around public computing centers, so digital inclusion work, and that was the KEYSPOT program that was mentioned earlier.

COUNCILMAN DOMB: Okay. And in addition, do me a favor, because out of respect for time, just send it to us in writing.

MR. BUSS: Of course.

COUNCILMAN DOMB: Thank you very much.

Thank you.

COUNCILMAN HENON: Thank you, Councilman.

The Chair recognizes Councilwoman Gym.

COUNCILWOMAN GYM: Hi. Thank you very much.

So I just wanted to follow up on the answer to Councilman Domb's inquiry. You mentioned that you went and interviewed a bunch of people about why

4/12/16 - WHOLE - BILL 160170, etc.

they didn't pay online. What was their answer?

MR. BRENNAN: Many of them don't trust that the payment will actually get where it's supposed to get. The people who tend to go to the MSB, the basement where the cashiering is, where they actually pay, they would tend to be maybe not the most computer literate of our citizens. So they feel more comfortable in actually giving money to a human being and getting a receipt right there. So that seemed to be one of the primary reasons that people wouldn't go online.

COUNCILWOMAN GYM: That they didn't trust the system or that they couldn't --

MR. BRENNAN: Well, that they didn't trust the money would actually get there. So a lot of them either want that receipt, they want that interaction with a human being. If you think about it, they didn't even use a stamp. So they

4/12/16 - WHOLE - BILL 160170, etc.

are a little even wary about putting it in an envelope and sending it into the City. So that seemed to be one of the primary reasons anyway.

COUNCILWOMAN GYM: Okay. Do you feel like that's a pretty comprehensive look or is that just anecdotal and that kind of thing?

MR. BRENNAN: Well, I had a group of people go down, and they interviewed a number of people. And the purpose of the interview, Councilwoman, is to find out how we can design the website to make it more friendly. If you see some of the websites, like you wouldn't even know how to pay a bill. You'd have a real hard time. So the idea is, we are putting an awful, awful lot of time and expense in design up front so that we can not have to go back to it later on. So that's part of our project. We call it the Alpha Project, and we're spending a lot of time doing that.

COUNCILWOMAN GYM: Okay. And

4/12/16 - WHOLE - BILL 160170, etc.

then I think I'm going to follow up with a conversation that we had at the Capital Budget, which is a little bit more information about the Digital Alliance Fund. We talked a little bit about the importance of the fund in terms of closing the gap for -- the digital gap for our most vulnerable citizens, and we had a brief discussion about the Board and who would actually sit on this and how we can assure that there's diverse representation of communities that are committed to actually increasing digital access and ending the gap for our diverse communities. And you had mentioned that currently the fund is looking to seat only donors. Is that still true?

MR. BRENNAN: No, not necessarily. We have some recommendations for the Board. We were looking for donors to sit on the Board, but we're looking for a fairly diverse group who would advise how --

COUNCILWOMAN GYM: Fairly

4/12/16 - WHOLE - BILL 160170, etc.

diverse or diverse?

MR. BRENNAN: No, no. A diverse group.

COUNCILWOMAN GYM: I mean, it's either one or the other.

MR. BRENNAN: I'm sorry?

COUNCILWOMAN GYM: Is there such a thing as fairly diverse? I mean, I'm hoping for a diverse group.

MR. BRENNAN: Okay. I'll use the language diverse group.

But one of the main goals was is that once that money runs out, if we can't get more money in, then there would be nothing left. So that was the reason for having some donors on that group.

COUNCILWOMAN GYM: Well, the purpose of this fund's Board, though, is to determine how to utilize the money.

MR. BRENNAN: Correct.

COUNCILWOMAN GYM: But that is wholly separate from how the money comes in. Is it your belief that donors would only donate to the fund if they could

4/12/16 - WHOLE - BILL 160170, etc.

determine how the money was directed?

MR. BRENNAN: I think it would help.

COUNCILWOMAN GYM: Do you see any conflict of interest with that?

MR. BRENNAN: No.

COUNCILWOMAN GYM: Really? You don't see any conflict of interest with having that level of engagement?

MR. BRENNAN: Here's what I think is likely to happen is, yes, we're going to have the Comcasts of the world and the Verizons of the world and the AT&Ts of the world on there, but they'll kind of offset one another. I don't think they're necessarily going to push things to their own business. I don't think that's going to happen, because everybody else on the Board probably wouldn't allow it. So --

COUNCILWOMAN GYM: And what kind of representation from donors would you expect as a percentage of the Board?

MR. BRENNAN: Actually, I don't

think we know yet, because we've made some -- actually, Comcast reached out to try to get some of their competitors on the Board for the purposes of donating more money. So they've done some of the work. We are looking for Board members too and we're looking for input as to who those Board members should be.

COUNCILWOMAN GYM: How can we ensure that there's diverse representation of communities on that Board?

MR. BRENNAN: I think we have a -- I'm going to let Steve mention this, because I think there are a couple other entities that we recommended for the Board. Now, the Board is not set yet, of course. That's up to the Mayor. It's not up to us. We can only make some recommendations. But I think Steve could tell you some more people on the Board other than the companies that we recommended.

MR. ROBERTSON: Hi,

4/12/16 - WHOLE - BILL 160170, etc.

Councilwoman. Steve Robertson, Chief of Staff, OIT.

I think what you heard CIO Brennan discuss initially was kind of what we vision would be corporate membership. Obviously we would like to entice corporations within the City to participate, particularly telecommunication providers, but we also envision non-profit membership on the Board itself. We've had in mind the People's Emergency Center, Media Mobilizing Project, any other entities, non-profit entities, that anybody would like to suggest.

The composition of the Board is actually still developing. So we're looking actually for stakeholders, other entities to join that Board.

COUNCILWOMAN GYM: And do you see those other entities as being kind of like an addition or a supplement to an existing Board? Because it feels like the community end of it feels a little

4/12/16 - WHOLE - BILL 160170, etc.

bit kind of secondary in terms of priority. Like I would assume that there would be a good list, a robust list, that OIT already had having been familiar with the importance of this fund, how hard people fought for it, that there was a lot of active groups at the table. There are a lot of groups that are committed to ending the digital gap in the City, and it's just hard to believe that you only can recite two groups right now off the top of your head.

MR. ROBERTSON: No. I mean, we actually still envision additional actually government membership that deal with some of the entities that you're talking about. I'll give you a couple more examples. The Mayor's Office of Community Empowerment and Opportunity is very interested. We also see an educational membership, any of the universities that want to participate. If they have a representative that they would want a seat on the Board, we

actually anticipate that happening and we'll certainly invite them. Any foundation membership. A couple examples of foundations within the City, the Knight Foundation, Philadelphia Foundation.

And to go back to kind of what I thought was a question that you had in there originally, we don't see those other members as kind of a subset of the Board. We see them as actually fully seated members of that alliance.

COUNCILWOMAN GYM: I meant in terms of representation, that they would represent a very small portion of the Board. I mean, my hope would be that this is a Board that truly reflects the diversity of the City, that is committed to reducing or ending actually the digital gap for communities who are most vulnerable. And one of the problems that we often have is that when we create these new funds about people trying to end inequity in our city, that we only

4/12/16 - WHOLE - BILL 160170, etc.

seat people who actually don't have a problem with inequity, and too often the groups that feel the most gap and the biggest lack of access are treated -- are often on the margins or a small subset of a larger group that's dominating this.

One example is like if we are trying to find out why people cannot get online or won't get online or don't trust the online experience, then it might help to have some of those folks be fully represented, and that doesn't always happen.

I think that donors, funders, and others have found ways to get to the table. They have great access to a lot of people in City government. It seems hard to imagine that there needs to be another table for it. It doesn't mean that I would exclude them. It just means that the people who are fighting to get to the table, especially on this issue of digital inclusion, have a hard time doing that. And I don't want to create another

4/12/16 - WHOLE - BILL 160170, etc.

roundtable where they are incidental or a tiny subset and that communities, especially black, Latino, immigrant communities, language access -- groups with high language access needs aren't going to be fully represented in the biggest effort that we have right now, though it's not for the fullest amount.

MR. BRENNAN: If you have recommendations -- we kind of struggle with this a little bit, but if Council has recommendations, we would be more than happy to take them and put them on the list for the Mayor's consideration.

COUNCILWOMAN GYM: And I would hope that to some extent this becomes a very fully vetted kind of process that people feel confident about the Board. It's really important that this Board that's using this kind of money is seen as being fully aware of, conscious of, connected to the communities that have been fighting so hard to make sure that we end the digital gap.

4/12/16 - WHOLE - BILL 160170, etc.

MR. BRENNAN: Right. I absolutely agree with you, and obviously it's the people on the Board that are going to make it whether it's successful or not and whether the money is spent wisely. So it's going to be up to the people on the Board. So really if Council has recommendations. We obviously don't know as much as you do about maybe the types of groups that should be involved. So we are more than happy to include whatever groups you feel should be part of this Board.

COUNCILWOMAN GYM: And then the second question is, could you just talk a little bit more about the implementation for the Comcast franchise agreement around CTE and apprenticeship programs, where we are with it, what the timeframe is, who is working on it.

MR. ROBERTSON: I can take that one. OIT is not directly involved in the implementation of that. The Mayor's Office of Education is involved directly

4/12/16 - WHOLE - BILL 160170, etc.

with Comcast.

COUNCILWOMAN GYM: So they're handling the CTE apprenticeship aspect of it?

MR. ROBERTSON: That's correct. They're working on it. There's an identified Comcast representative who is working directly with folks in the Mayor's Office of Education who is working with the School District on CTE.

COUNCILWOMAN GYM: I will wait for the next round.

COUNCILMAN HENON: Thank you, Councilwoman.

The Chair recognizes Councilman Taubenberger.

COUNCILMAN TAUBENBERGER: Thank you, Mr. Chairman.

In last year's budget, Mr. Brennan, I believe the department was appropriated funds to upgrade the Revenue Department database. What is the status of that project?

MR. BRENNAN: We actually call

4/12/16 - WHOLE - BILL 160170, etc.

that something different. There's a tax data warehouse. That project is ongoing or predicting February '17 for go live. We have a vendor. So we are under contract with the vendor, and that project is being worked on right now.

COUNCILMAN TAUBENBERGER: Do you believe at this point as it's ongoing, do you believe more funds are needed or do you think funds that were allocated are adequate?

MR. BRENNAN: Right now for that particular project, we're okay as of right now.

COUNCILMAN TAUBENBERGER: Because I really believe it's a critical priority. My colleague Councilman Domb has been really speaking out very, very forcefully and eloquently and getting this Council also very excited about EITC tax credits. What bothers me is that we simply -- that we can't simply search our own revenue tax database and find out who would qualify to have direct contact with

4/12/16 - WHOLE - BILL 160170, etc.

the citizens. I know other cities on our scale have these capabilities, and we are still working with the database started in the 1980s. If you could give me a deadline for when you think this project will be completed. Well, this might be the project we just talked about, but if that fits into that, I think it's rather important. Would that be the same project we're talking about?

MR. BRENNAN: You're exactly right, Councilman, is that -- the problem that the City has is that many of the systems are really old and they do date back to the '80s, and they were the ones that were targeted the most for capital upgrades, and this particular one, this tax delinquency database, is going to, for the first time, let the City mine data, do a lot of analytics on data and actually be able to target those accounts that are most likely to pay off, you know. Like right now, they don't have that ability now. I mean, the stuff is

really -- it's main frame, pretty old stuff.

So right now we're targeting February '17 for that right now. So far, that target seems to be holding.

COUNCILMAN TAUBENBERGER: The reason I'm so passionate, the EITC grants are really a great vehicle in helping a lot of folks get on that road out of poverty. Those extra dollars make a great deal of help for them personally and really for the City as a whole. So that's why I believe it's so critical.

MR. BRENNAN: I agree with you. And I'm glad you used that word, because there are a lot of projects that are very important to the City, but there are projects that are critical to the City, and many of these projects that we have in the capital funding, these are things that really have to get done. You heard your Commissioner Perri. He talked about eCLIPSE. ECLIPSE is like absolutely a critical system for them to get up and

4/12/16 - WHOLE - BILL 160170, etc.

running, and we're working hard to try to solve some of his problems because of all the problems with L&I. He is going to have to rely very much on technology to help him do his job. So there's another critical system. And they're not the only ones. There's a bunch of them.

COUNCILMAN TAUBENBERGER: Mr. Brennan, thank you very much.

Mr. Chairman, thank you.

COUNCILMAN HENON: Thank you, Councilman.

On Page 43, at the bottom code, there's a miscellaneous expense, an FY17 expense for $752,000, TBD. I usually associate TBD with a scheduling --

MR. DONATO: Chris Donato.

COUNCILMAN HENON: Almost a million bucks.

MR. DONATO: Most of those funds are actually -- this class right here is for services. We used to use these funds for services. We actually want to use them for purchasing supplies

4/12/16 - WHOLE - BILL 160170, etc.

and equipment. So we're working with the Budget Office to actually get this money moved into the appropriate classes during the budget process here.

COUNCILMAN HENON: So at what point will we know what we're purchasing, the product, the equipment?

MR. DONATO: It's network equipment and telephone equipment. Those are the big two.

MR. HAYLING: Ray Hayling, Deputy CIO.

Specifically that money is actually being asked to move down. In the past with the video surveillance system, we used to actually contract out all of the work. Over the last four years, we've actually brought all of the work in-house. So we no longer need services. We actually need the cameras, the fiber, the switches to actually get the cameras set up and running. That's really why the request for the transfer.

COUNCILMAN HENON: It makes

4/12/16 - WHOLE - BILL 160170, etc.

sense. It would be helpful instead of having a TBD on a miscellaneous line item, that it's itemized. If you could please present to the Chair at the appropriate time during this budget process just what the itemized expenses are, it would be helpful I think to a lot of members that are going thoroughly through this budget.

MR. DONATO: Sure.

COUNCILMAN HENON: In FY16 budget hearings, OIT mentioned that we're focusing in on a new procurement system. How has this system been developed and what type of advancements can we be expecting? Most important, what should the user expect to see and when will it be rolled out in addition?

MR. BRENNAN: This is going to make it much easier to move -- as you know, and I know it's been testified to, the procurement process in the City is pretty bulky and pretty cumbersome. It's going to have a front end for vendors,

that they can get far more information. Vendors will be able to register now and be able to get notifications automatically. I know the City is looking to a reverse bid auction type of thing to get lower prices.

So the whole technology will be used to streamline the procurement system now, which is just kind of a very difficult process. So it will be used for services, supplies, equipment, public works, and concessions will all be part of the process. That's ongoing. It's about a million three, and we're predicting fall of '16 for that to be finished.

COUNCILMAN HENON: Fall of '16, okay. So you'll be updating Council on the progress, or could you?

MR. BRENNAN: Sure.

COUNCILMAN HENON: Maybe I should state it that way.

MR. BRENNAN: Absolutely.

COUNCILMAN HENON: Because I

think several members -- and we've been in conversations with the Administration just on our interest in trying to streamline things, make it a lot more accessible, user-friendly, much more competitive. This way, the efficiencies and the advances that we're trying to achieve are actually going to come to fruition.

MR. BRENNAN: We are really anxious in trying to make it better for people to do business with the City. That is really one of our major goals here. So I'm glad we're very much aligned with you, Councilman.

COUNCILMAN HENON: Great.

What could Council expect from Philadelphians -- or Philadelphians expect from the OIT in pushing the innovation agenda with the City? And the only reason I mention is because I'm concerned a little bit that it's not much mentioned through programmatic developments, you know, especially since

4/12/16 - WHOLE - BILL 160170, etc.

over the last several years we've been nationally recognized and locally recognized with partners in the private tech community and community groups as well, and the City recruiting innovative and creative entrepreneurs in the tech community working for City government, which I think is great. Are we going to continue that moving forward?

MR. BRENNAN: Yes, Councilman. As Andrew Buss, who was up here a little while ago, he's in charge of our innovation section and he mentioned the innovation academy, which we used to farm out actually, and we're thinking -- we're working with my boss now to kind of bring that in-house, because we pretty much know what was taught and to be able to actually spread that to more City employees for cheaper costs. We have the innovation lab, which is up at the MSB on 16th floor. If you've never seen it, it's a pretty modern, high-tech space there, where we would do some of the

4/12/16 - WHOLE - BILL 160170, etc.

training. So we're trying to -- and just so you realize, that all these projects -- and I have this two-page list. There's $120 million of projects here that are being done. Whenever we go out and look at a project, we look for the most -- the best way to implement the project, and we look for any innovative solution that we can find to get the project in to help the customers that we have, which are the operating departments.

COUNCILMAN HENON: And that's going to be across all levels of management in City departments?

MR. BRENNAN: Well --

COUNCILMAN HENON: Or is that the intent?

MR. BRENNAN: Well, we actually service just about every department in the City. Of course, all the big ones and even the little ones, and they come to us for systems basically. That's what they always come to us for. Everybody

wants a system to solve a problem, and what's been nice about the consolidation effort that was done a few years ago, if you look at what the City was ten years ago, everybody was kind of independent going in their own way. Now we have competent project management, which we use to hold an agency's hand from conception of idea all the way through the finish of the project. So we even hold their hand through contract negotiations, through RFP building, through requirements gathering, everything. And I think that -- I have a lot of bright, smart people working for me, and believe me, we look for every innovative way to make things easier for government and to save money for the City.

COUNCILMAN HENON: Great. And eventually solve complicated problems --

MR. BRENNAN: Yes, sir.

COUNCILMAN HENON: -- to produce what we're supposed to be on not

4/12/16 - WHOLE - BILL 160170, etc.

just the back end but on the front end for the citizens.

So I hope and encourage that that continues, because I think not just in the systems, it's the people. So we kind of keep our employees engaged, a part of. It's great for morale, and ultimately we have a product that we could be proud of.

The Chair recognizes Councilwoman Blondell Reynolds Brown.

COUNCILWOMAN BROWN: Thank you, Mr. Chairman.

Good afternoon, gentlemen.

Good afternoon.

(Good afternoon.)

COUNCILWOMAN BROWN: It's been a long day. I respect that.

I was trying to follow the line of questioning offered by my colleague Councilwoman Gym, and I'll be quite candid with you in letting you know that whenever I hear the word "diversity," both ears perk up. So I thought I heard

4/12/16 - WHOLE - BILL 160170, etc.

and I tried to take my note, you say "we struggle with that." So just elaborate on what "that" is.

MR. BRENNAN: I'm not sure of the context.

COUNCILWOMAN BROWN: I believe she was raising, my personal opinion, important questions around the diversity of the Board and et cetera, and your response was that "we struggle with that." So I'm trying to get my arms around what that means.

MR. BRENNAN: Oh, okay. No, no; I remember. What the Councilwoman was talking about is, she felt maybe that -- and I know she's gone now, but I know she felt that maybe we didn't have representation on the Board that was maybe inclusive of maybe all the groups in the City.

COUNCILWOMAN BROWN: Yes.

MR. BRENNAN: And the problem I think we have in OIT is, we know a lot of the technical players, like we know the

4/12/16 - WHOLE - BILL 160170, etc.

Comcasts of the world and the AT&Ts and the Verizons. That's who we deal with every day, right?

COUNCILWOMAN BROWN: Of course.

MR. BRENNAN: It's the groups that maybe you are better aware of that we are not that we struggle with. So that's why I said that if Council can give us an idea of groups that might be better representative of the Board, you know, we'd be glad to take those groups, because that's where we struggle. We just don't know everyone out there that maybe you do.

COUNCILWOMAN BROWN: Okay. Your ask for help is very much appreciated, and know that we will do the followthrough.

So help me with the completion of this assignment. How many people on the Board? What type of expertise are you looking for the Board? What is the current demographic makeup of the Board?

MR. BRENNAN: There's actually

4/12/16 - WHOLE - BILL 160170, etc.

no one on the Board yet. I mean, this is -- the Board, Councilwoman, came out of the Comcast agreement, and it requires us to give a conceptual idea to Comcast as to what a Digital Alliance Board means. So it really is very fuzzy as to what it means. So what we did is, we wrote up kind of a concept that it would be a Board that would be created to decide how the money would be spent, and the money is half a million dollars from Comcast. And as to what it's to be spent on, again, very fuzzy. It talks about digital inclusion, whatever that means.

COUNCILWOMAN BROWN: Which is quite nebulous.

MR. BRENNAN: Right. Exactly. As to what it means.

So what we were saying is, there's another provision here that we were very concerned about, is that half a million dollars sounds like a lot of money, but you know that that could go in a heartbeat. So from our point, we were

very anxious to make sure that their money keeps coming in. So we were looking more at like who can give us money and maybe not as much about, you know, maybe your concerns. That's why I asked for your help, is that the Board once it's established -- and there's really no one on the Board right now, so it's still be established.

COUNCILWOMAN BROWN: That clarity is important.

MR. BRENNAN: Right. That's why we can use your help, because --

COUNCILWOMAN BROWN: The opportunity exists to help frame out.

MR. BRENNAN: Right. So you can kind of help us by telling us what groups that, you know, you think might be best represented on the Board to address the problems of digital inclusion. Because what we see the Board doing is identifying areas that the money will be spent on, right? So that's what -- it would be kind of giving out like a grant.

4/12/16 - WHOLE - BILL 160170, etc.

That's what we think.

COUNCILWOMAN BROWN: Is this a half million dollars annually?

MR. BRENNAN: No. One shot.

COUNCILWOMAN BROWN: It's $500,000 and it's over?

MR. BRENNAN: It's over.

COUNCILMAN HENON: Point of information, if I may, Councilwoman. So it is a $500,000 commitment from Comcast to start and seed a Digital Alliance, which is to reach out, whatever the makeup of the Board shall be, to reach out to the communities and best partner with our libraries, partner with Urban Affairs, partner with all these other groups that are in the City of Philadelphia that are dealing with, let's just say, partnering with Internet Essentials, trying to bridge that digital divide. But this fund is specifically to address the digital literacy --

COUNCILWOMAN BROWN: Or lack thereof.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: Or lack of in the City of Philadelphia, and it's a one-time seed. And I think it's OIT, if I'm not mistaken, just from what I understand, they think that it should be -- they should grow. There should be a fundraising component to it where not only should it start at 500,000, it should get up to $5 million or $3 million with the tech community. So that's a Verizon, it could be a Google, it could be any of the tech businesses that are in our central offices in the City of Philadelphia in which our communities benefit from.

COUNCILWOMAN BROWN: Okay.

COUNCILMAN HENON: So, I mean, that's why when they talk about business being a part of it. But then proposals, I'm sure, will be put in front of them on who receives grants and what communities and why and what are they going to do about it and things like that. So Council is definitely going to be a part

of this conversation as we move forward. For that fund, I think right now it's like what partner or who could be brought in to raise the most amount of money to have the City receive the best benefit it possibly can in the lack of digital literacy, because it's out there and it's out there in a big way, as you well know, in all communities.

COUNCILWOMAN BROWN: Sure.

COUNCILMAN HENON: But especially maybe a little more in some of the --

COUNCILWOMAN BROWN: Underserved.

COUNCILMAN HENON: -- poorer communities, underserved communities. So that's what the intent of the fund is.

COUNCILWOMAN BROWN: Well, that clarity is important, because seed means it launches the effort. It doesn't mean that the effort goes away.

COUNCILMAN HENON: And that's not a part of the -- just for the record,

4/12/16 - WHOLE - BILL 160170, etc.

that is not part of the franchise agreement. This is outside the scope of the -- in the side letter commitment to the City of Philadelphia as Comcast being a partner with the City as we went through that grueling process for 18 months, more intense over the last six months, and it included all our partners from Mobile Media, from PhillyCAM, and a lot of -- Urban Affairs Coalition. So folks that were beneficiaries of trying to be a part of the Internet Essentials program and serving our communities, the Boys and Girl Clubs, the Big Brothers Big Sisters. So they are all just the examples of folks who are going to benefit from the digital literacy once it's established and up and running.

COUNCILWOMAN BROWN: All right. Well, I appreciate that.

So folks running STEM programs, especially STEM programs for girls, they need -- one of my recommendations will be that they are on that Board, because we

know girls lack far behind when it comes to science, technology, engineering, and math, and that's an opportunity where we can move towards trying to equalize or level that playing field so that girls have a chance to move into that part of the world.

PhillyCAM for sure given who they are, what they do, and who they represent. And my office I'm sure, along with Councilwoman Gym's office, will also get a long list of community organizations that are on the ground floor, entrenched in neighborhoods, hungry for opportunities where they can make a difference in the lives of kids who otherwise wouldn't get it.

COUNCILMAN HENON:

Councilwoman, if I may, since I've been deeply entrenched in the whole Comcast process, maybe we should pull together a little briefing just on --

COUNCILWOMAN BROWN: That would be huge.

4/12/16 - WHOLE - BILL 160170, etc.

COUNCILMAN HENON: -- the digital literacy so we understand what we're trying to pull together and how we can benefit and grow and accomplish what we're out to achieve.

COUNCILWOMAN BROWN: That would be huge.

COUNCILMAN HENON: You bet. Thank you.

COUNCILWOMAN BROWN: Thank you.

COUNCILMAN HENON: The Chair recognizes Councilwoman Gym.

COUNCILWOMAN GYM: I just wanted to bring a little bit of clarity to it, and I appreciate Councilman Henon's suggestion to bring together a group to talk with OIT about it, but in part, I wanted to raise the consideration that the seed fund for the Digital Alliance Fund is meant to be that and that we have a lot of players who are and big corporate entities who are generous and interested in this, but I separate the donations from the people who

4/12/16 - WHOLE - BILL 160170, etc.

actually sit on the Board, and that the importance of the Board is that it's not -- it can't be a token Board. It's got to be a truly representative Board in order for us to truly be serious about ending the -- addressing digital literacy and, most importantly, ending the gap for our most vulnerable communities who frequently don't do that. And I guess I'm not sure that Google needs another place at the table. I'm not sure that some of our other biggest entities who are already here with us don't necessarily need to direct the direction of the funds. We need a big idea about how to think about the gap that we have in our city and in our country about digital access in general, and we want those folks to be on this historic Board. I think it will be an important one.

I encourage OIT not just to come to City Council for individualized recommendations, but to think and invest very broadly in overall a commitment to

4/12/16 - WHOLE - BILL 160170, etc.

inclusion and vulnerable communities in OIT. I think that is a fundamental responsibility of your department, that I don't want it to be just rooted in techies and kind of people who have technical knowledge but don't understand that the whole purpose of this technology is to bring us a better life, to bring us a more equitable life, and especially to help those who are most vulnerable in our city, low income, English language learners, our seniors, young people in our city, that they have to be brought in to this. So it isn't just a conversation about the Digital Alliance Fund. It is a conversation a little bit about OIT and reorienting ourselves away from the separation between techies and equity and access in our city.

So thank you, Councilman Henon, for helping me clarify that.

COUNCILMAN HENON: Very well put, and thank you.

Unless there are any other

4/12/16 - WHOLE - BILL 160170, etc.

questions from any members that happen to be here at this time, I want to thank you all for being here.

I want to say a special thanks to our court reporter, who has stayed on an extended time. So thank you so much for your patience.

There being none, the Committee will stand in recess until 6:00 p.m. today. At this time, we will reconvene at Concilio, located at 141 East Hunting Park Avenue, Philadelphia 19124.

Thank you so much for your testimony.

(Committee of the Whole adjourned at 5:30 p.m.)

- - -

CERTIFICATE

I HEREBY CERTIFY that the proceedings, evidence and objections are contained fully and accurately in the stenographic notes taken by me upon the foregoing matter, and that this is a true and correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this transcript does not apply to any reproduction of the same by any means, unless under the direct control and/or supervision of the certifying reporter.)

A
a.m 1:7 113:2
abate 204:13 206:21 208:2 209:2 244:5
abated 239:10
abatement 70:9,14 71:25 108:4 202:20 204:16 206:18,23 207:2 208:10,13 208:14 210:11
abide 79:2,10
ability 29:18 73:7 75:24 86:9 187:11 196:23 202:20 218:25 225:2,4 240:5 245:9 255:4 271:22,25 297:15 302:12 307:13 344:25
able 24:2 38:10 63:14 67:11 72:25 73:2 77:22 94:5 97:15 102:20 107:21 119:11 136:15 137:5,21 139:5 159:10,19 162:10 173:6,9 176:7 188:18,20 191:4 196:25 197:3 200:5 216:23 244:18,19 253:19,20 261:20 264:3,4 265:11 271:22 298:3 317:21 321:18 344:22 349:3,4 351:19
abnormal 269:17,25
absolutely 68:17,25 110:13 127:3 143:25 171:11 307:20 341:3 345:24 349:24
academy 328:24 351:15
access 11:3 12:12,19 64:6 72:25 119:11 197:10 211:22 212:5 216:22 217:20 247:21 257:16 302:12 315:4,11 317:23 323:4 332:15 339:5,17 340:5,6 365:19 366:20
accessed 28:20
accessible 32:17 33:12 350:6
accessing 303:20
accommoda... 36:2
accommoda... 116:13
accomplish 245:7 364:5
accomplished 182:16,17 216:7
accomplish... 11:20
account 276:4 313:8 326:8
accounts 312:23 313:4,12,16 314:6,12,14 314:23 315:7 344:22
accuracy 249:24
accurate 48:11 49:3 221:9 248:6
accurately 368:5
achieve 21:11 244:19 350:9 364:6
achieved 11:2
acoustic 323:5
acquire 11:14 74:4
acquiring 11:16 74:19
acquisition 12:12 18:17 74:3
acres 21:14 21:15,19,20 21:22 22:3
act 116:8
action 89:24 204:4 206:11,16 206:18 208:10 273:5 276:13
actions 204:7
active 146:7 187:16 337:8
actively 77:17 103:4,13 250:11 311:8
activities 12:16,16 15:25 59:8 220:21 222:7 253:14
activity 4:14 30:12,17,25 59:7 148:16 221:8 225:10,11 225:18,25 226:3,12 235:17 241:3 265:8 265:23 269:8,16,24
actors 227:23
actual 212:23 222:23 276:19 310:15,22 311:10
Adams 298:7 298:18,18 298:22 299:8 300:16 301:5
add 29:3 70:19 85:23 92:18 112:17 113:13 122:5 139:5 274:15 304:7
added 12:2 192:6
adding 305:15
addition 17:3 19:13 29:3 123:15 129:16 144:25 167:4 176:11 195:12 262:19,22 262:24 266:24 329:9 336:23 348:19
additional 8:17 16:24 22:3 44:10 74:11 138:24 144:25 167:3,7 170:15 178:10,14 181:22 194:13 254:3 265:6 277:14 292:17 294:24 295:8,13,16 296:9 298:20 337:15
address 8:15 133:16 157:10 243:7 358:20 359:23
addressed 52:7
addresses 130:12,15 131:6,14 310:13,16 310:19 316:8
addressing 20:15 239:8 239:9 365:7
adequate 222:6 343:12
adequately 283:21
adjacent 126:6
adjourned 367:17
adjusters 288:10
adjusting 278:25 280:7 281:16
adjustment 25:12,19 96:14 97:20 173:4 174:10 281:18
adjustments 174:8
administer 18:14
administeri... 18:20 222:16
administrat... 19:3 55:2 61:15 71:7 82:3,22 100:23 164:9 171:18 174:7 231:7 238:20 350:3
Administra... 176:13
Administra... 223:12
Administra... 193:4 237:8 258:18
admitting 206:10,12
adopt 2:11,15
adopted 20:22 21:16 119:9 270:13
adopting 2:17
adoption 20:23
adults 154:23
advance 21:10 97:17
advanced 154:9
advanceme... 348:16
advances 350:8
advantage 27:13 39:22 109:10 135:19
advantageo... 29:19
advantages 71:25
advice 163:12
advise 332:24
advisement 117:9
advocate 72:11 234:25 238:17 281:25
advocates 8:4 71:6 164:25
aerial 197:25
aesthetically 112:18
afar 163:2
Affairs 359:17 362:11
affect 92:8
afford 38:23 142:18 143:10
affordability 109:23
affordable 8:3 12:13 14:21,22 37:21 39:15 47:19 70:14 70:17,22 71:8,16,18 72:7 74:18 74:22 80:19 82:13 85:8 88:23 89:20 90:9 106:15 108:22 109:9 129:17 141:4
afraid 140:16
African 6:12 6:18 19:9 103:22
afternoon 122:3 150:8 150:9 182:12 192:18,23 215:18 219:19,21 237:6 249:6 257:8 258:16 267:16 287:3,5 289:13 307:15 309:7,21 321:2 328:17 354:15,16 354:17
agencies 4:12 7:21 11:10 27:8 29:11 63:15 123:17 132:3 157:9 157:12 223:17 278:8 285:3 290:23
agency 20:11 75:4 99:10 102:13 137:8 187:17 200:5
agency's 10:17 353:9
agenda 350:21
agents 159:25 227:23
aggressive 9:8 105:17 134:6 143:21
aggressively 195:25
aging 156:7 156:22 196:4

ago 58:16 59:17 78:6 80:21 90:12 100:12 111:16,18 123:2 136:15 142:20 152:16 157:15 172:25 182:15 188:8 191:10 195:22 201:7 210:3 220:23,23 221:21 233:25 251:25 285:16 311:16 322:19 324:21 351:13 353:4,6
agree 55:2,3 56:3,19,25 98:16 101:2 105:14 120:6 121:7 134:21 190:8 253:17 326:16 341:3 345:15
agreed 317:9
agreement 3:7 72:16 249:19 309:13 311:11 314:11,13 314:15 315:6,23 317:9 341:18 357:4 362:3
agreements 224:23 228:22 253:13
ahead 142:9 228:10 242:11 244:24
aisle 303:9
AL 1:17
algebra 153:23
align 12:9 14:18 19:22
aligned 350:16
alignment 175:18
all's 255:6
ALLAN 1:11
Allen 164:6
alliance 164:25 332:5 338:13 357:6 359:12 364:21 366:16
alliances 157:8
allocate 60:11 63:19
allocated 343:12
allocates 15:21
allocating 233:18
allocation 15:3 64:25 164:14
allocations 151:15
allow 24:3 79:7 101:21 108:3 111:20 113:23 114:20 115:9 167:21 169:2,24 196:8 252:6 265:25 266:22 334:21
allowance 299:13,22
allowed 25:3 63:25 117:19 159:13 261:2 282:4 286:16 313:8
allowing 101:11 108:21 115:13
allows 35:5 198:9 216:4 223:15 236:9 264:13
Alpha 331:23
amazing 165:4
amendments 132:10
amenities 156:8
America 66:10
American 6:12,19 19:9,10 20:7 103:23 180:25
Amir 155:19
amount 66:21 68:6,7,14 74:14 184:3 195:6 224:6 228:9 229:6 234:5 246:2 253:6 283:8 300:6 314:5 340:9 361:5
amounts 222:23 242:10
analysis 38:2 40:19 56:24 71:14 85:15 120:21 193:6 198:15 223:4 237:9 246:11 249:9 276:8 286:4
analytics 344:21
analyze 53:15 86:10 87:20 248:19
and/or 75:22 89:22 368:23
Anderson 161:19
Andrew 328:18 351:12
anecdotal 331:9
Angeles 137:19
Anna 298:18
Anne 4:8,19 65:12 88:16 240:8
annual 18:10 63:20
annualized 53:9
annually 158:19 359:4
anomaly 323:5
answer 35:20 66:18 67:10 117:10 165:20 171:9 189:3 198:24 239:20 291:25 304:19 309:18 328:10 329:23 330:3
answered 165:22 189:20 210:22
answers 119:4 220:2
Anti-Graffiti 152:11
anticipate 9:23 10:10 11:16 44:10 208:25 310:18 338:2
anticipated 20:25 128:19 277:20 311:21
anticipation 301:8
antiquated 10:18
anxious 350:12 358:2
anybody 49:6 208:21 336:15
anymore 111:2
anyway 4:24 303:13 331:5
apart 139:11
apologies 121:15 320:9
appeal 95:3 95:13 96:5 99:10,21 130:13 228:22
appealed 99:21
appeals 99:7 99:10,15
appears 288:25
appendix 314:9,14
appetite 119:14
Applause 150:4,17,25 151:7,12 154:19 155:11 156:4 157:19 158:21 161:23 165:18 185:4 192:15
apple 185:9 185:11
apples 185:11
applicable 193:24
applicant 124:11 256:4
applicant's 131:18
applicants 130:9 197:18
applications 99:4 216:14
applied 216:5 244:2,25
applies 8:25 97:4
apply 57:17 256:21 368:21
applying 130:9 167:15 215:23
appreciate 13:13 42:13 179:9,18,20 189:3 231:12 257:11 260:5 310:25 312:19 318:3 362:21 364:16
appreciated 267:25 356:18
apprentices... 341:19 342:4
approach 40:23 46:25 105:10,17 114:21 116:16 126:25 127:5 134:14 152:9 249:2
approached 4:15 67:13 98:9 150:5 172:22 289:9 297:19 309:19 328:15
appropriate 18:14 37:3 315:11 347:4 348:6
appropriated 298:3,16 342:22
appropriat... 318:23
appropriati... 298:20
appropriati... 81:3 299:20
appropriati... 297:16 300:6
approval 2:20 28:14 77:3 98:17 128:20 278:17
approvals 7:21 9:24 10:13 218:20 219:2,3 278:15
approve 10:21 54:23
approved 3:8 83:15 96:3
approving 124:19
approximat... 11:8 220:16 248:12 277:11 281:7
April 1:7 186:7 310:21 311:19
Arch 28:7 68:22
architect 278:13
area 61:19 79:9 89:7 93:10,14 103:4 120:12 124:21 125:12 133:14 142:24 148:14,16 148:23 221:13,16 236:7 237:23,24 238:6 242:19 262:2 263:2 263:5 264:12 265:24 266:2 270:23 301:22 302:25 324:10
areas 30:20 32:23 38:13 64:17 77:21 106:12 107:3 108:19 121:20 143:4,6,18 144:13 147:23 149:13 226:11 235:24 236:4,12 259:18 260:20,22 261:3 264:21 265:7,15,18 266:3 269:15 270:5 276:3 358:23

argument 138:3
arm 18:25 22:13 24:17 50:17
arms 355:12
arrearages 39:12
art 6:4 19:3 25:10 152:14,24 153:11,17 153:24 154:2,13 155:10 156:10 158:14 159:8 160:10 163:17,20 165:5,14 168:11 185:16 187:21 190:13,15
article 163:9 186:5,7
artist 159:7 162:7 191:13
artist-in-res... 166:17
artists 158:20 158:23 159:21,25 160:3,3,7 160:17,25 161:8,9,25 162:3,25 166:5 172:7 182:18 185:20 188:12 191:17 192:3
artists' 158:19
arts 4:3 149:25 150:15 151:6,15 152:3 157:14 159:6,10 162:9,13 163:12,15 164:21 165:2 166:4 166:23 171:7,21 172:4 173:12 176:4,19 178:4,9,15 178:16 182:21,23 190:9,10,13 191:2
as-needed 128:15
ASAP 270:9
Asian 6:14 19:9
asked 13:8 133:25 187:13 271:23 294:24 295:3,8 347:15 358:7
asking 24:9 104:13 132:6 146:9 292:17
aspect 106:15 246:15 342:4
aspire 171:24
assemble 47:6 73:24
assembling 6:17
assembly 7:24
assess 37:8,10
assesses 8:25
assessing 221:11
assessment 92:22 315:22
assets 17:2 152:14
assigned 19:14 275:4 275:10
assignment 356:21
assignments 246:23 264:8
assist 17:9 291:22
assistance 17:8 28:25 89:16 129:20 268:22
assisting 271:16
associate 346:17
associated 30:17 40:2 72:4 74:24 75:15 138:19 218:20 240:7 241:17
association 10:5,6 20:8 20:8 39:4
associations 10:4 261:24
assume 299:2 299:4,11,18 300:22 337:3
assumes 299:13
assuming 297:25 299:25
assure 332:12
astonishingly 155:5
AT&Ts 334:15 356:2
Atkinson 105:9
attached 28:2
attack 49:5
attended 130:20
attention 90:16 124:10 132:13 214:10 257:18 263:3 269:23 312:17 315:10
attest 30:19 101:17 121:20
attracting 15:2
attraction 28:11
attractive 106:3,7,14 122:22
auction 72:12 139:19 349:6
auspices 99:14
Author 163:14
authorities 270:20
authority 3:5 3:5,11 5:24 26:17,21 73:20 288:14
authorize 14:9
authorized 3:7
automatical... 243:21 349:5
avail 224:7
available 32:9,10 33:3 50:5 118:11 198:24 269:5 276:17
Avenue 367:13
average 17:4 31:4 183:12 251:11
averaging 183:14
Award 20:6 20:11
award-win... 16:13
awards 41:20 65:18
aware 68:23 71:17 103:14 104:15 121:21 122:16 127:9 210:3 318:2 340:22 356:7
awareness 9:20
awful 326:20 331:19,19

B

back 29:13 33:25 35:16 35:21 37:21 39:11,13,14 42:11 43:6 43:10 45:13 51:18 56:6 56:12 60:19 75:14,21 76:20 77:10 77:21,22,25 78:4 83:23 88:9 97:9 140:24 144:6,15 148:9,20 155:15,23 162:9 169:15 172:9,15 184:2 199:10 200:14,18 201:17 202:5 205:2 219:23 220:23 222:21 225:8 232:5 234:8 245:25 247:8 252:11 267:17 269:21 282:18 283:13 284:6,8 285:7 310:25 311:15 319:25 320:3,4,10 320:11 322:24 323:22 324:2 327:2 331:21 338:8 344:16 354:2
backdrop 233:21
backing 30:15
backlog 11:23 59:18 82:9 127:16 127:18
bad 46:11 90:8 114:12
balance 21:21 234:23 235:22
balancing 71:15 116:8
Ballroom 34:24
Baltimore 137:22 302:6,19
bang 31:11 31:11 50:20
banged 203:16 205:25
Bank 5:5 6:2 7:24 10:25 11:10,13 12:2,9 26:23 43:9 44:2,3,4,9 44:12,14,17 44:20 45:11 45:21,21,23 46:4 48:8 48:19 51:11 52:2 72:10 72:25 73:16 75:21,24 76:17,19,22 77:3 82:14 139:22 140:25 146:5,11,25
banking 72:15
Baptist 133:4
bargain 57:5 175:2
barge 252:14
barriers 8:15
Barwin 163:24
base 24:17 53:4 238:8
based 36:22 68:2 116:23 128:19 148:3 195:6 205:12 209:3 221:11,13 221:22 222:23 225:19 275:24 299:20 300:7
baseline 264:11
basement 201:8,24 325:15 330:8
basic 61:22 61:24,25 89:17 91:3 91:7 137:3 199:14 229:23 244:15
basically 77:2 131:7 206:8 207:24 221:23 267:2 302:11 352:24
basis 55:18 128:15 136:11 222:14 243:25
Bass 1:10 302:23
battle 166:7
beautiful 37:16 162:21 180:3
beautify 155:2
becoming 51:10
beef 295:5
beep 30:16,16 30:16
beginning 22:21 81:17 83:20 145:24 152:7 160:4 309:16 310:20
behalf 234:24 234:25
behavior 210:7,9 228:7
behavioral 187:22
behaviors 260:23
belief 31:24 158:14 164:12 333:24
beliefs 164:10
believe 27:6 36:11,17 37:7 48:9 71:4 106:17 131:14 148:6 176:21 179:11 184:17 186:5 190:15

196:8 200:6
213:17
217:10
224:14
253:7
279:16
300:7 323:9
337:11
342:21
343:9,10,17
345:14
353:17
355:7
believer
65:25
185:11
bellwether
317:17
Belmont
168:20
benches
156:10
beneficiaries
362:12
benefit 49:24
220:4
269:21
329:2
360:16
361:6
362:18
364:5
benefits
75:10 197:8
Bernie
186:17
best 9:2 16:13
20:5 29:8
141:25
142:3
165:10
175:2
224:15
226:21
245:9 253:8
271:5
272:13
278:21
282:20
352:8
358:20
359:15
361:6
bet 364:9
better 22:16
33:8 37:8
37:10 41:10
55:11 158:9
174:15
189:4
197:10
213:12
241:7,19
246:17
252:11
253:17
260:8
261:19
328:10
350:12
356:7,11
366:9
beverage
176:15
beyond
205:16
224:18
235:21
286:7,10
Bhutanese
153:2
bid 273:24
349:6
big 26:6
31:17 33:9
45:3 64:6
72:11 75:4
121:4,6,6,6
143:7,7
151:21
159:8 164:3
172:7
182:22
185:11
187:25
188:8
189:19,21
190:14
212:21
226:23
324:19
325:2,7
347:11
352:22
361:9
362:15,15
364:23
365:16
biggest 15:13
54:20
327:23
339:5 340:8
365:13
bike 110:8,17
110:21
111:2,4,6,7
115:7
bikes 115:7
bilingual
19:10
217:12,24
257:21
bill 2:10,14
2:16 3:1,9
4:1 5:1 6:1
7:1 8:1 9:1
10:1 11:1
12:1 13:1
14:1 15:1
16:1 17:1
18:1 19:1
20:1 21:1
22:1 23:1
24:1 25:1
26:1 27:1
28:1 29:1
30:1 31:1
32:1 33:1
34:1 35:1
36:1 37:1
38:1 39:1
40:1 41:1
42:1 43:1
44:1 45:1
46:1 47:1
48:1 49:1
50:1 51:1
52:1 53:1
54:1 55:1
56:1 57:1
58:1 59:1
60:1 61:1
62:1 63:1
64:1 65:1
66:1 67:1
68:1 69:1
70:1,13
71:1 72:1
73:1 74:1
75:1 76:1
77:1 78:1
78:20 79:1
80:1 81:1
82:1 83:1
84:1 85:1
86:1 87:1
88:1 89:1
90:1 91:1
92:1 93:1
94:1 95:1
96:1 97:1
98:1 99:1
100:1 101:1
102:1 103:1
104:1 105:1
106:1 107:1
108:1 109:1
110:1 111:1
112:1 113:1
114:1 115:1
116:1 117:1
118:1 119:1
120:1 121:1
122:1 123:1
124:1 125:1
126:1 127:1
128:1 129:1
130:1 131:1
132:1 133:1
134:1 135:1
136:1 137:1
138:1 139:1
140:1 141:1
142:1 143:1
144:1 145:1
146:1 147:1
148:1 149:1
150:1 151:1
152:1 153:1
154:1 155:1
156:1 157:1
158:1 159:1
160:1 161:1
162:1 163:1
164:1 165:1
166:1 167:1
168:1 169:1
170:1 171:1
172:1 173:1
174:1 175:1
176:1 177:1
178:1 179:1
180:1 181:1
182:1 183:1
184:1 185:1
186:1 187:1
188:1 189:1
190:1 191:1
192:1 193:1
194:1 195:1
196:1 197:1
198:1 199:1
200:1 201:1
202:1 203:1
204:1 205:1
206:1 207:1
208:1 209:1
210:1 211:1
212:1,21
213:1 214:1
215:1 216:1
217:1 218:1
219:1 220:1
221:1 222:1
223:1 224:1
225:1 226:1
227:1 228:1
229:1 230:1
231:1 232:1
233:1 234:1
235:1 236:1
237:1 238:1
239:1 240:1
241:1 242:1
243:1 244:1
245:1 246:1
247:1 248:1
249:1 250:1
251:1 252:1
253:1 254:1
254:14
255:1 256:1
257:1 258:1
259:1 260:1
261:1 262:1
263:1 264:1
265:1 266:1
267:1 268:1
269:1 270:1
271:1 272:1
273:1 274:1
275:1 276:1
277:1 278:1
279:1 280:1
281:1 282:1
283:1 284:1
285:1 286:1
287:1,10,17
288:1,4
289:1 290:1
291:1 292:1
293:1 294:1
295:1 296:1
297:1 298:1
299:1 300:1
301:1 302:1
303:1 304:1
305:1 306:1
307:1 308:1
309:1 310:1
311:1 312:1
313:1 314:1
315:1 316:1
317:1 318:1
319:1 320:1
321:1 322:1
323:1 324:1
324:22
325:1,13,19
326:1 327:1
328:1 329:1
330:1 331:1
331:17
332:1 333:1
334:1 335:1
336:1 337:1
338:1 339:1
340:1 341:1
342:1 343:1
344:1 345:1
346:1 347:1
348:1 349:1
350:1 351:1
352:1 353:1
354:1 355:1
356:1 357:1
358:1 359:1
360:1 361:1
362:1 363:1
364:1 365:1
366:1 367:1
billing 327:11
billion 68:13
billions 68:12
bills 1:19 2:5
2:9 3:16
22:8 291:5
324:9,13
325:16,24
326:11,13
326:25
bit 25:17
46:24 48:10
61:21 73:10
116:4 119:3
215:5
229:10
245:15
246:14,17
257:14
258:3,15
316:12
332:4,6
337:2
340:12
341:17
350:23
364:15
366:17
black 340:4
Blackwell
1:11 94:19
94:20 95:14
97:22 98:14
98:22 99:23
119:24
120:4
121:12
140:10,11
142:15
143:24
190:5,6
286:24,25
287:6,24
288:3,20
blame 219:8
blight 14:24
148:2,23
157:7 239:9
239:19
blight/slum
148:9
blighted 7:25
11:3 93:10
148:15
block 14:4,14
121:4
131:15,18
131:19
132:19,24
135:6,7
136:10
243:14
blocks 113:3
133:2
Blondell 1:16
354:12
blueprint
8:24
board 25:11
25:12,19
26:3 77:3
95:19,23
96:14 97:19
99:8,12,16
129:12
256:12
270:13
272:22
332:10,21
332:22
333:19
334:20,24
335:5,7,9
335:13,18
335:18,22
336:12,17
336:20,24
337:25
338:12,17
338:18
340:19,20
341:4,8,14
355:10,19
356:11,22
356:23,24
357:2,3,6
357:10
358:7,9,20
358:22
359:14
362:25
365:2,3,4,5
365:20
boards 25:21
99:11
BOBBY 1:13
bodies 187:20
body 133:22
134:14
170:18
188:15
327:9
boils 271:20

bonds 178:3 178:3,11,12
bonus 109:8
bonuses 293:17,19 293:24
book 62:15 161:14
books 46:20
boom 306:16 306:16
boss 351:17
bothers 343:22
bottom 346:14
boundaries 236:4 265:5
box 121:5
boxes 316:21
Boys 362:15
branch 134:15
brand 191:4
break 61:6 192:12 287:11
breakdown 220:9 308:15
breakfast 185:8
breath 36:23
Breeze 233:23 237:13,24 238:2,6,10
Brennan 289:15,16 290:3,6 292:18 293:4,7,18 293:23 294:20 295:15,22 296:5,13,21 297:9 301:14 304:3,11,17 305:2,11 306:18 307:2 309:14 312:4 313:2 313:19,22 314:3 315:8 315:24 316:11 317:24 318:4 321:25 322:15 323:18,23 324:4,15 325:25 326:16 327:13 328:2 330:4 330:20 331:10 332:19 333:3,7,11 333:21 334:3,7,11 334:25 335:14 336:5 340:10 341:2 342:21,25 343:13 344:12 345:15 346:10 348:20 349:21,24 350:11 351:11 352:17,20 353:23 355:5,14,23 356:6,25 357:18 358:13,17 359:5,8
Brewerytown 74:4
bricks 271:3
bridge 66:9 359:21
brief 290:2 332:10
briefing 363:23
briefly 290:5
bright 353:16
brilliant 188:13
bring 4:11 50:15 83:23 115:25 129:12,23 134:16 146:6,11 153:6 159:20,21 165:6 178:10 254:3 256:12 257:18 317:2 328:12 351:17 364:15,17 366:9,9
bringing 48:4 86:8 250:2 304:16 307:9 312:16
broadband 313:10
broadcast 161:17
broadly 365:25
broken 308:13,16
Brothers 362:15
brought 34:19 122:17 124:10 128:14,19 132:12 146:17 304:13 315:10 347:19 361:4 366:14
Brown 1:16 354:12,13 354:18 355:7,22 356:5,16 357:16 358:11,15 359:3,6,24 360:17 361:11,15 361:20 362:20 363:24 364:7,11
buck 50:20
buckets 54:19 55:3
bucks 346:20
budget 2:15 2:17 5:17 9:13 14:2,3 14:13 15:21 17:13,25 18:10 19:5 25:23 26:14 26:17 62:15 69:10,12,13 80:8,15,18 81:2,7,15 81:25 82:8 82:8,18 174:14 193:9 195:10,20 198:23 231:22 236:9 238:25 242:20 251:9 262:21 274:5 296:24 297:13 298:23 299:9 300:2 300:23 310:24 318:23 321:14 332:4 342:20 347:3,5 348:6,10,13
budgeted 229:9 292:8 301:5
budgets 299:17
buffers 126:13
build 79:3 101:21,22 101:22 107:3,4,19 108:3,7,23 142:25 157:2,8 181:12 228:24 299:16 301:19
build-out 311:21
builder 278:14
builders 221:6
building 10:5 29:21 34:25 79:13 93:20 112:16 125:22 182:20 193:13 194:4,11,13 194:17,25 195:12 196:5 197:2 220:25 221:16 222:19 226:6,9 228:13,14 229:19 230:2,4 233:12,14 237:3,17,17 247:8 249:10 252:9 265:18,21 271:9 275:6 275:9 278:6 279:19,24 280:5,8 281:3 284:25 302:19 315:9,12,13 315:15 353:13
buildings 29:23 86:23 87:4 117:13 125:9 126:5 195:15 196:2,14 198:6,17 246:13,22 248:5 249:15 250:2 263:7 263:8,17 265:16 275:16 276:17,18 285:9,11,21
built 90:12 108:20 117:3,12 153:3 167:16 315:25 316:24 317:12 319:15
bulky 348:24
bump 173:10
bunch 117:2 202:15 329:25 346:8
Bunnies 170:7
Bunny 184:16,18
burden 126:3 126:4
Burmese 153:2
business 11:24 28:11 46:8 125:18 126:5 160:9 191:14 194:2 195:13 215:19 216:10 225:11 228:5 253:4 254:9,11,14 254:24 258:24,25 260:20 261:15,23 268:18,20 269:2,17,25 283:23 294:3 302:23 334:18 350:13 360:19
businesses 15:2 28:12 50:9 125:13 225:20 251:12 360:13
Buss 328:17 328:18 329:12 351:12
busy 237:11 252:17
buy 101:25 306:14
buyers 17:10

C

cabinet-level 52:20
cable 31:5 240:24
calculated 222:13
Caledonia 162:7
calendar 10:15
Califano 5:8 7:2 91:23
call 30:24 31:15 40:25 55:5,6 81:18 88:6 186:20 217:14 219:25 233:15 240:21 251:13 254:5 263:12,24 273:17 287:23 302:9 306:20,25 307:3,4 331:23 342:25
called 32:18 132:10 158:5 238:22 240:10 267:20 302:8 323:6
calling 168:16
calls 63:18 238:11
camera 290:22 306:6,15,21 306:22 307:21 308:12
cameras 290:21 301:11,17 301:24 302:5,13,25 303:20 304:4,5,6,7 304:20,21 305:3,3,7 305:20,21 305:24 308:11,16 323:3 347:21,23
candid 354:23
candidate 186:12 254:16
cap 63:18,25 64:2,9 80:12 314:5
capabilities 344:3
capability 266:8 307:23 308:19
capacity 138:18,21 144:23 232:18

248:19 328:20
capital 2:11 2:15 3:17 3:19,20 12:18 18:10 27:14 50:9 50:15 80:14 80:16,18 81:2,6,19 81:24 82:8 82:8,17 83:4,16 84:2 85:11 172:8 323:19,24 332:3 344:17 345:21
capital-fun... 196:21
capitalize 181:16
captivating 180:24
captive 102:14
capture 283:19
captures 198:8
car 31:11 110:17,18 111:8 113:2 117:5 302:10 307:8,10
card 324:24 326:4
care 47:14 48:3 61:8 120:18 137:21 145:2 168:12,14 204:21
careers 159:5
carried 199:5
cars 115:25 116:6,18,20 116:23 271:16
case 74:2 75:16,16 76:5 109:24 187:14 207:24 214:24 222:10 247:2 259:12,12 259:14 268:8 279:20 284:4,11 306:16,17 306:18,19
caseload 231:3
cases 78:8 95:24 97:15 97:18 99:10 129:5,7 138:14 246:7 256:11 275:3 276:6 278:5
cashiering 330:8
catastrophic 69:2
catch 36:23 228:4 252:14
category 226:8
caught 227:5 305:20
cause 286:18
caused 318:11
CBG 316:13
CDBG 15:3 40:22 59:19 60:8,11,16 60:24 63:20 63:23 147:24 148:15 149:2,11
CDBG-app... 59:7
CDC 28:19
CDR 127:24
cell 291:2 303:16
census 133:12 133:18 134:5 135:9 275:22,24
cent 94:7
center 108:8 108:14 118:7 139:13 152:23,23 179:25 279:24 291:14 305:23 322:17,24 336:13
centers 81:8 156:7 163:21 171:20 176:17,20 206:19 290:12,13 313:5,5,7 329:5
central 16:3 360:14
centrally 277:2,7
certain 73:8 77:16 108:19 132:4 216:21 259:14 260:22,23 260:25 261:3,15 271:17 275:21 299:2,10
certainly 32:24 33:13 79:20 103:14 104:18 105:5,23 112:8 120:6 143:15 185:17 190:8,16 227:21 263:21 270:4 338:3
CERTIFIC... 368:2
certification 148:24 266:18 368:20
certifications 194:20
certify 52:23 368:3
certifying 368:24
cetera 291:9 355:10
Chair 34:2 41:15 42:19 54:3 58:23 65:8 70:3 79:25 88:10 94:18 121:22 130:6 135:22,25 136:4 140:9 147:8,12 171:16 175:22 179:4 182:7 184:11 190:4 212:12 215:14 219:15 232:7,10 242:3 250:23 257:4 267:9 267:12 273:21 274:10,20 280:14 281:23 286:23 289:19 309:3 310:25 320:21,23 329:18 342:16 348:5 354:11 364:12
Chairman 179:7 180:16 184:14 189:24 215:17 219:12,18 342:19 346:11 354:14
challenge 52:10 59:24 93:2 132:5 149:17 154:24 202:9 206:14 207:16
challenged 181:24 207:12
challenges 15:13 45:4 54:20 147:16 151:19 157:5 240:7 268:4 301:23
challenging 59:9 154:4 270:18
chance 363:7
chances 305:25
change 13:18 23:10 24:4 24:19 87:24 100:22,24 116:4 125:23 151:21 152:5 158:10,15 158:17 159:25 166:24 167:13 210:6,9 309:8 318:11
changed 78:7 120:19 162:13 200:3 242:17
changes 2:25 248:12 301:6
changing 116:25 166:8 167:16,17 228:7
channel 31:2 290:23,25
characteris... 285:23
charge 153:5 160:18,20 220:24 222:23 284:7,12 351:13
charged 47:23 70:21 220:9 222:12
charging 222:22 325:6
Charles 289:16
chart 7:8 24:10
Charter 9:6 13:18 18:6 23:10 24:18 25:4 30:3 153:15
charts 24:11
cheaper 305:6 351:21
check 227:12 234:12,23 244:3 245:10,25 300:11 320:6
checking 243:20 283:6
checklist 10:10,14
checkoff 55:8
CHERELLE 1:15
Cheyney 103:20
Chief 151:9 252:2 309:15,22 336:2
children 164:5
children's 153:12
Chinese 19:11
choice 16:4 141:7 154:7
choices 63:8 64:14 141:8
choose 206:13 313:9
Chris 318:13 346:18
chunk 26:6
church 113:21 133:4
Cincinnati 137:23
CINDY 1:10
CIO 289:17 295:24 307:16 322:22 336:4 347:13
circumfere... 130:22 132:4
circumstance 224:8
circumstan... 256:19
citations 268:13,14
cities 137:12 160:14 162:2,4 163:11 226:23 278:23 344:2
citizen 22:25 31:4,7 303:17
citizens 16:18 16:22 18:23 22:10 24:8 29:20 30:9 31:14 33:20 138:21 139:4,15 157:11 177:21 192:6 284:2 330:11 332:9 344:2 354:3
city 1:2,6 2:21,23 3:10,23 4:2 4:19 5:14 6:8 7:21 8:20 9:23 10:17 12:17 13:21 15:14 17:11,20,23 18:2,5,11 18:18 19:2 19:4,15 20:19 22:4 22:6,16,25 28:13,17 29:21 30:11 32:14,19,21 35:14 36:7 38:13 42:4 42:14 43:20 45:4,4 48:5 50:18,19 53:10 66:10 68:21 70:22 71:5 73:7 76:25 77:4 77:15,17 81:16 82:24 83:18 84:24 85:7 88:24 90:6 93:22 96:7 97:16 99:9 100:19 101:11 103:7 104:23 105:25

106:11,18 106:24 107:8,19 108:8,14,20 110:16 111:5,19 112:4 116:9 118:7 120:7 120:18,23 122:14 128:17 131:9 134:6 134:20 136:7 138:14 140:20 144:13 147:20,23 148:23 149:11 151:19 152:15 156:24 157:9,11 159:6,24 160:5 164:10,19 165:3,16 166:21 167:15 168:9 170:2 170:6,9,25 171:6,7 173:4,11,22 174:3,4,17 174:18 175:2,9,20 176:7 179:13,15 179:17,25 180:5 184:21 187:17,24 188:3,10 190:11 192:24 195:22 197:13 204:22 206:24 213:18 214:3 223:5 225:11,16 228:6 230:13 231:8 233:19 235:6,13,14 235:24 237:11 239:4 242:22 252:2 254:10 256:10,16 256:17 261:13 269:22 274:7 276:16,17 278:8,14,15 278:24 283:24 285:15 287:16,18 290:10,16 291:21,24 294:2,2,5,7 295:6,23 304:6 305:5 310:9,11 313:6,14 314:6 315:9 315:19,22 316:6,25 317:11,19 321:7,21 324:17 325:4 331:4 336:8 337:10 338:5,19,25 339:18 344:14,20 345:13,18 345:19 348:23 349:5 350:13,21 351:6,8,20 352:16,22 353:5,20 355:21 359:18 360:3,14 361:6 362:5 362:6 365:18,23 366:12,14 366:20

City's 5:11,20 15:6,18 18:9 20:2 164:13 290:20 291:4,10,14 291:14,19 312:22 319:6 321:6 327:20

City-issued 307:21

City-owned 73:21 81:5 290:21

CityNet 319:7

citywide 19:21 163:23

civic 18:21,25 19:23 20:20 22:13 83:12 156:20

civil 102:13 102:14 103:8 301:6

claim 317:14

clarify 237:23 282:10,12 366:22

clarity 209:12 211:9 297:15 358:12 361:21 364:15

Clarke 1:10 2:2 3:12 4:9 4:18 13:3 13:16,20 17:16 23:4 23:13 29:16 33:15,24 34:7,22 36:5 41:13 42:17 43:9 51:22 53:25 54:7,11,21 58:15 60:4 65:6 67:17 69:25 77:11 79:23 88:3 94:16 100:2 103:10,17 104:6,11,20 105:7,15,19 106:6,10,23 107:24 108:24 109:12 110:6,20,25 111:12 112:10 114:15 115:16,19 115:23 116:10,14 118:15 119:5,22 120:2 121:10,14 122:2 192:17,23 199:2,8 200:17,23 201:2,19 202:3,7 203:10,14 203:19 205:3,22 206:25 207:7,13 208:16,20 209:7 210:13,17 211:10 212:7,11 240:2 241:25 250:21 257:2 267:10 273:22 280:12 281:22 286:21 288:23 289:6,11,22 290:4 292:4 293:2,5,16 293:20 294:16 295:12,19 296:3,7,14 297:7,12,21 298:8,19 299:5 300:14,24 301:7,15 304:9,15,23 305:9 306:4 306:24 307:5 308:2 308:7,22

class 22:22 151:15 292:12 296:10 298:24 299:11 300:3 318:7 318:16 319:5,18 321:16,22 322:5 346:22

classes 347:4

classification 148:8,21

classify 227:17

clause 173:21 173:21

clean 51:2 153:5 196:12,15 204:21 205:6,24 207:4 208:7 213:12 214:4

cleaned 16:25 145:25 239:11

cleaning 45:2 59:11 64:3 132:21 202:21 205:14

clear 11:22 17:6 45:9 60:22 75:25 164:18 174:16 271:6

clearly 53:9 177:17 203:21 265:11 307:13

clerk 2:10 3:16 4:8 218:23

Cleveland 137:23

CLIP 212:20 213:15 238:21,22 238:23 239:14,17 239:21

clock 54:6,9 58:14

close 22:23 29:11 100:18 108:8 160:8 269:23 276:13 311:12

closely 22:5 28:15 37:6 81:13 126:23 142:8 172:13 244:18

closer 118:12 194:22 309:25

closest 79:9

closing 17:10 34:22 332:8

CLS 63:10

Clubs 362:15

clue 31:5

CMX-3 78:17

CNN 161:19

co-locate 226:5

co-locating 86:19

co-pay 173:2

Coalition 362:11

code 78:10,14 93:11 97:9 97:10 100:24 109:8 131:5 131:5,13 132:9 133:7 194:2,2 195:15 197:7 201:4 206:7 207:11,20 208:14 223:15 228:18 237:18 260:25 346:14

Code's 18:21

coded 247:23 318:23

codes 97:4 193:15,25 194:15

codification 35:7

codifies 78:14

codify 23:25

coincidenta... 134:24

collaborate 154:5

collaboration 160:8

collaborative 8:22 82:2 134:13

collaborativ... 127:6 145:7 239:17

collaborator 162:6

collapsed 285:10

collapses 263:7

collapsing 263:17 285:22

colleague 112:13 122:17 233:6 343:18 354:21

colleagues 24:11 34:21 66:7 88:23 94:2 121:15 165:4 185:14 214:15 242:8 251:6

collect 32:13 33:2 55:16 204:25 210:11

collected 197:20,21

collection 156:22 168:12,14 197:12

collective 158:6

combine 47:2 75:8 90:13

combined 6:6 6:15 14:3

combining 74:15

Comcast 279:24 309:10,12 310:12 311:9,13,16 311:18 312:15,22 313:24 314:7,9 335:3 341:18 342:2,8 357:4,5,13 359:11 362:5 363:21

Comcast's 310:5

Comcasts 334:13 356:2

come 8:8 27:16 33:25 35:21 37:7 38:10 39:11 40:2 52:4 60:15,17

66:11 67:9 76:10,25 77:9 79:6 88:9 91:15 91:19 98:6 120:15 123:24 124:3 128:25 133:15 134:19 136:11 138:2 157:18 166:21 167:5 168:9 181:5,8 187:9 193:17 199:10 216:13 219:10 222:21 225:8 232:5 234:15,18 238:14 239:22 246:24 272:24 275:18 306:15 321:17 350:9 352:23,25 365:23
comes 96:11 125:5 144:6 212:20 214:11 217:8 228:13 234:22 259:5 261:10 268:10 333:23 363:2
comfortable 330:12
coming 21:5 28:13 30:6 37:21 42:7 44:10 53:10 70:8,13 72:3 74:3 102:17 112:25 128:16 133:22 154:23 163:2 164:8 169:21 177:20 184:8 220:15 234:10 239:6 247:8 257:12 285:2 358:3
commend 198:20
comments 273:11 280:20,21
commerce 27:21 28:5 28:10 122:22 123:6,14,20 123:25 124:2,12 190:25 262:8 284:22
commercial 12:18 50:6 59:15,16 85:10 124:22 132:17,20 134:10 135:8,10 191:4,7 225:18 230:2,13 260:14 261:11 262:9 279:25 302:20
Commish 287:9
commission 4:3 5:2,7 6:3,4,4 17:20 18:3 18:7 19:2,3 19:15,25 20:5,12 22:2,5 25:9 25:9,10 29:6 65:24 67:9,22 68:5 69:4 69:15 80:13 81:13,23 85:19 95:2 97:24 98:2 98:8,13,20 99:2,18 120:8 123:5 131:10 161:11 272:23 284:20,21 301:6
Commissio... 17:24 18:19 19:5 22:12 66:15 98:19
Commissio... 192:22,25 199:3,7 200:9,20,25 201:11,25 202:6 203:8 203:13,18 204:9 205:20 206:5 207:5 207:10,23 209:5,24 210:8 211:2 211:18 214:20 215:20 216:2,15,19 217:9 218:18 219:7,20,22 220:14,18 222:25 223:20 225:5,22 226:15 227:7,11 229:14,22 230:3,8,16 231:11,17 232:2,12,16 233:11,15 235:7 236:17,22 237:10 239:14 241:21 243:12 245:4,23 246:18 247:15,22 248:7,11 251:3,15 253:12 255:2,24 256:24 257:11,17 260:2 261:7 263:4 264:18 265:3,14 266:15 267:8,23 269:4 270:3 270:24 272:20 273:19 274:24 275:5,13 276:7 277:4 277:10,16 277:25 279:7,12,16 280:9,24 281:6,11 283:2,5,11 284:10,16 285:13 286:3 287:4 287:20,25 288:9,17 289:5 295:10 345:23
commission... 191:18
commissions 95:3 99:12 161:6
commitment 55:13 89:22 145:5 234:6 255:8,9 259:20 261:9 359:11 362:4 365:25
committed 55:19,22 57:14,19,19 152:3 156:22 168:8 193:11 198:19 332:14 337:9 338:19
committee 1:3 2:5 3:15 14:7 55:5,6 128:14,18 188:15 192:10 259:23 289:24 367:9,16
common 19:24 99:16
Commonwe... 99:17
communal 111:24 113:20
communica... 33:8
communica... 124:4,8,16
communities 14:23 30:19 33:9 38:3 47:16,25 64:5 107:9 142:2 144:18 153:3 156:9 156:16 158:4,9 165:6 166:6 167:2 168:16 169:25 263:11 266:8 332:13,16 335:12 338:21 340:3,5,23 359:15 360:15,22 361:10,18 361:18 362:14 365:9 366:2
community 4:2 5:22 7:16 9:18 10:6 13:2 13:23 14:4 14:13,17,18 15:7,22 17:2 18:22 20:16,17 22:7 26:7 26:10 38:6 47:20 77:19 79:15 80:22 82:14 83:11 84:14 85:2 85:3,18,22 86:19 87:22 87:24 90:7 92:2,13 93:4,9 96:20 104:17 111:11 121:2,17 130:20 132:18 138:8 139:6 139:8,9 144:11,25 145:2 156:8 156:24 157:5 160:9 163:16 167:2 178:23 187:15,22 188:23 192:4 233:24 240:6,25 270:16 271:10 273:2 287:8 327:20 328:7 336:25 337:20 351:5,5,8 360:11 363:13
community... 131:24 272:11
companies 249:16 335:23
company 240:23 293:14
comparable 278:23
compared 155:6
compass 159:17
compelling 92:7 255:3
compensati... 175:18
compete 294:12
competent 353:8
competition 317:21
competitive 106:17,20 107:23 187:12 350:7
competitors 335:4
complain 126:7 219:5
complaining 102:2,4
complaint 275:25
complaints 234:14 275:15,18
complete 7:15 17:12 200:14 314:11
completed 21:2,18 155:13 278:19 310:7 317:8 344:7
completely 314:24
completion 11:5 356:20
complex 152:17
complexity 175:4,12,19
compliance 193:24 195:15 197:11 210:4 213:13 214:16 215:11 260:21 262:17 283:24
compliance... 215:20
compliant 243:7
complicated 59:19 353:22
comply 246:5 266:11
complying 207:19
component 360:8
composition 19:6 103:2 336:17
comprehen... 18:8 19:19 19:21 20:2 83:5 331:8
computer 198:3 216:11 243:18 245:11 253:22 302:11 330:10
computerize 327:10

computerizi... 324:10
computers 290:19
computing 329:4
conceived 145:19
concentrate 236:6 265:6 265:17
concept 152:6 357:9
conception 353:10
conceptual 357:5
concern 68:18,18 229:11 259:18
concerned 63:10 68:10 110:2,3 179:14 263:5 350:23 357:22
concerning 18:15
concerns 30:5 157:7,7 251:13 261:17 312:14,14 358:6
concert 27:5
concessions 349:13
Concilio 367:12
conclude 288:25
concludes 69:23
concourse 216:16 253:15,25 266:11 277:12
concur 171:3 255:14,14
condition 83:7 243:10 263:13
conditions 7:19 8:25 78:7 83:9 245:19
condominiu... 111:19
conduct 92:21 277:3 277:8
conducting 9:25
conferred 20:10
confidence 273:4
confident 262:5 340:19
configured 12:22
conflict 52:25 334:6,9
conflicted 112:15
congestion 277:21
congratulate 232:13
congratulat... 23:8 41:20 65:17
congressional 134:16
conjunction 26:13
connected 161:11 312:24 313:17 340:23
connection 246:25
connections 159:5
connectivities 317:18
connectivity 314:21 315:4,18
Connor 163:24
conscious 156:21 340:22
consequence 228:7
consequences 228:21
conservation 21:12
conservator... 39:19 40:3 41:2,4 75:13 76:2
consider 3:16 40:13,14 41:6 93:3 114:11 126:13 163:5 190:12 224:18 227:22 228:15 275:14 279:22 284:20
considerable 151:19
consideration 80:19 82:5 94:9 317:13 340:15 364:19
considered 39:16 83:13 86:21
considering 87:3,5 97:3 126:10 176:13
consistent 15:6 191:6
consolidated 14:8,12 17:14 29:9
consolidating 86:18
consolidation 23:22 353:3
constantly 132:11
constituenci... 93:24
constituency 269:22
constituent 8:23 24:17
constituents 115:5 167:22 234:16
constitute 3:17
constitution 132:8
constraints 68:23 94:13 94:14
constructed 220:25
construction 193:14,18 193:23 194:4,11,15 195:7 220:21 221:3,7,12 221:15,19 223:15 225:10,25 226:3,12 227:15 228:14,18 235:17,25 236:5 237:21 265:8,19,23 265:25 269:8 271:18 283:4,23
constructio... 30:25
consultant 316:13
contact 124:12,14 200:5 343:25
contagious 166:2
contained 25:18 131:12 368:5
contending 196:3
content 27:16 47:10 91:19
context 355:6
contingent 137:13
continually 178:24
continuation 259:23
continue 3:14 7:20,23 9:16,20 12:5 28:9 91:15 97:20 101:21 108:7 115:10 122:8 156:23 214:11 216:25 222:9 259:21 297:25 314:13 351:10
continues 19:25 196:5 354:5
continuing 20:4
continuously 66:9
contract 224:11 250:15,16 312:8 319:5 319:7,8,18 343:6 347:17 353:12
contracted 145:4 235:15
contractor 200:12,21
contractor's 200:19
contractors 16:21 95:11 225:21 228:25 287:12
contracts 173:22 221:10 256:14
Contractual 235:11
contributing 158:17
contributions 156:10,16
control 114:25 313:16,21 314:2 368:23
controlled 157:23
Convention 279:23
conversation 31:23 41:21 122:6 209:13 306:9 316:5 316:6 332:3 361:2 366:15,17
conversations 88:22 103:24 122:12 238:25 350:3
conveyed 53:5
Cooper 161:19
cooperation 3:5,7 58:9
cooperatively 53:20
coordinate 5:10 42:9 180:15 181:21 241:7,20
coordinated 9:22 328:25
coordination 7:20 123:16 123:18 126:9 191:6
copy 185:23 322:14
core 8:24 153:17 193:21
corner 110:10 306:11 307:12
corporate 336:6 364:23
Corporation 5:25 26:22 123:20
corporations 10:7 164:17 336:8
correct 11:6 130:14 145:13 147:4 149:2 174:21 177:7,8 183:15 203:7,13,18 209:6 210:9 210:24 227:8 229:21 230:14 236:23 245:3 248:8 280:24 281:7 284:15 301:13 311:22,23 314:18 318:22 323:12 333:21 342:6 368:8
corrected 220:19 246:3 322:14
corrective 21:9 97:15 204:4
correctly 222:22
correlation 79:14
corridor 12:18 59:10 64:3 85:10 132:21 135:8,10 191:19,25 261:22 262:11,14 302:20
corridors 50:7 132:17 134:10 191:4,7 261:11,16 262:15
cost 43:22 46:8,13 69:16 74:24 75:2 167:25 173:24 179:14 181:19 201:14 206:23 208:9 210:11 221:12 222:15 231:14,24 231:25 284:7
costing 46:7
costs 17:10 114:2 179:16 204:22 222:24 284:5,13,19 326:5 351:21
Council 1:2 1:10 2:2,21 3:8,12 4:9 4:18,19 8:20 9:7 13:3,16,20 13:21 17:11 17:16 22:6 23:4,13 29:16,21 33:15,24 37:6 41:13

41:18 42:17
42:22 43:8
51:22 53:25
54:7,11,21
58:15 59:12
60:4 65:6
65:11 67:16
67:17 69:25
71:6 77:2,4
77:11 79:23
80:4,20
88:3 89:2
94:16 96:21
100:2
103:10,17
104:6,11,20
105:7,15,19
106:6,10,23
107:14,24
108:24
109:12
110:6,20,25
111:12
112:10
114:15,23
115:16,19
115:23
116:10,14
118:15
119:5,22
120:2
121:10,14
121:25
122:2 136:4
147:18
164:10
166:22
175:11
184:20
188:3
192:17,23
192:24
199:2,8
200:17,23
201:2,17,19
202:3,7
203:10,14
203:19
205:3,22
206:25
207:7,13
208:16,20
209:7,10
210:13,17
211:10
212:7,11,14
212:16
213:4
214:13
223:5 231:8
240:2
241:25
242:6
250:21
257:2
267:10
273:22
274:13
280:12,17
281:22
286:21
288:23
289:6,11,15
289:22
290:4 292:2
292:4 293:2
293:5,16,20
294:16
295:12,19
296:3,7,14
297:7,12,21
298:8,19
299:5
300:14,24
301:7,15
304:9,12,15
304:23
305:9 306:4
306:24
307:5 308:2
308:7,22
309:6 311:5
312:14,20
340:12
341:9
343:21
349:19
350:18
356:9
360:25
365:23
Councilman
1:11,12,12
1:13,14,14
1:15,17,17
34:2,4
36:12 38:16
40:16,20
41:3,14,15
41:17 42:18
42:19,21,25
43:5 45:19
46:2,6
47:13 48:6
48:20 49:4
49:17 50:24
51:13,20,23
53:3 54:22
56:12 59:16
65:8,10,20
66:7 67:25
69:6,20
70:2,3,5
71:23 74:13
74:21 75:11
76:16 77:5
77:9,13
78:11 79:22
79:24,25
80:3,7,11
82:6 84:9
86:12,16
87:9 88:2,4
88:6 101:17
107:7
112:11,12
112:22
114:16
121:18,22
121:24
122:4,17
125:4 127:3
127:24
129:25
130:2,3
135:23,25
136:3,22
138:16
139:16,17
140:5,7,8
144:3,6,19
145:9,12,15
146:3,10,24
147:6,8,10
147:11
148:13,22
149:15,20
149:21
150:7,10
160:12
165:21
169:7
170:13
171:13
172:12
173:15,20
174:10,20
175:5,21,22
175:24,25
177:9,16
178:13
179:2,3,4,6
180:7
181:18
182:5,6,7,9
182:10
183:6,9,21
184:7,9,10
184:11,13
184:22
185:2,5,10
185:14
186:3,22
189:2,13
190:2,3,21
192:7
208:18
209:9,10
210:6,15,19
210:20
211:4,13
212:9,12,13
215:4,12,13
215:14,16
216:8,17
217:2 218:3
218:5,7,8
219:4,9,13
219:14,15
219:17,22
220:17
222:8 223:6
224:25
225:7
226:13,16
226:17,19
227:9,20
229:18,25
230:5,10,18
231:13,23
232:4,7,9
233:6,13,17
236:14,19
236:24
237:7,22
238:4
239:23
240:3
242:15
250:23,25
251:21
252:2,4
254:7
255:13
256:23
257:3
260:15
273:10
274:10,12
275:2,8
276:2,25
277:6,13,19
278:20
279:10,14
279:18
280:11,13
280:14,16
280:20,25
281:8,13,14
282:6,15
283:6,7
284:3,14
285:5,15
286:19,22
309:3,5,17
309:24
310:3,23
311:4,20,24
312:10,18
313:15,20
313:25
314:4,16,20
315:2,16
316:3 317:6
317:15,25
318:6,19,24
319:4,17,21
319:24
320:7,13,15
320:19,23
320:25
322:2,13,16
323:10,14
323:21
324:2,5
325:14,23
326:9 327:8
327:14,16
327:17
328:3,13
329:8,13,16
329:17,23
342:14,16
342:18
343:8,16,18
344:13
345:7 346:9
346:12,13
346:19
347:6,25
348:12
349:18,22
349:25
350:16,17
351:11
352:14,18
353:21,24
359:9 360:2
360:18
361:12,17
361:24
363:19
364:2,9,12
364:16
366:21,23
Councilma...
240:4
councilmanic
140:2
273:25
Councilme...
54:12 67:20
127:8
Councilpeo...
34:17 38:4
241:12
290:8
Councilper...
238:12
240:20
267:19
Councilwo...
1:10,11,13
1:15,16,16
43:8 54:4
54:10,14
56:7 57:12
57:21 58:12
58:17 60:13
60:25 61:5
61:11 62:3
62:10,13,22
62:25 63:4
64:10,23
65:4,7
88:11,12
92:17 94:19
94:20 95:14
97:22 98:14
98:22 99:23
100:3
119:24
120:4
121:11,12
130:4,5
131:16
133:19
135:16,21
135:24
140:10,11
142:15
143:24
144:4
147:14,21
190:5,6,20
190:22
217:4,18
218:4 242:4
242:5
244:11
245:14
246:9
247:13,18
248:3,9,14
248:21
249:7 250:4
250:12,19
250:22
257:5,6
258:17
259:10,17
262:12
264:2,23
265:9 266:5
267:7,11,13
267:14,24
269:13
270:7
271:24
273:7,11,20
281:20,23
281:24
282:9
286:24,25
287:6,22,24
288:3,20,24
302:23
329:19,20
330:17
331:6,13,25
332:25
333:5,8,18
333:22
334:5,8,22
335:10
336:2,21
338:14
340:16
341:15
342:3,12,15
354:12,13
354:18,22
355:7,15,22
356:5,16
357:3,16
358:11,15
359:3,6,10
359:24
360:17
361:11,15
361:20
362:20
363:12,20
363:24
364:7,11,13
364:14
counseling
62:16 63:15
63:17 64:7
count 48:11
counting
228:10
country
172:6
224:16
365:18
couple 35:9
35:16 37:4
44:13 60:19
76:11 84:25
88:5 100:4
100:7
123:14
173:14

182:12 184:21 199:9,13 215:19 233:24 292:5 324:25 327:2 335:16 337:18 338:4
course 61:23 67:3 80:25 167:23 172:2 189:16 228:21 253:9 299:14 329:12 335:19 352:22 356:5
courses 22:19
court 96:6,10 99:16,17 211:22,23 212:5 222:10 246:7 284:3 284:11 367:6
courtesy 312:23 313:4,8,11 313:16 314:6,12,13 314:23 315:7
coverage 303:18
covered 155:21 235:19
covering 2:23
CPI 22:11,13 22:19,24
cracks 152:8 263:22
craft 271:5 272:15
crane 224:4,7
crazy 115:8
260:12
create 30:17 54:18 55:4 87:6 141:4 169:12 254:11 338:23 339:25
created 22:11 24:14 25:2 26:25 59:17 101:10 158:8 162:21 357:10
creates 16:14
creating 8:17 14:25 54:18 86:22 158:16 163:25 164:4 260:19 264:21
creation 7:8 10:24 276:3
creative 119:17 143:21 152:14 158:18 166:18 179:19 192:3 351:7
creative/inn... 180:14
creatively 119:3
creativity 153:11 161:3 165:13
credit 179:12 324:24 326:4
credits 75:2 109:19 343:22
crew 173:8
crews 269:5
crime 16:15 303:22 306:2
322:17,23
criminal 187:21
criteria 55:4 130:18 264:6 265:10,11 273:14
critical 15:18 66:5,15 68:4 188:24 197:6 343:17 345:14,19 345:25 346:7
critically 154:5
criticism 30:6
criticizing 186:8
critique 230:22
cross-depar... 10:20
crumble 93:8
cry 166:7
CTE 341:19 342:4,11
cultural 151:9 152:22 153:6 155:2 164:25
culture 116:4 116:25 164:21 262:14
cumbersome 348:24
curb 112:21 112:23
curious 321:17
current 7:19 9:2 11:23 292:12 318:22 356:24
currently 6:17,21 12:22 19:6 69:12 94:15
123:10 146:18 220:10 223:21 243:9 249:12 274:22 277:22 296:11 297:24 312:24 332:17
Curry 162:7
CURTIS 1:14
cushion 300:15
customer 253:10,16
customers 328:4 352:11
cut 136:25 195:24 212:18 213:2 236:3
cutting 202:21
CVN 202:24 206:7 209:4 209:14 210:2
CVNs 209:19 211:7,20 212:4
cycle 20:4

D

D 1:16
dab 73:21
daily 198:21 234:14
damages 317:11
dangerous 195:23 196:10 198:6,17 231:14 235:17 246:13 248:5 249:14 250:2 275:12,16
dare 287:7
Darrell 1:10 114:25
data 32:13 33:2 38:17 50:2 53:14 56:17,18,23 85:13 86:10 89:20 97:13 196:21,24 197:11 198:2,8 248:19 249:23 250:3 264:11 323:15 343:3 344:21,21
data-intensi... 21:23
data-sharing 249:19
database 247:25 342:23 343:24 344:4,19
date 16:21 21:13 25:6 144:16 197:19 250:10 259:2 344:15
dates 258:21
David 1:15 192:25
day 29:10,18 51:17 53:2 91:15 166:8 166:24 203:15 205:6 206:4 207:3 276:22 291:5 301:3 354:19 356:4
days 23:19 51:17,17,18 99:4,6 202:15
204:3 300:25
daytime 180:2
deadline 344:6
deal 23:16 46:12 75:6 129:5 240:6 241:2 288:14 325:2 337:16 345:12 356:3
dealing 94:15 159:18 201:23 225:17 271:3 287:11 359:19
dealt 240:13 309:16
debating 221:18
debit 325:6 326:5,7
debris 208:6
decade 242:18
deceiving 322:11,12
December 62:8 81:20
decent 253:6
decide 357:11
decided 101:8
decides 113:22
decision 36:23 58:22 59:5 95:10 108:2 130:25 187:5
decisions 64:20 99:3 99:5,19,20 188:17
deck 129:17
decline 97:20
decrease 223:11 321:16
decreased 321:17
decreasing 196:9 321:23
dedicated 175:10
dedication 160:12 175:17
deeds 11:7 45:2
deeply 159:24 363:21
deferred 90:14
define 33:23
defines 8:24 133:11
definitely 40:19 58:8 63:14 142:14 360:25
definition 38:17
degree 104:24
degrees 105:2
Delaware 104:21 181:2 305:22
delay 95:9 204:14 219:5
delays 99:8
delegation 134:16
deliberate 54:17
delineate 63:8,14
delinquency 147:2 344:19
delinquent 47:6 73:23 146:6,12 197:18,20 285:11,18
321:10
deliver 130:12
delta 183:15
demand 87:11,14,22 187:11
demographic 100:16 356:24
demograph... 102:15
demolish 196:6 247:2
demolished 34:25 89:11 196:14
demolishing 195:25
demolition 89:5 195:22 200:8 231:22,24 231:25 235:10 262:24
demolitions 194:12 198:5 199:18 202:12 231:18 235:13,16
demonize 234:19
demonstrat... 153:23
dense 105:24 106:13 108:13
densely 108:20
density 101:11,12 102:10 106:2 107:2 108:21 109:16,19 110:2 113:10 122:7,22 126:2,2,10
department

7:9,15 8:10 12:10,22 14:10 24:23 25:13 26:17 27:22 28:11 32:4,4 48:14 52:12 53:14 66:3 81:15 83:19 84:18,21 94:23 95:16 99:14 115:3 115:12 123:14,20 123:25 124:2,13 128:23 129:22 190:25 192:20 193:2,7,10 194:8,22,25 195:18 196:17 197:16 198:9,13 211:20 212:3,20 213:4 214:22 218:14,19 219:3,6,8 220:12,24 221:5 224:5 229:24 233:2,10 239:15,18 249:9,17 251:8 253:7 255:22 257:19 261:8 270:22 274:8 277:8 281:4,25 282:3,7,8 282:17,19 283:10,14 283:20 284:9,22 295:25 299:12,18 299:23 300:20 301:12 316:7 318:8 342:21,23 352:21 366:4

department's 65:17 194:14 196:22 225:16 299:17 300:23

departmental 81:21

departments 3:23 8:21 9:23 32:3 32:25 35:8 42:4 49:16 49:19 53:21 81:17 82:20 83:2 84:4 84:11,11 99:12 100:17 123:5 250:8 257:15 283:17 284:17 300:8,18 328:5 352:13,16

depending 69:17 117:11

depends 95:17

deportation 159:19

Deputy 4:22 5:8 6:24 7:3 13:22 17:21 91:23 128:10 307:16 322:22 347:13

DEREK 1:12

derive 43:15

describe 155:13 167:7 174:15

described 147:16

describing 158:3

descriptions 11:7

deserve 253:8

design 18:21 20:16 22:20 113:7 326:20 331:14,20

designated 194:2

designations 78:17

designed 38:10 194:7

Desk 291:10

desperately 242:10 321:21

despite 151:19 292:12

destroy 69:3

destructive 152:13

detail 67:11 246:15,25 299:9,22

detailed 189:3

details 31:22 41:7 62:15 71:2 109:6 245:6 288:2

detection 323:6

deteriorate 168:15 196:5

determinati... 148:25

determine 76:13 133:10 141:3 333:20 334:2

determined 130:16 148:15 159:4 195:5 220:11

determines 93:22 127:12

develop 7:7 8:10 48:17 50:3 83:13 143:16 234:18 260:8 272:8 272:17

developable 36:6

developed 81:11 84:7 106:12 146:2 310:19 348:15

developer 10:2 30:4,7 34:9 96:11 101:23 123:13 125:16 142:20 240:10 241:9

developer's 10:10 72:16 240:14

developer-f... 30:8

developers 28:19 33:21 33:23 37:19 70:16 72:3 78:16 95:11 109:21 119:10 234:11,14 240:18

developing 141:14 241:14 310:12 336:18

development 3:25 4:2,21 5:12,20,23 5:25 6:5,24 6:25 7:3,10 7:17,22 8:14 9:18 9:19,21 10:7,9,11 10:22 12:18 12:25 13:2 13:23 14:4 14:11,13,17 14:19 15:7 15:9,23 16:16 18:4 18:9,14 19:24 21:11 22:18 24:12 25:3 26:5,7 26:10,22 27:20 28:16 29:2 31:18 32:7 33:18 33:23 34:14 34:18 47:7 48:5 59:15 66:2 68:3 70:19,21 75:9 86:5 90:24 96:23 101:15,19 104:17 109:11,24 117:4,5,16 119:2 120:22 123:19 124:23,25 125:20 127:2,11,13 127:18,22 128:8,13,18 128:20 129:9,20 132:18 140:14 141:13 142:11 144:11 145:23 153:19 175:16 188:9 195:7 233:22 234:5 235:5 238:9 240:8 240:12 241:17 242:22,23

Developme... 5:10 12:11

developments 80:23 81:10 117:2 350:25

develops 131:13

device 305:17 321:8

devil 41:7 109:6

devoted 194:11

diagonal 113:9

diagonally 113:12

dial 305:24

dialogue 209:16

dies 286:13

difference 156:11 178:23 190:14 205:23 208:11 209:23 211:19 320:16 363:17

differences 209:13

different 4:24 26:2 32:3 32:13,23 35:17 36:7 38:11 42:3 42:6 52:11 94:14 104:25 106:19 107:22 117:10 123:12 152:17 202:23 206:6 214:24 216:4 217:10,22 250:8 251:16,17 253:14 258:7 261:11,12 263:22 264:5 266:20 269:5 275:9 275:20 283:16,17 285:17 288:10 295:17 313:9 315:13 320:18 343:2

difficult 48:10 68:20 137:8 148:7 270:17 271:2 295:2 349:11

difficult-to-... 224:2

difficulty 307:25

digging 31:16

digital 329:5 332:5,8,14 337:10 338:21 339:24 340:25 357:6,15 358:21 359:12,21 359:23 361:7 362:18 364:3,20 365:7,19 366:16

digitization 69:14,18

digitize 68:5

digitizing 66:16

dilapidated 39:6

dilemma 112:15

diligence 234:7

diligently 36:14 56:16

dime 135:4

diminishing 136:18

dire 224:19

direct 25:20 28:6 212:18 343:25 365:15 368:23

directed 334:2

direction 39:2 140:3 365:15

directly 76:22 266:19 341:23,25 342:9

director 4:20 4:22 5:2,5,6 5:8 6:23,25 7:3 13:22 17:19,22 28:4 67:8 67:21 91:23 98:7,12 128:10 134:18 150:15 174:25 193:4,5 237:8 258:19 297:13

Director's 27:24

directs 18:7

dirt 199:23

disagree 120:14,16

disappeared 214:14

disciplined 155:14

disclosure 182:20

discount

discovery 165:14
discrepancy 318:12
discuss 336:5
discussed 248:22 314:25
discussing 82:11 286:9
discussion 94:24 118:23 120:11 122:12 138:12 140:24 214:21 215:6 220:8 260:18 261:4 332:10
discussions 113:15 258:5
disinvestme... 156:9
disposable 122:23
disposition 7:25 12:12
dispute 221:15
disputes 221:6
disruptive 213:9
disseminate 169:16
distributed 234:3 278:10 283:16
distributing 235:4
distribution 169:12
district 19:20 20:15,19,21 20:25 21:6 34:8,11,17 83:6 84:8 97:17 114:24 117:3 121:20 127:8,10 128:24 147:18 166:16 195:2 199:17 233:23 235:22 236:2,4,11 236:20 238:5,17 252:3 265:4 268:12 274:2,18,21 275:23 276:9 301:25 308:14,14 308:17,20 342:11
districts 21:15 38:11 83:8 89:2 94:3 107:14 202:11 262:9 264:22 275:20 276:4
disturbing 263:19
ditch 240:21 240:22
diverse 6:8 8:22 103:13 332:12,15 332:23 333:2,2,4,9 333:10,12 335:11
diversity 103:15 257:14 338:19 354:24 355:9
divide 359:22
divided 275:19
division 24:12 25:7 25:14 26:9 28:5 80:13 128:12 194:10 230:7 233:12,16 237:17 240:11 322:5
divisions 229:23 230:19 240:10
DNA 152:5
DNC 163:19
documents 67:6
doing 13:14 13:17 24:15 29:4,8 37:5 37:25 42:5 42:8,10 44:5 45:11 49:13,15,16 50:21 55:10 58:21 61:7 71:14 72:23 74:6,10 77:17 85:19 92:10 105:13 141:2 142:5 152:16 153:10 155:22 163:18 166:17,20 176:19,23 177:2,2,12 177:19 178:21 190:12 199:4 206:23 208:10 223:3 228:5 232:17 235:12 241:3 247:8 249:23 255:6 260:17 262:4 272:15 279:22 294:8 298:5 301:4 307:23 325:20 327:6 331:24 339:24 358:22
dollar 170:9 171:15 176:6
dollars 27:14 27:15,25 40:22 41:9 50:13,15 68:12 71:8 74:15 90:21 92:3 119:11 135:7,11,13 136:11,13 147:24 148:15 149:2,5 156:17 176:6,7,9 181:10,22 253:6 298:14,21 324:25 345:11 357:12,23 359:4
Domb 1:11 42:20,21,25 43:5 45:19 46:2,6 48:6 48:20 49:4 50:24 51:13 51:20 54:22 74:13 136:2 136:3,22 138:16 139:16 140:5 182:8 182:9 183:6 183:9 184:7 219:16,17 219:22 220:17 222:8 223:6 224:25 225:7 226:13,19 280:15,16 280:25 281:8,14 282:6,15 283:7 284:3 284:14 285:5,15 286:19 320:24,25 322:13,16 323:10,14 323:21 324:2,5 325:23 326:9 327:8 327:14,17 328:13 329:8,13 343:18
Domb's 56:12 242:15 329:23
dominating 339:7
domino 90:18
donate 333:25
donating 335:5
donations 364:25
Donato 318:13,13 318:21 319:2,12,19 319:23 320:5,9,14 320:17 346:18,18 346:21 347:9 348:11
donors 332:18,22 333:17,24 334:23 339:15
door 42:7 57:9
doors 159:10
double 156:17 184:3 227:6 227:12 228:3,3 231:22,23 260:24
double-check 245:2 259:16
downtown 302:19
draft 311:15
drafts 311:14
dramatic 136:25
dramatically 300:20
draw 294:13
drawing 256:9
dream 29:10 181:3
drive 73:18 89:22 110:10 111:8
driven 260:11
drives 108:2
driving 152:6 307:11
drop 277:20 322:12
drug 302:17
drugs 306:11 306:14
due 112:3 116:11 234:7 310:7 315:25
dumping 157:6
DVIC 305:22 322:24
dwindle 60:21 119:20
dwindling 27:9,18 136:21
dynamics 134:8

E

E-billing 324:7
e-mails 291:21
E-payments 327:5
earlier 100:15 107:6 157:20 174:6 177:25 205:9 240:9 256:13 286:9 329:7
early 14:6 81:18,22 152:11 213:11 249:18
ears 354:25
ease 28:13
easement 211:11
easier 238:13 325:5,11 348:21 353:18
easily 32:16 221:17 271:8
East 112:14 367:12
echo 183:21 257:9 274:16
eCLIPSE 196:21 197:8,15 216:3 258:4 258:10 264:9 266:24 345:24,24
economic 5:13 43:18 46:12 47:22 47:22,24 50:20 66:2 68:3 71:15 71:19 90:24 138:3 327:23
economy 158:18 179:19 180:11,14 225:19 227:2,25 327:24
Econsult 43:6
ed 154:11
educate 64:4
education 10:3 22:12 64:4 153:13 154:2 187:21 341:25 342:10
educational 18:24 22:19 262:6 263:10,20 337:22
effect 24:19 39:21 87:23 89:8,13 90:18
effective 40:10 196:19 270:22
effectively 84:2
efficacy 158:6
efficiencies 278:3 350:7
efficiency 10:21
efficient 27:10 42:10 90:10,21 95:21 96:16 96:25 196:19 212:3 270:23
efficiently 197:17 282:17
effort 11:5 134:7 157:2 224:6 263:9 263:10 272:14

276:12 340:8 353:4 361:22,23
efforts 19:17 198:21 232:20
eight 35:2,2 38:13 217:10 255:18 295:15
Eighteen 290:14
EITC 343:21 345:8
either 27:23 44:20 48:25 110:23 141:4 143:10 326:3 330:22 333:6
elaborate 355:3
Eleanor 17:22
elected 24:7 34:7 133:21
electrical 223:22 279:9,11 281:3
electronic 197:15 243:19 277:15,23 278:3
electronically 243:22 278:9
Eleven 20:21
eligibility 133:10 134:3
eligible 60:10 60:24 132:18,25 133:5,17
eliminate 51:3 148:17
eliminating 14:24
elimination 148:2,9
elongated 99:7
eloquently 343:20
embodies 154:3
embraced 160:20
embracing 160:10
emergencies 194:4
emergency 287:19 336:13
emphasis 52:22
emphasize 266:6
emphasizes 97:7
employ 6:6 158:23,24
employed 139:15
employee 171:6 228:25 229:3 296:10
employees 6:10 171:7 173:23 174:19 175:8 198:18 217:11 236:25 237:4 256:16 257:20 351:21 354:7
empower 22:14
Empowerm... 337:20
empty 49:7 117:15 191:12 255:11
encompass 6:2
encourage 52:21 108:6 108:12 113:25 354:4 365:22
encouraging 104:2 107:4 141:19
ended 310:10
Energizer 170:7 184:16,18
energy 151:17 184:18 191:24
enforce 195:13 270:12,18 273:2
enforceable 271:19
enforced 261:25
enforcement 194:15 197:7 198:11 206:6,15 237:19 246:7 248:17 249:4 261:17 262:10 270:11 271:14 283:23
enforces 193:13
enforcing 193:25 270:25
engage 9:14 9:16 165:15
engaged 20:14 134:6 311:9 354:7
engagement 18:25 22:13 85:18 163:16 334:10
engaging 8:22 163:17
engineering 198:14 224:10 246:20 247:12 256:14 363:3
English 217:6 366:12
enhance 303:25
enhanced 307:13
enjoy 41:21
enliven 165:15
Enon 133:3
enormous 224:5
enrich 159:5 159:6
enrolled 155:3
enrollment 258:7
ensure 9:8 18:13 124:7 139:14 153:11 193:23 223:18 245:15,16 315:3 335:11
ensuring 7:17 12:11 201:14 244:14
enter 194:6
enterprise 139:13 315:17
entertain 71:4
enthusiasm 145:6 165:25 166:22 182:16,18
enthusiastic 184:23
entice 336:8
entire 107:14 120:18 173:11 261:13 267:2
entirety 133:14
entities 5:22 6:6 9:22 10:12 25:18 84:24 181:7 222:12 335:17 336:14,15 336:20,22 337:17 364:23 365:13
entitlement 63:20
entity 240:12 240:13
entre 36:18 128:8
entrenched 363:15,21
entreprene... 351:7
envelope 331:3
environment 155:16 167:17
envision 45:22 321:7 336:11 337:15
envisioned 40:11 240:16
equalize 363:5
equation 240:15
equipment 347:2,8,10 347:10 349:12
equitable 151:24 152:5 169:12 366:10
equity 366:19
Erie 302:23
ESL 152:24
especially 147:20 179:25 181:23 183:23 225:12 231:4 271:2 286:16 339:23 340:4 350:25 361:13 362:23 366:10
Esperanza 153:15
essence 228:12
essentially 8:7 24:21 218:22 295:24
Essentials 359:21 362:13
establish 194:10 195:2 265:12
established 161:2 197:17 201:13 203:22 221:20 222:11 358:8,10 362:19
establishes 81:3
establishing 221:22 241:24 272:6,18 273:14
establishme... 273:12
establishme... 269:10
estate 12:4 18:18 43:15 43:17 285:11 286:14 324:9 325:24 326:13 327:12
estimated 221:12
et 291:9 355:10
evaluate 83:7
evaluated 81:22
evaluates 9:2
evaluation 81:16 82:22 83:17,22 200:12
evaluations 246:21
evening 22:23 180:2,11,19 181:15 274:6
event 69:2,3
eventual 95:9
eventually 146:2 213:15,20 249:25 286:17 353:22
everybody 58:7 106:9 110:7,8 117:4 121:2 134:25 150:23 166:23 169:17 190:10 215:18 262:3 267:4 334:20 352:25 353:6
everybody's 29:13 165:22
everyone's 151:25 152:2
evidence 158:13 232:24 368:4
exactly 13:14 26:12 37:5 56:17 62:24 94:11 126:19 127:20 145:14 147:5 186:15 214:8 259:5 265:15 271:23 276:25 286:4 299:25 306:2 322:15 344:12 357:18
exam 103:8 105:3
examination 222:18
examiners 224:17 277:17
example 66:6 83:14 85:8 93:12 104:16 124:9 126:19 132:22 248:20 290:10 294:2 307:3 315:12 339:8
examples 337:19 338:4 362:17
excavating 31:17

exceeds 187:11
Excellence 20:11
excellent 126:19 138:14 185:22
exceptions 130:10 134:19 270:14 317:2,5,8 317:14
excess 93:5
Exchange 191:22
exchanging 311:14
excited 23:18 151:13,14 153:22 157:24 343:21
exciting 153:20 171:25
exclude 339:21
exclusively 291:15
excuse 25:14 98:25
executed 254:19
executing 57:20
executive 4:25 5:6 6:15 7:12 17:19,21 24:25 28:2 28:3 67:8 67:21 98:7 98:12 134:15 150:14 174:25
executive-le... 6:7
exhibition 159:9
exist 170:22
existing 8:21 8:25 48:3 125:17 126:5 141:21 142:12 195:14 223:11 244:3 292:15 297:16,17 336:24
exists 358:16
exodus 107:11
expand 9:16 70:11 74:17 138:21 183:24 239:4 286:7
expanded 139:6 238:24
expanding 238:21
expansive 152:18
expect 143:15 244:22 253:24 271:13 311:5 323:16 334:24 348:18 350:18,20
expectation 112:3 257:21
expected 11:11
expecting 319:8 348:17
expects 22:2
expending 9:11
expense 60:11,24 64:6 331:20 346:15,16
expenses 348:7
expensive 75:7
experience 49:22 220:4 256:8 339:11
experiencing 137:24
expert 198:15 246:11
expertise 224:12 356:22
expiration 258:21 259:2
expire 258:8
expires 259:7
explain 130:15 133:9 218:15 270:12 304:12 319:11
explained 208:22
explaining 84:23
explore 214:13 215:6
exploring 213:23
exponentially 175:14
expressed 12:6 83:11 251:6
expressions 11:21
extend 8:4 98:17 99:22
extended 367:7
extensive 20:20
extent 50:12 69:17 224:17 340:17
exterior 303:14
externally 329:4
extra 77:7 167:6,20 345:11
extraordina... 175:9
extraordina... 159:16 160:22 161:8
extreme 320:16
extremely 88:24 272:4
eye 87:17 90:25
eyes 260:7

F

fabric 116:9
facade 59:11 192:2 285:19
face 68:24 131:19
facilitate 4:14 24:3
facilitating 9:24 33:17
facilities 81:6 83:9,10,17 84:3,6,8 86:3,21 87:7 111:25 112:5 312:24 313:18
facility 18:12 20:17 86:4 315:3,19
facing 15:14 63:16 131:15
fact 40:21 106:4 142:19 158:23 176:18 203:3 214:8 222:11 232:22 257:23 273:13 303:20 316:24
fact-checked 316:4
fact-checking 316:8
factor 113:7 266:18
factors 87:21
Fadullon 4:8 4:17,19 13:12 23:6 23:11 24:18 31:25 33:22 36:11 39:17 40:17 41:2 42:16,24 43:3 44:6 45:24 46:5 46:21 48:9 48:24 49:9 51:7,15 53:11 56:2 56:10 57:18 57:23 65:12 65:19 67:7 70:25 73:5 74:25 75:23 76:23 77:8 80:6,9 84:16 86:14 86:25 87:16 90:2 94:10 95:12,15 98:5 100:6 117:7 118:18 119:7 123:7 126:18 127:17 128:2 134:23 135:18 136:9 137:5 139:24 140:23 143:19 146:20 149:8 150:2 240:8
Fairey 160:11
fairly 253:5 259:14 293:13 332:23,25 333:9
Fairmount 114:23
faith 260:2
fall 10:23 22:19 63:17 81:18 159:9 161:4 163:9 243:13 349:16,18
fallen 152:8
falls 112:14 133:16
familiar 337:5
families 15:11
family 286:13
famous 305:19
fan 166:4 172:2 189:21 272:5
fans 75:4
fantastic 159:3 169:5 180:21 191:9,20
far 24:3 25:6 28:11 73:15 164:19 170:10 171:18 200:18 261:4 263:6 292:10 328:5 345:5 349:2 363:2
farm 351:15
Farmham 67:8,20 98:6,11
farming 64:5
Farnham 5:6 67:15,19 68:17 69:11 98:11,16,25
fashion 261:22
fast 122:13 191:20
faster 325:22
fault 109:18 251:24
favor 179:15 327:9 329:9
features 12:3 106:3
February 258:12 316:2 343:4 345:5
fed 162:12
federal 15:16 71:10 91:22 136:8,17,17 137:4,7,7 149:9,18
fee 72:4 220:13 221:5 227:6 227:13,17 242:20,25 279:3,15,17 279:19 280:2 324:24 325:6
feed 315:17
feedback 178:24
feeds 290:22 308:12
feel 33:10 140:2 159:24 162:12 168:7 170:20 171:8 181:8 273:17 317:20 330:11 331:7 339:4 340:19 341:13
feels 96:4 336:24,25
fees 70:19 220:9,10,20 221:11,13 221:20,22 222:2,4,6 222:12 223:3 225:15 226:20,21 227:18,18 227:21 228:3,4,20 242:17,17 278:24 279:21 280:21 281:16 282:22 284:12
feet 61:7,8 113:17 127:22 128:6 129:19 131:21 155:15 213:25
felt 23:16 234:9 295:7 355:16,18
female 6:11 6:20 19:8
Ferry 233:23
fewer 196:10
fiber 315:18 316:16 347:22
field 196:25 222:18 249:23 266:12 291:10 310:15 363:6
fifth 188:11
Fifty 171:6
fight 231:10
fighting 166:8 234:24 339:22 340:24
figure 25:16 25:22,22 26:15 27:8 31:8 32:16 32:25 33:2 46:25 49:11 53:23 56:24

57:7,9 61:10 71:7 76:12 118:21 134:18 142:10 209:15 241:2,13 282:22 296:25 297:10 303:17 320:10
figured 109:22 258:10
figures 62:7 159:17 327:3
figuring 32:12 33:14 45:15 84:19 91:25 135:3 137:14 138:9 142:13 249:20 276:9 326:22
files 66:16,24 68:6,10 96:5
fill 266:22 292:15,20 293:3,6,8 296:17 297:17,18 297:22 298:3,10,12 298:14,15 299:6 321:22
filled 7:2 229:10 292:9 296:20 299:3,11,19 300:4
filling 292:20
final 120:21 132:14 194:16,19
finalized 195:5 311:11
finally 34:22 34:23 273:9
Finance 14:7 26:14 48:14 75:3 81:14 291:8 296:23
financial 2:22 119:8
Financially 119:6
financing 40:2
find 31:15 61:24 91:13 106:13 120:9 131:25 142:2 180:18 226:24 240:6,21 261:16,24 288:8 297:23 325:17 331:14 339:9 343:24 352:10
finding 32:9 85:15 158:12 286:11
findings 157:22
fine 205:11 205:19 207:3,9,14 214:7 219:10 227:19 316:19 320:19
fines 211:24
finish 353:11
finished 349:17
fire 69:2 81:9 83:3 85:12 193:15 194:2 288:9 291:16
firm 224:10 246:20,24
firms 293:25
first 4:6,12 19:20 22:22 23:7 34:6 35:10 36:17 37:9 38:5 49:5 54:9 58:22 74:2 77:24 84:19 96:12 99:8 102:12 125:14 130:8 182:13 193:20 208:21 228:12 232:11 235:20 245:24 246:23 268:9 309:11 310:9 322:10 344:20
fiscal 2:12,15 2:17,23 3:2 3:18,20,21 5:16 6:22 7:7,10,14 8:8 9:12,18 10:19 11:12 12:8 14:2 14:15 17:24 19:17 21:25 22:23 24:21 25:10 44:11 62:5 64:8 169:21 193:8 194:5 194:18 195:3,20 196:11,13 196:16 198:23 220:15 237:13 297:24 319:20,22
Fishtown 114:21 238:2
Fitbits 29:13
fits 122:14 344:9
five 2:22 7:15 21:15 43:3 46:13 161:12 164:14 172:14 184:19 187:8 201:7 235:21,23 327:19,24
five-year 51:4 51:8
fix 39:9 77:25 244:9 287:12
fix-up 89:17
fixed 93:15 241:15
flag 180:25 197:17
flexibility 294:9
flexible 294:6
floated 70:18
floor 28:7,8 29:7 351:23 363:15
flourish 115:10
flow 283:13
fly 162:24
focus 45:12 156:13 194:9 198:19 243:4 261:20 324:19
focused 45:17 51:10 249:12
focuses 163:15
focusing 22:20 348:14
folks 28:23 35:22 48:15 91:5 117:12 129:20 172:17 185:25 216:12 218:11 245:5 253:18 254:3 255:5 255:16 256:6,9,16 256:20 262:17,25 263:21 266:12,19 271:16 287:15 339:12 342:9 345:10 362:12,17 362:22 365:20
follow 24:9 86:17 114:17 118:16 147:13 234:15 238:14 264:10 272:19 280:19 294:17 329:22 332:2 354:20
follow-up 29:24 51:24 240:4 273:10 318:2
followed 238:2 273:6 288:7
following 3:23 212:15 234:21 310:11
followthrou... 356:19
food 64:6 218:11,21 294:11
foot 79:4 203:6,6
footage 221:23
football 302:8
footway 213:7
Force 269:9
forcefully 343:20
foreclose 73:3
foreclosure 11:15
foreclosures 11:17
forego 289:20
foregoing 368:7,20
foremost 193:20 232:11
foreseeable 101:20
forever 202:10
forget 160:11
form 48:25
formal 128:4
formed 240:12
former 232:15
forming 27:6
forms 47:5 221:8
formula 136:11,16
forth 8:14 29:14 83:3 103:6 105:4 193:16 309:13
forward 20:4 38:25 45:16 66:22 78:22 80:24 88:18 121:9 122:9 129:24 143:16 163:18 167:19 172:5,10 178:7 191:20 216:6 229:5 232:17 236:21 238:23 239:13 241:23 251:7 257:16 262:8 264:9 270:8 312:20 351:10 361:2
forward-loo... 3:19
fought 337:7
found 52:12 59:9 78:16 107:10 285:21 339:16
foundation 91:24 338:4 338:6,7
foundations 138:9 164:16 170:22 338:5
four 10:3 78:6 115:20 201:7 295:9 347:18
four-year 157:22
fourth 188:6
frame 345:2 358:16
franchise 314:10,14 315:6,23 341:18 362:2
Francisco 137:19
Francisville 38:6
frank 234:13
frankly 26:18 56:3 57:24
free 59:22 101:6 142:25 273:17 294:11
freeze 174:6 257:22
Freire 153:14
frequently 365:10
freshman 34:20
Friday 134:24 168:19
friendly 326:24 331:15
friends 58:9 164:24
front 73:9 91:11 127:13 166:21 168:19 172:8 209:22 230:24 255:17 308:3 331:20 348:25 354:2 360:21
front-end 112:16
front-loaded 117:19
front-loading 79:5,16
frozen 221:24
fruit 55:23 56:25 57:8
fruitful 176:18
fruition 159:20 350:10
frustrated 254:12,13
frustrating 255:7

full 7:14 23:9 182:20 222:14 226:9
full-time 6:7 6:10
fullest 340:9
fully 24:19 322:25 323:16 338:12 339:12 340:7,18,22 368:5
function 44:23,24
functional 323:17
functionality 7:23
functioning 26:12,24
functions 5:12 12:24 28:16,18 44:20 85:24 126:23 193:21 325:10
fund 8:5 13:25 14:5 14:5 15:17 15:21 58:20 59:6,15,16 60:18 69:13 70:20 71:22 72:6 85:14 179:21 231:19 235:8 282:3 283:15 322:3 328:23 332:6,7,17 333:25 337:6 359:22 361:3,19 364:20,21 366:16
fund's 333:19
fundamental 366:3
fundament... 109:25
funded 64:13 318:8
funders 164:13,15 188:7 339:15
funding 15:23 60:9 63:6,22,23 83:15 132:19,19 133:5 136:8 138:23,25 144:25 148:8 170:25 176:14 178:7,14 183:11,23 222:7 298:2 305:12 345:21
fundraising 360:8
funds 27:12 60:21 66:4 83:16 84:2 91:20,22 149:12 167:20 338:24 342:22 343:10,11 346:22,24 365:16
further 103:20 149:21 195:16 206:10
future 21:11 22:16 66:25 68:11 101:20 126:9,16 145:23 251:4 267:17
fuzzy 357:7 357:14
FY 15:20 16:7,16 17:4,12
FY16 292:9 318:9 348:12
FY17 188:17 318:23 319:12,16 346:15

G

gain 46:22 47:23,24 278:2
gained 128:7
galvanize 165:6
gap 332:8,8 332:15 337:10 338:21 339:4 340:25 365:8,17
gaps 263:22
garages 79:5 79:17 117:19 118:7,8
Garden 114:23 181:3
gardens 47:20
garnered 163:7
garners 9:3
Gary 5:2 17:19
gas 240:23
gathering 353:14
general 13:25 15:17,20 58:19 59:6 60:18 61:15 110:19 222:14 224:13 231:19 247:20 279:9 282:2 283:15 365:19
generally 100:11 120:9 148:14 256:8 275:10,21
generate 281:10
generated 283:15
generates 265:19
generation 154:15
generations 66:25 68:11
generous 364:23
gentlemen 303:5 354:15
gentrification 52:3 140:16 143:5
geocoded 197:6
geographic 236:7 264:21
geographies 265:12
geography 105:3 264:5 264:7
Germantown 163:22 302:22
getting 33:11 39:2 44:22 45:12,13 50:19 51:15 52:22 58:6 63:22 71:9 78:19 91:20 91:21 96:18 96:24 111:2 136:13,19 142:9 144:20 187:2 201:8 244:4 266:10 278:8 303:10 316:20 320:18 330:13 343:20
giant 169:4
Girl 362:15
girls 362:23 363:2,6
GIS 131:10
give 41:19 108:7 116:6 132:7,21 151:8 154:6 157:4 162:10,11 183:10 204:12 205:4 207:3 207:8,17,18 211:15 218:16 233:20 239:11 251:23 262:7 264:5 268:2 287:22 293:15 301:2 327:20 328:11 329:2 337:18 344:5 356:10 357:5 358:4
given 31:21 70:22 71:9 101:5 162:9 223:13 255:6 266:25 276:16 304:19 363:9
gives 155:16 158:13 170:9 189:4
giving 155:23 312:11 330:12 358:25
glad 220:2 345:16 350:15 356:12
global 105:10 107:18
GMAs 274:17 276:3
go 13:5 27:11 35:5 41:11 48:8 50:12 50:14 66:22 72:5 73:8 73:13,17 74:12 76:20 76:24,24 77:6,22,24 78:21 79:3 79:9 83:6 87:12 90:17 96:13 97:12 97:19 102:9 103:19 108:10 115:6 116:20 117:23 120:11,18 121:6,17 124:2 128:21 133:2 137:15 147:3 148:9 148:20 150:22,22 152:19 169:15 176:7 179:24 183:11 188:16 189:22 192:11 200:18 206:11,18 206:21,24 208:7 213:15 225:2 233:18 235:3 251:19 256:2,21 264:4 271:10 275:23 278:14,17 282:7,7,18 283:15 284:6,8 289:20 294:4 299:9 299:21,24 305:13 316:18 319:25 320:3,4,10 325:4,12,16 325:18,19 326:23,25 327:5 328:3 330:7,15 331:11,21 338:8 343:4 352:6 357:24
go-forward 243:25
goal 10:13 11:22 188:20 196:8 282:15 315:5,8
goals 5:17 8:8 12:9,9 19:24 21:12 43:4 57:25 58:2 97:10 164:8,9 333:13 350:14
goes 31:11 63:25 82:21 91:6 95:7 96:5 108:4 207:25 215:2 230:24 280:3 282:2 361:23
going 2:3 4:11 12:17 13:7,10 20:4 26:4 26:15 29:13 30:21 31:15 31:18 32:2 32:14,21,23 33:5 34:20 35:15,17,22 38:8,17,21 39:6 40:12 40:14,21 42:11 45:16 45:21 46:4 46:13 48:18 49:10,18 53:6,9 54:24 55:17 56:13 57:2 57:3,4,9 58:9 62:4 62:18 67:7 73:4,10 74:9 75:18 76:4 77:14 77:21,23 78:4 84:21 85:5,16,20 85:23 86:2 87:12,14,20 91:24 92:5 92:20,21 97:25 98:5 108:6,6,9 110:7,8 115:24 116:20 120:10,15 120:22 124:20 125:7 126:7 126:8,16 127:5 128:24 129:15 137:10 138:7 140:15 145:15 160:16 165:23 168:18,18 178:7 181:7 183:21,23 192:10,18

199:11 201:15 202:17 203:16 204:25 208:2,3,12 215:25 224:18 231:10 232:5 236:10,15 239:20 240:17,18 241:5,8,14 241:16,18 243:4 245:6 255:6 258:10 260:8 264:14,24 265:16 266:9,13,17 273:24 274:19 283:10 284:7 285:23 286:18 287:7 294:18 295:9 296:19 298:12 299:6 302:2 302:15 304:16 309:14 316:16 320:3,4,21 321:3 323:25 332:2 334:13,17 334:19 335:15 340:7 341:5 341:7 344:19 346:4 348:9 348:20,25 350:9 351:9 352:15 353:7 360:23,25 362:17

Golden 150:9 150:13,14 150:18 151:2,8,13 154:20 155:12 156:5 157:20,24 158:22 161:24 165:19 167:9 169:10 170:17 171:23 172:20 174:25 177:8,15 178:18 180:6,20 182:4 183:5 183:7 184:5 184:15,25 185:9 186:2 186:15 187:7 189:11 190:19 191:8 192:14

good 2:2 4:17 13:19 17:18 29:23 42:23 42:24 50:20 53:22 67:15 67:17 70:7 72:20,23 80:5,6 88:14 114:12 116:9 121:24 122:2 150:7 150:9 175:6 179:22 182:11,11 185:12 186:22,23 187:13 192:17,22 199:4 212:24 215:18 219:19,20 225:7 226:14 227:23 233:3 237:6 249:6 254:16 255:12 257:8 258:16 259:11 267:7,16 272:21 280:10 287:3,4 289:12 290:17 293:13 303:19 304:19 307:15 309:7,21 320:25 328:17 337:4 354:15,16 354:17

Google 360:12 365:11

gotten 26:8 85:14 218:10

government 10:21 24:5 24:17 71:10 71:11 135:12 136:8 137:4 137:7 222:12 293:22 295:21 328:21 337:16 339:18 351:8 353:19

grace 165:3

graduated 22:24

graduates 155:20 156:2

graduation 154:8

graffiti 152:12

grandparents 143:13

grant 14:4,14 16:5 132:19 135:7 136:10 358:25

granted 170:6 270:15

grantees 63:19

granting 243:10

grants 14:5 17:4,8 132:21 345:8 360:22

grappling 187:25

grassroots 268:5

grateful 160:23 165:11 170:8 178:19

Graterford 162:19

grave 88:21

Grays 233:23

great 49:19 49:20,21 65:25 76:7 88:17 126:12 139:18 147:7 162:5 163:17 170:18 171:14 177:19 182:4,15,17 182:19 183:2 185:15,18 192:7 220:3 220:5 223:6 232:14,17 232:22 238:6,21 241:22 242:12 268:22 269:20 270:2 278:20 310:23 339:17 345:9,12 350:17 351:9 353:21 354:8

great-gran... 143:14

greater 153:8 164:24 186:24

greatest 195:6

green 1:12 16:25 144:6 147:9,10 148:13,22 149:15,20 175:23,24 177:9,16 183:21

Greenberger 101:8 109:14

Greenlee 1:12 121:18 130:2 215:15,16 216:8,17 217:2 218:5 218:8 219:4 219:9

ground 59:19 59:25 61:18 199:25 238:9 257:12 363:14

group 27:20 128:8 139:6 161:8 272:2 273:2 306:10 331:11 332:24 333:4,10,12 333:17 339:7 364:18

groups 8:23 95:4,8 120:8 139:7 261:14 272:19 337:8,9,12 339:4 340:5 341:11,13 351:5 355:20 356:6,10,12 358:19 359:18

grow 71:21 138:18 213:8 360:7 364:5

growing 163:3 194:24 202:18

grown 68:19 175:14 242:24

grows 154:14

growth 18:4 48:4 71:15 71:19 141:19

grueling 362:7

guarantee 202:16

guaranteed 204:24

guess 43:7 69:7 84:10 126:10 131:21 134:12 182:12 205:23 275:11 276:2 281:14 294:15 311:25 365:10

guide 18:3,8 18:11 272:17

guidebook 10:14

guidelines 79:10 94:8 131:12 148:3,18 149:18 205:12

Guild 154:18 155:13 156:12 162:18 167:13 177:4,6,13

guilt 206:10

guilty 215:3

Guinness 161:14

Gujarti 19:16

gun 188:2 252:10

gunshot 323:6

guy 219:24 252:14 303:9

guys 13:5 52:8 70:23 79:18 102:7 118:14 122:16 136:5 264:16 306:10,14 308:9

Gym 1:13 242:4,5 244:11 245:14 246:9 247:13,18 248:3,9,14 250:4,12,19 329:19,20 330:17 331:6,25 332:25 333:5,8,18 333:22 334:5,8,22 335:10 336:21 338:14 340:16 341:15 342:3,12 354:22 364:13,14

Gym's 363:12

H

habitability 244:15

half 80:21 123:2 274:6 276:22 319:10 321:23 324:23 325:3 357:12,22 359:4

halfway 162:17

Hall 1:6 68:22 274:7

hand 66:5 166:14,14 353:9,12

hand-painted 191:5

handheld 321:8

handle 235:12 250:16 265:22

handled 26:3 275:19

handling 342:4

hands 39:8 46:19 233:3

hangs 151:21

happen 44:24 73:4,22 75:19 117:3 144:23 168:18 187:8,20

214:5 278:4 324:14 334:12,19 339:14 367:2
happened 78:8 251:25 252:25 302:6
happening 123:4,23 127:4,9 142:7 160:5 242:22 259:25 338:2
happens 79:12 95:10 105:12 121:19 124:8,16 125:19 207:24 306:2
happily 179:20
happy 17:22 23:2 58:19 61:14 65:2 118:13 120:25 165:19 169:14 171:10 176:24 223:4 229:16 264:19 266:3 288:18 340:14 341:13
hard 45:14 57:4 74:22 75:5 91:8 98:23 141:23 142:2 158:13 175:10 231:10 251:9 287:14 294:8 311:7 311:11 331:18 337:6,11 339:19,24 340:24 346:2
hard-worki... 198:18
harder 294:13
hardest 61:18
harsher 228:21
Hart 128:12
hat 91:6
Hayling 307:15,16 308:5,10 322:21,21 323:12 347:12,12
head 229:16 231:21 281:12 328:9 337:13
headaches 23:14
heading 220:2
healing 162:23
health 5:13 8:16 92:12 157:7 173:3 174:11 187:22 218:14,16 218:18 219:3,6,8
healthy 20:16
hear 3:22 95:4 97:25 98:24 114:24 155:25 158:20 166:7 175:12 354:24
heard 43:23 119:19 130:19 131:23 133:25 138:11 161:19 184:22 238:24 270:16 336:4 345:22 354:25
hearing 2:4 3:15 14:8,9 17:14 96:20 96:21,21 122:11 161:25 228:2 274:5
hearings 178:2 180:12 324:8 348:13
hears 99:10
heartbeat 357:25
heaven 40:22
heavy 236:5
heck 23:20 230:23
HELEN 1:13
help 10:11 28:13 59:13 72:6 120:22 157:2 158:10 159:4,19 190:14 198:3 217:7 225:3 231:8 242:19 246:20 247:12,12 253:6 263:21 270:21 272:17 276:21 283:19 285:25 291:10 294:25 321:7 334:4 339:11 345:12 346:6 352:11 356:17,20 358:7,14,16 358:18 366:11
helped 287:12
helpful 33:16 181:25 272:16 273:16,18 348:2,8
helping 160:25 185:15 263:21 273:16 345:9 366:22
helps 9:10 22:13 37:8 164:22
Henon 1:13 80:2,3,7,11 82:6 84:9 86:12,16 87:9 88:2 121:23,24 122:4 125:4 127:3,24 129:25 135:23 136:4 140:7 144:3,19 145:9,12,15 146:3,10,24 147:6,11 149:21 150:7,10 165:21 169:7 170:13 171:13 172:12 173:15,20 174:10,20 175:5,21,25 178:13 179:2 182:5 182:10 184:9 190:2 190:21 192:7 208:18 209:9,10 210:6,20 211:4,13 215:12 218:3,7 219:13 226:16 227:9,20 229:18,25 230:5,10,18 231:13,23 232:4 233:6 274:11,12 275:2,8 276:2,25 277:6,13,19 278:20 279:10,14 279:18 280:11 309:4,5,24 310:3,23 311:4,20,24 312:18 313:15,20 313:25 314:4,16,20 315:2,16 316:3 317:6 317:15,25 318:6,19,24 319:4,17,21 319:24 320:7,13,15 320:19 327:16 329:16 342:14 346:12,19 347:6,25 348:12 349:18,22 349:25 350:17 352:14,18 353:21,24 359:9 360:2 360:18 361:12,17 361:24 363:19 364:2,9,12 366:21,23
Henon's 280:20 364:17
hesitate 232:21
Hey 66:25 68:11 213:11 238:14
Hi 328:17 329:20 335:25
high 38:14 79:4 90:13 103:22 153:15,21 153:24 154:10 208:5 209:21 213:25 233:21 256:2 265:7 340:6
high-def 290:25
high-density 117:13
high-rise 265:16,18
high-speed 315:4 317:23
high-tech 351:24
higher 37:23 154:11 211:24 280:3 284:12
highest 36:15 236:13
highly 189:16 293:10
Hindi 19:16
hire 102:20 138:20 194:12 224:3,7,20 225:2 255:5 255:17 256:7,12 266:16,19 295:9 299:15 300:6,13
hired 16:23 102:24 139:4 194:18 255:19,23 257:19 297:3 301:17
hiring 223:23 237:2 257:22 300:19,21
Hispanic 6:14
historic 5:7 6:3 25:8,9 29:5 67:9 98:7 105:24 108:19 161:12 252:24 365:20
Historical 65:24 66:15 67:22 68:5 69:4,14 95:2 97:23 98:2,13,18 98:20 99:2 99:18 284:21
history 65:24 65:25 66:23 68:3,9 173:25 302:16
hit 58:2 92:19 112:13 226:19 255:5 300:9
hitting 37:13 91:4 257:12 306:2
hold 53:13 54:24 56:17 95:5,6 210:17 252:4,7,12 323:18,20 353:9,12
holding 72:15 72:22 345:6
holds 98:3 295:6
holistic 85:21 126:25
holistically 87:8
Hollow 176:24
home 15:4 17:7,10 18:6 89:22 90:2 92:11 92:15 112:25 161:20 168:25 247:3 256:18 294:7
homelessness 14:20
homeowner 92:23 213:10
homeowners 17:6 251:12
homes 14:21 78:18 79:13 140:22 143:23
honest 32:17 58:4 141:22 142:3
honestly 48:13 76:3 87:2
honor 187:5
honoring 187:4
hoop 77:7
hope 35:4 48:14 50:3 87:2 105:11 125:4 157:17 162:22 171:23 228:15

241:10 245:9 296:22 338:17 340:17 354:4
hopeful 242:12
hopefully 38:8 74:12 76:6 79:18 87:4
hoping 76:9 97:18 229:4 333:10
HOPWA 15:4
horizon 51:4
horrendous 91:13
horror 251:23
Horticultural 16:10 139:2 144:24
hosts 163:4
hour 274:7
hours 203:4 203:11 268:18,21 268:24 269:2,6,12 269:17,25 294:6
house 32:15 90:7 91:9,9 93:3 113:3 121:3 129:16 137:13 162:18 194:24 202:13 212:19 308:3
housed 26:23 27:21
household 17:5,9
households 8:18
houses 36:6 80:19 90:11 107:5,5 137:17,20 247:2,3
housing 3:25 4:23 5:11 5:22,25 7:16 8:3,5 8:17 9:11 12:14,25 13:23 14:5 14:11,14,17 14:18,21,22 15:7,22 26:7,8,10 26:22 28:17 29:10 34:10 36:13 37:12 39:15 40:6 41:5 47:19 47:20 50:4 60:7 62:16 63:15,17 64:7 70:14 70:17,20,23 71:8,16,18 71:22 72:6 72:7 74:18 74:18,22 75:3 82:13 85:8 88:24 89:21 90:9 93:8 100:10 101:3,6 106:15,19 107:22 108:22 109:2,9 112:19 118:17,19 118:24 119:18 129:18 137:14 141:5,6,8 142:19,22 142:23 143:4,11,17 157:6 225:13 243:14 244:2 259:6
hub 42:2 152:22 157:18 327:21
hubs 157:13
HUD 15:4 60:20 63:18 133:11,14 133:17 134:2,7,17 135:2,3 137:6,15 148:3 149:9
huge 90:11 166:3 172:2 242:10 272:5 283:9 363:25 364:8
hugely 125:10 259:19 262:13,17 266:10,14
human 330:13,24
humor 122:5
hundred 56:14 304:25
hungry 363:16
Hunting 367:12
hurt 120:22

I

I-Net 311:5 311:21 312:7,7,13 314:17,25 319:8,14
i.e 107:9 205:19
iconic 156:23 168:22 181:2
ID'd 262:20 262:23
idea 58:3 70:18 112:9 128:5 139:18 142:7 145:20 180:21 181:17 191:9,9 215:21 235:3 238:23 239:7,12 255:4 272:21 283:3 331:18 353:10 356:10 357:5 365:16
ideally 204:18
ideas 40:18 71:21 188:7 188:12
identification 248:16
identified 38:12 57:16 64:18 245:21 262:25 268:4 342:8
identify 74:11 132:17 198:3 247:24 249:2 252:5 263:22 273:17 317:4,4
identifying 57:25 134:4 249:13 358:23
ignites 158:15
image 159:20
imagery 198:2
imagine 87:11 231:3 264:24 276:5 339:19
immediate 205:10,18 214:3,16 215:11 275:17
immediately 53:6 89:14 189:15 200:11 204:6 205:12 206:2 207:18
immigrant 216:13 217:5 266:7 340:4
immigration 159:18
imminently 195:23 196:9 198:16 231:14 246:12 248:4
impact 35:17 118:25 156:15,18 157:25 158:4 164:12 170:3 178:3 178:11
impacting 170:2
impacts 30:13 35:15
impediment 52:14 256:11
impetus 43:7 90:23
impetuses 73:16
implement 25:4 49:23 86:11 196:17 352:8
implementa... 23:9 31:20 50:17 85:24 124:18 126:22 194:7 197:14 260:4 341:17,24
implementa... 86:2
implemented 258:25 259:9 319:9
imply 99:13
importance 88:21 97:7 266:6 332:7 337:6 365:3
important 45:10 64:11 65:14 66:13 67:4 71:5 88:24 90:3 92:14 94:24 103:16 122:7,15 126:20 142:16 144:10 156:24 159:23 188:5 198:7 242:19 244:17 259:19 262:13,15 262:18 264:17 266:10,14 272:4 291:12 321:12 340:20 344:10 345:18 348:17 355:9 358:12 361:21 365:21
importantly 155:25 161:15 365:8
imposed 211:24
impossible 159:15
impressed 185:21
impressions 163:6,8
improve 8:19 9:16 11:2 11:24 132:11 134:9 145:20,21 196:22 253:25
improved 197:12
improvement 191:3 192:2 321:19
improveme... 196:18
improving 8:15
impulses 152:13
in-fill 74:23
in-house 347:20 351:18
in-person 216:25
inability 52:14
inadvertently 322:3,6
inaugurated 24:25
incarceration 16:19
incentive 108:10
incentives 101:4 108:7 282:4,13
inch 51:19
inches 203:25 205:16
incidental 340:2
include 18:20 25:11 64:3 128:22 193:21 197:8 341:13
included 12:20 19:4 171:21 174:5,19 220:12 272:3 312:13 314:9 362:9
includes 14:12 15:23 136:25 195:13,21 308:15
including 5:22 10:4 28:17 197:5 197:21 253:14 291:7,14 312:19 315:20
inclusion 329:5 339:24 357:15 358:21 366:2
inclusionary 100:10 101:3,6 109:2,5 118:17,18 118:23
inclusive 2:13 151:23 355:20
income 8:18 63:21,24 92:25 122:23 141:9,10 148:4,18,24 149:7,14 220:12 366:12
income-elig... 17:9
incomes 93:16
incorporates 25:8
incorporati... 2:25 36:9 197:24
increase 7:20

7:23 9:20 11:25 14:21 158:5 171:12 172:19,25 173:2 174:3 174:13 181:9,9 236:8 269:20 277:17 292:11,25 319:6
increased 174:18 239:2 269:3
increases 60:21 173:13,24 294:21
increasing 110:15 179:16 227:22 304:2 328:20 332:14
incredible 161:5,16 162:20
incubator 161:3
independent 125:11 223:16 225:21 250:14,15 314:16 353:6
independen... 239:15
indexed 221:25
Indiana 55:9 55:11
indicated 241:18
indicates 316:17
individual 81:20 82:20 82:25 259:3
individualiz... 365:23
individuals 15:11 101:5 107:12 154:21 156:19
inducement 113:24
industrial 79:8 122:18 122:24 123:11,13 123:19 124:22 125:6,9,18 126:6 260:15
industrial-z... 78:24
Industry 10:5
inequity 338:25 339:3
inexpensive 279:22
infiltrate 286:16
inflation 221:25
inform 9:10 126:24
information 4:5 9:9 33:11 54:5 54:8 124:14 147:23 148:11 197:2,4,6 208:19 209:11 217:19 229:15 248:23 281:2,21 285:20 295:6 305:23 308:24 312:12 318:3 320:20 332:5 349:2 359:10
informed 22:15
infrastruct... 18:11 20:18 291:20 307:19
initial 36:20 47:22 56:23 60:12 61:4 76:11
initially 204:15 336:5
initiative 16:17 36:13 138:18 157:14 197:24 241:22
initiatives 9:5 10:20 84:13
inmate 155:21
innovation 161:3 195:18 309:23 327:22 328:8,20,22 328:23,24 350:21 351:14,15 351:22
innovative 16:17 40:23 351:6 352:9 353:18
input 96:19 335:8
Inquirer 186:6,18,21 189:5
inquiries 201:21
inquiry 329:24
inside 328:21
insight 157:4
insisting 266:25
inspect 195:14 251:19
inspecting 193:22 237:21
inspection 4:4 99:9 192:20 194:17 222:18 226:10 259:7 263:25 264:22 276:24 285:19 310:17
inspectional 223:11,17 223:18
inspections 95:17 99:15 193:2,8,11 198:5 218:19 219:2 223:19,21 223:22 226:11 235:12 239:16 265:20 269:9 275:7 284:25 310:8,10,22
inspector 224:4,7 268:16 275:21
inspectors 194:13,18 194:21,25 195:12 196:25 197:3 223:10 225:23 226:6 227:3 229:7,12,19 230:2,4,11 230:20,25 233:8,19 234:3,10 235:4,9 236:6,9 237:16,17 237:19 265:17 266:17 268:17 274:22
inspectors' 268:24
inspects 218:16
inspire 150:23
inspired 162:22
inspires 164:13
inspiring 180:4
instance 224:4 265:15
instances 204:6
Institute 18:24 22:11
institution 168:3
institutional 19:23
institutiona... 19:25
institutions 165:3
insufficient 200:7
insurance 114:2 173:3
integrate 324:7
integrates 153:17
integration 321:20
integrity 200:22 201:15
intended 19:22 147:3 282:11
intense 362:8
intent 352:19 361:19
intention 243:24
intentional 51:12
interact 267:4
interaction 330:23
interest 11:21 12:6 75:14 75:22 163:2 242:15 272:13 274:16 334:6,9 350:4
interested 57:24 61:12 63:5 71:13 71:20 78:23 142:13 180:11 213:22 244:20 337:21 364:24
interesting 181:11
interface 197:16
intergenera... 153:4
Intergover... 3:4,6
interim 5:5 24:15
internal 188:14 322:7
internally 196:20 272:8 298:4 298:17
internation... 106:22 161:9 162:6
Internet 216:22 315:11 359:20 362:13
interpreted 82:25
intersection 302:16
interview 331:13
interviewed 325:17 329:25 331:12
intrigued 170:23
introduced 287:10 288:4
inventory 11:10 12:5 139:23 198:16 246:12 248:4 249:11
invest 8:11 84:2 93:22 138:4 365:24
investigate 94:12 104:18 140:4 190:16
investigating 112:9
investigation 186:10
investing 50:4,6,9 144:13 158:18 198:13
investment 7:18 41:9 46:18 50:15 85:3,22 96:8 141:20 142:6 164:11 171:4 176:16 179:22 183:25 185:19
investments 18:12 85:4 85:7,11 93:6,19
invisible 159:11
invite 338:3
involved 69:9 84:12 86:13 92:3 172:7 177:22 191:2 215:5 235:10 271:13 284:17,19 285:4 341:12,23 341:25
involvement 77:19 96:9 167:2 301:12
involves 20:20
issuance 205:10 206:7 209:4 218:21 224:24 241:8 251:18
issue 23:22 52:8 78:12 88:20,23 89:3 105:20 105:20,24 107:2 108:5 110:4 121:4 121:8,17 126:2,2 129:21,22 132:2 133:24 135:14 140:15 141:24 143:3,5 168:8 175:19 188:5 201:24 202:8,19 204:3,8 205:18 206:17 208:2,11,14 208:24 210:23,24

211:15
212:4
213:12
239:8,9
245:24
246:4 258:6
258:20
260:16
270:11
301:16,22
303:2
316:23
339:23
issued 195:8
209:19,20
210:22
211:5,8
issues 20:18
36:20 40:2
45:5 52:2,5
54:17 60:8
76:4,9
92:12,14
120:17
159:18,23
162:20
167:16
187:25
202:23
205:8 210:5
211:20
223:23
261:6,9,12
261:18
268:13
285:25
286:9,18
287:9
300:21
316:22
issuing
193:22
214:23
224:23
Italian 164:4
item 348:4
itemized
62:19 348:4
348:7
iterative 78:3

J

Jack 252:3
Jackie 168:23
168:24
Jane 150:10
150:14
157:24
174:25
Jane's 175:12
JANNIE 1:11
January 3:9
24:24 28:4
36:16
197:15,22
259:6 288:5
296:25
297:10
Jastrzab 5:3
17:18,19
78:2 79:20
80:25 82:19
97:6 102:11
103:12
104:3,8,15
104:22
105:14,18
105:21
106:8,16
107:20
108:17
109:4 110:5
110:12,23
111:9,14
112:20
115:15,18
115:21
116:3,12
131:2
Joan 172:20
job 23:17
33:8 72:20
72:23 91:8
91:16
166:20
176:5,10
177:19
199:4
200:13
223:24
230:24
253:18
256:21
303:19
346:6
jobs 14:25
16:14
138:20
139:8 156:2
175:10
254:11
256:5
257:23
291:12
327:23
John 5:6 7:4
67:8,20
98:6,11
128:9
Johnson 1:14
232:8,9
233:13,17
236:14,19
236:24
237:22
238:4
239:23
273:10
join 165:12
242:7
336:20
joined 162:16
joining 4:21
17:20
157:12
193:3
Jones 1:14
34:3,4
36:12 38:16
40:16,20
41:3 59:16
88:6 112:11
112:12,22
Jones' 47:13
107:7
journey
165:13
JR 1:14
judgment
220:5
juggling
264:14
July 11:23
24:20
319:20
June 14:7
20:24 310:7
323:9
jurisdiction
255:21
jurisdictions
222:4
justice 163:16
167:23
170:4
177:23
183:2,24
187:22
justify 188:19

K

K 1:12
Kathryn
172:3
Kathy 5:8 7:2
91:22
keenly 68:23
keep 87:17
90:25 93:24
107:3
143:22
164:22
183:14
204:21
304:16
305:7,14
321:19
354:7
keeping
14:20 96:17
234:10
keeps 63:22
358:3
Kelly 151:10
151:11
252:3
Kenney
254:17
Kenney's
164:9
259:20
Kensington
238:2
KENYATTA
1:14
kept 175:15
Kevin 128:12
key 153:12
156:25
283:12
KEYSPOT
329:6
KEYSPOTs
290:11
kicked 26:18
kids 120:23
163:23
290:16
363:17
kind 24:13
25:22 26:18
26:25 27:3
29:8 32:8
34:7 37:9
40:5 41:25
42:2,9
49:17 53:15
58:3 61:13
61:18 62:25
73:8 75:24
76:11 77:2
78:9 80:23
83:11 84:5
84:18 85:4
85:21 86:7
90:24 92:13
93:19 94:3
97:6 100:25
102:8,13,16
104:25
111:11,24
113:10,24
114:10
118:2,22
128:24
136:12
137:24
172:14,18
199:14,15
215:25
226:24
233:5
249:23
250:6,15
252:13
253:11
255:8 257:8
258:14
259:21
260:3 261:2
265:11
271:15
293:21
294:13
296:5
305:13
322:11,12
324:24
325:7 329:3
331:9
334:16,23
336:5,22
337:2 338:8
338:11
340:11,18
340:21
349:10
351:17
353:6 354:7
357:9
358:18,25
366:6
kinds 106:19
153:6
156:13
227:18
247:10
kinks 74:8
241:10
Kirk 193:3
237:7
258:17
kitchen
129:16
knew 28:21
45:6
Knight 338:6
knock 202:13
know 22:4
23:14,14,22
28:24 29:22
31:22 32:20
33:5 35:19
35:21,24
41:8 49:25
52:8 54:13
55:15 57:2
57:13 65:22
66:3,6,8
70:7,12
72:20 74:7
75:11 76:3
78:18 88:7
95:8 101:17
104:12,14
110:7 115:5
115:25
118:5,19
120:19,24
122:16
129:5
134:25
137:6
140:13,19
141:23
165:10
166:23
168:2,14,17
170:21
179:8
182:22
189:14
191:15
201:21,22
205:15,24
209:13
211:14
212:24
213:11
214:6,8
215:20
216:9
217:19
218:10,13
219:23
228:8
229:11
232:21,22
236:15
238:19
241:7 247:9
247:13,21
251:12
252:18
254:2,8,17
254:18
255:15,20
257:13
260:11
262:20
263:11
264:13
266:12
271:4
272:25
279:3,5,18
280:4
289:18
294:14
296:6
297:18
298:23
300:25
302:9
303:11,18
304:17,18
307:24
308:8 312:2
313:2,12
314:5
322:18
325:15
331:17
335:2
341:10
344:2,24
347:7
348:22,22
349:5
350:25
351:19
354:23
355:17,18
355:24,25
356:12,14
356:18
357:24
358:6,19
361:9 363:2
knowing
34:13 42:7
knowledge
157:8
302:21
366:7
known 161:9
162:7,8
178:12
knows 55:7
102:3
Kutner
163:14

L

L 1:10,11,15
368:14
L&I 32:4
123:6
128:23
129:23
131:8
193:13
194:5,9
195:15
196:14
197:23
198:19

210:23 211:22 212:6 219:23 220:2,10 232:18,23 232:25 234:2,22 242:9 244:18 245:16 248:18 252:5 257:9 259:21 263:12 267:19 270:12,16 280:22 282:20 283:2 284:24 346:4
L&I's 195:10 242:20 244:14 284:18
lab 328:22 351:22
label 132:17
labor-inten... 21:23
lack 223:8 243:11 285:18 339:5 359:24 360:2 361:7 363:2
lacking 266:20
land 5:5 6:2 7:24 10:25 11:9,10,13 12:2,8 15:24 18:16 20:15 21:14 22:3 26:23 43:9,25 44:3,4,9,12 44:14,17,20 45:11,12,13 45:20,21,23 46:4 48:8 48:18 51:11 52:2 53:5 61:8 72:10 72:15,24 73:16 75:24 76:17,19,22 77:3 82:14 122:18,24 139:22 140:25 141:12 145:2 146:5 146:11,12 146:24
LandCare 16:2,9 60:15 139:6 144:7,9 146:7,14,16 146:21,22
landline 291:3
landlocked 89:3
landlord 244:5
landscape 16:20 138:19
landscapers 145:5
Lane 132:24
language 217:6,13,14 217:20 257:16 266:7 267:6 282:22 333:12 340:5,6 366:12
languages 217:11,12 217:17,22 267:3
Lank 75:20
laptop 302:11
laptops 290:19
large 25:4 68:20 82:9 90:7 137:7 137:13 249:10 315:15 317:19
large-scale 9:25 129:8
largely 210:25 292:23 305:17
larger 47:7 50:13,14 74:14,16 130:23 236:2,3 266:2 339:7
lastly 12:2 172:12
late 81:17 310:20,21
Latino 103:23 340:4
launch 7:10 13:11
launched 10:24 16:16 80:20 139:2
launches 361:22
law 52:12,15 52:16,22 53:14 195:17 214:22 229:2 234:22
lawn 213:24
laws 120:19 234:15
lay 135:2
layer 192:5
leader 193:12
leaders 154:16 160:9,9
leadership 8:20 65:15 220:4 268:7
leads 146:4 157:11
League 168:20
learn 40:6,7 92:23 162:4
learned 152:10 182:14
learners 366:13
learning 153:18 154:4 167:14
lease 276:16
leases 318:17
leave 300:15
leaving 107:8
led 153:4 158:11
Lee 151:10 151:11
left 234:16 274:9 333:16
legal 11:6 193:16 206:19,21 208:8 211:14
legally 209:23 210:10 228:16
legislation 73:6 213:23 215:7 254:17
legislative 21:20 134:14 270:21 271:4
legislator 267:18
lend 135:17
Lenfest 153:16
let's 36:23,25 40:6 53:23 56:18 57:7 84:18 124:5 132:6 158:20 191:13 282:22,23 359:19
letter 124:10 186:19 191:10 362:4
letters 291:7
letting 102:8 354:23
level 31:22 37:23 90:13 101:11 136:17 143:10 198:9 233:21 243:2 268:5 308:20 315:14 334:10 363:6
levels 8:18 194:23 256:2 304:2 352:15
leverage 92:4 135:5,12 170:5,11,21 176:8 181:11,20
leveraged 261:21
leveraging 50:11 85:6 164:16 176:5
liability 114:3
Liberties 114:22
libraries 81:8 83:3 85:12 166:19 171:21 176:17 359:16
library 50:8
license 4:4 95:16 99:9 192:20 197:18 218:17 241:8 243:14 244:7 245:13 258:12,24 259:4,7 288:12
licensed 228:24
licenses 99:14 193:2,7,10 193:22 197:10 215:23,23 216:5 218:11,21 222:13 239:16 243:10,25 244:25 258:8,22,25 259:11,15
licensing 225:15
lien 204:4,17 204:23 213:16
liens 75:25
life 126:11 145:21 162:13 167:17 184:24 232:15 263:2 366:9 366:10
lifeblood 254:9
lifeline 152:14
light 40:16,20 43:23 180:19 181:23 185:15 257:22 316:16
like-minded 120:9
liked 186:8
likelihood 296:19
limit 91:10 92:24
limitations 23:23 244:13
limited 87:22
limits 254:23
Lincoln 103:20 104:16
line 34:16 135:9 199:24 217:13 222:3 254:5 278:23 348:3 354:20
lines 37:9 91:11 253:20 266:16 271:11
link 159:22
linkage 28:22
liquidated 317:11
list 34:11 36:5 59:2 59:10 64:12 89:4 91:3 130:11,15 130:22 131:5,13 132:3 169:4 187:9 255:18 310:13,18 314:11 337:4,4 340:15 352:5 363:13
listed 296:11
Listen 53:15 135:6 269:22
listening 33:10 209:12
listing 58:24
lit 180:10,23 180:24 181:4,14
literacy 359:23 361:8 362:18 364:3 365:7
literally 169:10 252:11
literate 330:10
little 25:17 26:15 35:6 46:24 48:10 52:22 53:8 61:21 62:11 67:4 73:10 74:6 103:19 105:16 119:3 122:5 130:23 148:7 172:14 181:10 215:5 229:10 238:12 245:15 246:14,17 257:14 258:3,14 266:2 275:12 280:3 297:14 303:21 309:8,25 316:12 331:2 332:4 332:6 336:25 340:12 341:17 350:23 351:12 352:23 361:13 363:23 364:15 366:17
live 92:9 102:3 110:16 111:24 116:21 121:3,19 234:17 238:10 256:16

307:22 322:24 323:7 343:4
lively 150:20
lives 168:5 363:17
living 93:4 107:12 173:24 179:15
local 149:4,16 160:2 161:8 180:22 240:15 276:22
locally 149:12 170:22 351:3
located 29:15 236:15 277:3,7 367:12
location 32:15 302:18
locations 195:3 273:17 316:15,18
Logan 89:7
logged 291:17
logic 264:20
long 4:25 13:19,22 34:13 48:8 53:2,8 57:22 59:3 60:2,6,7,17 61:3,9,25 62:6,12,20 62:24 63:3 63:13 64:22 65:2 66:21 68:8 73:12 75:17 77:18 91:3 121:16 127:8 133:11,24 134:21 136:24 138:23 144:9,22 145:11,14 145:17 146:8,15,22 147:5 148:5 148:14,19 149:3,19 150:3 182:14 218:12 251:14,25 251:25 252:25 253:3,14 257:10 354:19 363:13
long-term 47:24 83:25 145:20
longer 79:2 281:12 347:20
look 9:8 24:23 32:12 33:13 38:25 40:4 44:19 45:15 47:8 49:10,11 55:8 59:4 70:16 74:9 85:21 88:25 89:14,19 114:5 115:7 117:9,25 118:3,12 119:9,21 124:18 126:8 131:11 133:14 134:7 139:25 142:5 148:10,20 163:3 170:15 172:4,10 185:17 187:3 201:12,16 213:5 222:2 222:21 225:24 226:11,21 227:21 228:15 241:23 249:4 251:6 252:15 257:16 262:7 278:21,22 279:2 280:6 280:10 281:18 285:24 287:10,17 288:18 297:4 302:14 303:23 305:25 323:2 331:8 352:7,7,9 353:5,17
looked 59:2 326:2
looking 27:3 37:11 44:8 47:17 61:12 71:13,20 73:25 85:9 88:17 95:20 96:15 102:6 119:16,20 123:9 125:3 125:16 129:4,12,23 130:16 133:5 138:6 141:24 142:8 178:8 232:16 247:11 248:22 252:7,8,9 255:17 256:6,8 258:14 284:24 286:5 296:22,25 297:6 304:3 306:5 308:3 332:17,22 332:23 335:7,8 336:19 349:6 356:23 358:4
looks 112:19 269:7 303:9
loopholes 78:15
Lord 102:2
Los 137:19
lose 53:8 66:23 68:9 299:14
losing 136:14
loss 107:15 225:15
lost 136:7
lot 23:12 30:10,20 31:17 32:22 32:23 33:20 43:12 47:25 49:2,22 55:20 56:22 56:22 59:7 60:23 66:4 75:7,10,21 77:19 79:4 88:19 90:14 93:15 96:8 101:16,18 102:22,23 113:23 117:13 122:10 163:19 169:24 186:9 202:12,14 203:24 205:14 207:22 209:21 211:12 213:6,9 217:24 225:9 227:3 241:8 260:2 260:4 264:25 265:19,22 266:7 274:15 278:5 281:16 282:24 285:3 294:9 321:6 325:9 325:20 326:17,20 326:22 328:19 329:3 330:22 331:19,24 337:8,9 339:17 344:21 345:10,17 348:8 350:5 353:16 355:24 357:23 362:11 364:22
lots 16:12,24 56:20 57:13 57:19 60:10 73:17 74:23 106:24 111:15 139:5 144:8 144:16 145:21,25 202:18,22 205:15 239:10,10 244:13
louder 98:23
love 155:22 169:6 171:5 171:5 181:5 181:16,19 191:9,10 224:16 274:18
Lovell 172:3
lovely 189:12
loves 190:10
low 133:18 134:5 173:10 226:25 366:12
low- 15:10 34:10 142:23 143:3
low-hanging 55:23 56:25 57:8
low-income 17:5 35:13 64:5 142:17
low/mod-eli... 133:12
lower 62:11 320:10 349:7
lowest 173:7
luck 226:14
lump 63:2

M

main 12:23 261:16 287:11 333:13 345:2
maintain 16:11 46:14 328:21
maintained 16:25 92:11 144:17 146:19
maintaining 116:9 207:21 214:2 286:15
maintains 291:19
maintenance 15:25 43:22 60:3,9,23 61:8 90:14 193:15,25 228:14 229:20 230:6 319:7 319:7,13
major 8:7 21:4 22:9 86:6,7 104:9 161:11 163:20 176:16 216:6 221:6 243:11 245:2 265:4 286:18 291:23 350:14
majority 237:20
makeup 24:10 356:24 359:14
making 15:17 28:22,23 57:25 63:9 64:13,20 72:18 85:7 85:10 95:20 99:19 124:18 173:8 193:11 206:10 243:5
male 6:12,19 19:7
man 290:12 290:23
man's 113:16
manage 75:5 290:18,19 291:2
managed 83:19 313:21
management 27:2 291:23 352:16 353:8
managers 261:23
Managing 27:23
Manayunk 111:16 112:14
Mandarin 19:11
manner 33:12 234:12,21 247:24
Mantua 143:7
map 86:10
mapping 49:21 198:2
maps 18:13 169:16
March 245:8 258:9,13 310:11 316:14
margins 339:6
MARIA 1:16
mark 1:17 305:16
market 7:18 8:19 12:4 37:13,15 38:22 40:24 85:15 87:10 87:14,22 146:14 147:4 164:4 173:18 191:19 225:13
market-rate 12:14
marketable 16:19
markets 37:10 85:17
massage 294:15
massages 294:11
masterpiece 164:5,7
Mastery 153:16
match 164:13 170:11 266:13
matches 242:21
materials 262:7
math 153:24 183:18 281:9,12 363:4
matter 108:13 214:9 247:9

368:7
max 163:14 279:5,19
maximizing 47:21 156:14,15
maximum 50:11 224:17 279:2,15,17 279:21 280:2,7
Mayor 3:3,9 7:13 24:24 80:17 81:25 84:14 164:8 188:4 238:20 239:5 254:17 259:20 260:6 291:8 335:19
Mayor's 3:24 3:25 188:3 337:19 340:15 341:24 342:10
McClarren 193:3 237:6 237:7,25 258:16,18 259:13
McMichael 153:14
mean 56:4,13 59:20 78:7 95:4 96:8 97:25 105:8 105:9,23 106:8 107:2 107:20 111:3,6,9 115:9 116:4 116:24 121:5 122:10 127:4 137:9 143:6 167:13 168:24 170:18,20 171:14 187:3,17 189:8 204:18 210:21 211:18,19 213:2,20 214:12 251:15,22 255:3,11 266:16 275:14 276:8 283:11 293:23 320:17 321:7 333:5 333:9 337:14 338:17 339:20 344:25 357:2 360:18 361:22
meaning 155:17 238:20
meaningful 177:3,22
means 32:16 74:20 141:12 158:7,7 178:22 263:23 339:21 355:13 357:7,8,15 357:19 361:21 368:22
meant 338:14 364:21
measurable 221:17 271:8 272:9
measure 271:25
measured 195:7
measures 3:18 307:7
measuring 253:10
mechanism 33:3 37:8
mechanisms 206:6
Media 336:13 362:10
median 37:23 149:7,13
Medicine 157:21
medium-ter... 83:24
meet 35:25 127:15 196:8 224:22 245:5 249:16 255:10 272:22 283:25 311:18
meeting 15:18 32:2 36:18 59:19 94:22 121:18 130:17,21 134:25 142:20 233:24 268:11 272:3 289:18 301:25 302:22 303:6 311:9 311:12
meetings 10:2 10:9 56:5,9 120:7 123:18 271:10
meets 50:22
meld 26:16
Melissa 4:24 13:21 27:9 60:6 88:17 88:19
member 188:2
members 4:18 5:3 13:21 22:6 88:7 167:14 171:17 192:24 289:24 335:7,9 338:11,13 348:9 350:2 367:2
membership 336:7,11 337:16,22 338:4
men 102:24
mention 113:4 131:21 136:7 154:17 246:10 335:15 350:22
mentioned 32:22 43:24 54:21 72:9 84:17 166:14 229:7 244:24 308:11,12 329:7,24 332:16 348:13 350:24 351:14
mentors 290:15
Meredith 128:12
merged 285:20
message 226:2
messages 156:8
met 37:14 288:9,10,11
meters 248:24
methodology 154:12
mic 98:15
MICHELE 368:14
Michelle 159:7
microphone 309:25
middle 73:22 89:9
migrating 118:9
migration 35:12
milestones 11:2
million 15:5 15:15,21,24 16:8 43:11 43:14,16,19 43:20 46:7 46:9,9,14 46:15 47:10 47:11 51:3 59:6 60:14 61:7 74:13 136:7 137:2 151:16 158:19 163:6,7 195:21 220:16,19 230:21 251:9 262:21 280:22 281:10,19 291:18,21 292:11,17 295:13 296:9 298:14,21 321:15,24 322:4,18 324:11,18 346:20 349:15 352:5 357:12,23 359:4 360:10,10
mind 133:20 268:9 272:5 336:12
mindful 96:17
mine 120:15 344:20
minimal 227:14
minimize 276:10
minimizing 101:13
mining 198:2
minorities 103:23
minority 290:13,15
minute 58:16 132:2
miscellaneo... 346:15 348:3
misery 38:19
mislabeling 318:16
misleading 186:20
misprint 318:20
missed 45:25 94:24
mission 5:10 7:6 14:16 18:2 193:19
mistake 322:2
mistaken 360:5
mixed 59:15
mixed-inco... 119:18
MLK 176:24
Mobile 362:10
Mobilizing 336:14
mod 133:18 134:5
mode 204:16
model 16:14 75:19 86:20 109:2 153:16 171:2,2
modeling 138:15 198:3
models 119:17 283:18
moderate-i... 15:10 34:10 35:13 142:23 143:4
modern 351:24
modest 181:9
modify 77:23 134:11
Mohavan 155:19
moment 151:20,22 161:16 236:16,18 248:13
momentary 68:18
momentum 156:12
Mondlak 7:4 128:9
money 43:13 50:8 53:8 59:18,22,23 61:16 67:2 69:8 70:20 71:10 143:2 168:4 170:6 204:22,25 213:21 281:17,17 282:2 284:24 296:15 298:15 324:20 325:21 330:12,21 333:14,15 333:20,23 334:2 335:6 340:21 341:6 347:3 347:14 353:19 357:11,12 357:24 358:3,5,23 361:5
monitor 271:12 307:13
monitoring 60:21 253:10
monitors 133:15
month 17:12 20:7 84:19 258:8 259:8 271:10 291:6 310:21 326:12
months 11:18 31:10 37:5 99:22 184:21 214:17,17 214:17 233:25 311:22 319:15 362:8,9
morale 354:8
morning 2:3 4:17 13:19 17:18 30:15 42:23,24 67:15,18 70:7 80:5,6 88:14 121:25 182:11 185:8 274:23
mortar 271:3
mortgages 37:19
Morton 153:14
motivation 244:9
MOU 28:3
mountain 137:9
mouth 274:3
move 38:11 51:17,18,19

52:20 55:24 68:21 121:8 122:9,13 135:3 139:22 140:4 143:16 151:22 156:2 164:20 194:22 212:4 215:9 229:5 243:19 253:20 256:10 264:24 277:14 278:25 294:18 296:15 347:15 348:21 361:2 363:5 363:7
moved 11:8 25:13 162:12 221:12 347:4
movement 152:4 263:23
moving 11:9 29:6 35:23 38:20 44:16 68:24 80:23 116:18 137:9 142:9 154:10 163:18 207:17 226:5 236:21 238:23 239:12 244:24 249:25 264:9 312:5 321:21 351:10
mow 204:20
MSB 216:16
252:9 253:21 277:12 325:15 330:7 351:22
multiple 217:12,17 248:24 267:3
multiplier 327:23
municipal 19:22 173:22 301:2 314:23
municipalit... 226:23
municipality 222:16
mural 4:3 149:24 150:15 151:14 152:3 157:14 159:6,10 160:12 161:14 162:9,12 163:12,15 164:5,6 166:3,23 168:22,23 171:7,21 172:4 173:12 176:4,19 178:4,9,15 178:16 180:25 181:2 182:21,23 186:11,13 186:17 187:2 189:16 190:9,10,13 191:2
murals 156:23 161:20
168:15 169:3 180:3 180:9,18,23 181:14 187:7,23
MURPHY 368:14
museum 168:11,13
museums 162:15 165:2

N

NAC 63:5
NACs 63:15
naive 76:8
name 4:19,24 60:5 99:13 150:11,13 192:24 249:7 258:17 289:13,16 302:2
nap 294:3,3
NASA 55:5,6
nation's 193:12
national 16:13 20:5 20:10 138:9 155:8 161:7
nationally 170:23 351:3
native 267:5
natural 189:9
nature 81:9 102:16 257:24 312:21
navigate 10:12
near 133:3 164:18
nearby 126:7
nearing 11:5
nearly 16:11 158:18 163:4 195:21
nebulous 357:17
necessarily 42:6 45:8 48:18 73:13 81:10 84:7 104:24 110:17 111:23 112:6,7 118:24 119:12 129:14 137:18 146:15 332:20 334:17 365:15
necessary 72:17 200:15 231:9
need 12:13 25:21 35:19 35:24 36:3 38:17 39:24 40:8 45:15 47:14,18 49:7 52:6 55:11,16 56:20 59:3 72:21 79:6 89:16 90:5 90:15 91:5 93:6,12 96:13,13 103:15 104:24 110:17 114:10 117:22 118:12 119:16 120:13 122:8 124:12 128:21 129:14,20 130:12 132:15 137:16 143:2,21 181:22 205:23 206:17 208:6 209:2 217:22 218:11 222:22 225:23,25 229:2 230:25 239:10,11 239:21 246:19 247:6 253:17,18 256:10 261:12,14 261:25 263:9 265:21 269:19 270:20 271:15 276:10,20 281:17 283:20 286:6 296:17 297:18 298:13 312:2 347:20,21 362:24 365:15,16
needed 44:24 71:16,18 86:2 89:11 89:21 129:13 142:22 217:14 224:12,22 234:9 242:10 271:7 283:22 308:23 343:11
needle 151:23
needs 50:22 82:24 83:10 91:16 116:13 122:19 157:10 228:20 231:2,9 243:21,21 247:4 266:22 271:18 278:11 283:17,24 283:25 321:6,21 339:19 340:6 365:11
needs-based 92:22
negative 30:13 118:25
negotiated 215:2 312:3 319:9
negotiation 312:9
negotiations 311:5 312:15 314:17 353:13
Negro 168:20
neighborho... 8:16 14:25 16:4 21:12 31:16 64:15 85:6 93:11 112:5 117:22 122:21 125:19 133:8 152:19 153:5 191:22 234:17 240:15 256:18 272:13 274:5
neighborho... 5:14 15:12 30:11 89:13 101:16,18 106:20 107:6,23 108:11,15 114:6,7 116:18,22 117:18 118:10,11 120:10 140:19 142:17,18 149:5 165:5 166:10,25 169:8 180:8 181:24 234:4 290:14 363:15
neighbors 234:8 241:12
nerve 92:19 112:13
network 152:12 291:15 301:20 319:14 347:9
networking 293:10
never 55:9 101:7 133:25 159:13 160:11,13 160:15 164:20 165:24 184:22 187:18 247:6,23 255:19 268:7 326:21 351:23
never-ending 78:9
nevertheless 234:20
new 8:10 9:4 13:11 14:22 16:15 23:8 28:12 32:6 34:25 35:4 37:16 41:25 48:4,4 70:21 78:19 84:13 88:7 90:22,22 95:22 101:19 102:20 109:7 125:20 126:11,14 127:6 141:19 157:13,17 161:6 170:19 171:19 194:21 195:2,4,6 195:11,12 195:17 197:8 199:4 230:18 232:13,18 236:10,25 237:4,16,20 238:5 243:18,25 244:25 254:13 258:13,24 260:4,12 264:15,25 266:17 273:13 274:18 283:12 285:15 290:8 295:20 321:20 338:24 348:14
newer 10:11
newly 240:12
news 61:2 290:17
Newsweek 163:9
nice 101:23 353:3
niche 37:13 37:15
Nick 5:4
nickel 94:7

night 180:10 302:2
nightclubs 269:10
nightlife 180:12
nine 120:14 295:16 301:19
nominal 325:6
non-compli... 207:20 260:20
non-profit 28:19 336:11,15
non-profits 157:10,12 163:10
non-RCO 131:23
non-traditi... 40:24
normal 268:18,20 268:25
North 16:3 35:23 66:10 163:22
Northeast 35:23 239:3
Northern 114:22
Northwest 107:12
note 11:19 145:18 165:23 355:2
noted 163:10
notes 368:6
notice 205:4 205:24 206:2,8,21 207:11 208:15 235:25 245:24
notices 130:13 206:16
notification 123:3,3,22 131:3,8
notifications 349:4
notified 131:8 132:4
notify 123:13 204:10
NOV 209:14 209:20 212:2
November 81:19
NOVs 209:16 210:22,24 211:3,5,21
Nuisance 269:9
number 30:24 31:14 36:3,4 48:23 57:11 62:9,11 97:11 101:13 102:20 103:21 110:15 111:18 125:25 155:21 195:24 196:9 199:18 235:8,9 237:14,23 247:16 248:4,5,11 275:22 290:7,10 299:2 300:3 313:9 316:14 318:25 327:4,4 331:12
numbers 43:24 233:7 298:25 322:4
numerous 11:2
nurse 112:25
nutshell 69:7
Nutter 174:7

O

O'Brien's 260:16
o'clock 30:14 274:5 289:19
objections 368:4
objectives 7:6
obligations 318:10 320:2
observable 198:8
obsolete 21:9
obtain 17:6 194:20 198:14 246:11
obtaining 197:9 259:4
obviously 51:25 52:7 116:7 133:20 199:24 212:19 226:24 235:16 238:8,16 268:19 288:5 336:7 341:3,10
occupied 73:13 263:7 263:17 286:10
occur 99:8 268:25
occurred 179:13 283:4
occurring 268:20 276:14 310:9
occurs 276:20
octopus 42:5
odds 53:18 114:19
off-street 111:14 115:17
offer 49:25 103:7 106:18 107:21 135:17 216:25 293:25 294:8,10
offered 256:5 354:21
offering 153:16
offers 22:19 103:8 108:21
office 3:24,25 4:5,20,23 5:9 6:5,21 7:13 13:22 14:16 15:9 15:22 25:2 25:14,15,18 26:8,14 27:24 29:7 32:6 35:5 36:16 41:22 42:8 60:7 80:17 81:14 81:15 89:6 126:20 186:10 188:3 195:18 197:5 239:6 252:9,15 254:20 273:25 276:23 278:14,15 296:23 309:22 337:19 341:25 342:10 347:3 363:11,12
officer 151:10 296:2 302:10 305:18,22 307:8
officers 306:7 306:9
offices 9:15 65:14 127:7 129:11 195:2,4 235:22,23 236:11,12 236:20 238:5 264:4 264:6,15,25 265:6 273:13 274:18,21 276:10,13 360:14
official 52:20
officially 13:10
officials 24:7 163:10 302:3
offline 287:21
offset 58:20 114:2 174:13 334:16
oftentimes 119:10 123:23 141:11 217:5
oh 1:15 41:16 41:17 49:17 59:14 123:24 179:5,6 180:7 181:18 185:15 355:14
OHCD 15:4 58:23 60:20 132:15
OHCD's 13:25
OHCD-fun... 58:24
OIT 19:14 196:22 197:23 249:11 250:14,18 289:8,12 290:9 291:19 299:25 313:16,23 318:14 327:25 328:18 336:3 337:5 341:23 348:13 350:20 355:24 360:4 364:18 365:22 366:3,17
okay 4:10 33:25 51:13 58:12 60:25 62:13 77:5 84:9 88:2 103:18 108:5,15 118:16 119:23 138:16 146:3 147:6 149:20 150:21 203:11 208:17 209:8 223:6 226:13 230:10 232:4 236:24 239:23 248:14 250:19 265:9 270:3 283:7 288:17 289:19,21 289:23 296:4,15 297:13 305:10 308:23 319:4 322:13 329:8 331:6 331:25 333:11 343:14 349:19 355:14 356:16 360:17
old 111:18 238:21 300:25 344:15 345:2
older 45:4 90:6
oldest 66:9
omnipresent 169:23
on-call 246:20
once 13:10 68:16 76:18 79:12 91:8 93:9 96:9 249:25 264:15 271:10 277:14 333:14 358:8 362:18
one-off 124:19
one-size-fits... 118:2
one-stop 240:17,19 241:11
one-time 360:4
one-year 155:5
ones 47:18 73:14,14,22 199:9 247:25 248:2 260:15 315:9 323:2 344:16 346:8 352:22,23
ongoing 60:2 60:9,22 139:13 324:16 343:3,10 349:14
online 80:22 197:8 215:24 216:6,24 243:19 253:18,23 267:5 325:18,19 325:24 326:3,15,17 326:25 327:4 330:2 330:16 339:10,10 339:11
onus 125:15
op-ed 186:7
open 161:4 241:16
opened 159:10
opening 28:18 236:10
operate 232:25 234:11,20 291:9
operates 239:15
operating 2:17 3:17 5:17 13:25 14:3 17:24 18:23 58:20 61:15 81:16 193:9 225:21 291:24 328:4 352:12
operational 10:19 44:16 51:10 52:5 237:3 322:25
operationally 249:21
operations 45:17

195:16 196:19 230:9 233:16 237:18 307:18 308:18
opinion 140:17 355:8
opportunities 8:2,17 28:24 54:19 55:4 74:17 104:2 109:23 124:21 125:2 141:3 141:5 363:16
opportunity 16:20 25:24 108:21 110:19 151:3 177:20 190:24 198:22 204:12 211:16 232:14 303:23 337:20 358:16 363:4
opposed 30:25 44:22 45:17 48:4 48:18 50:23 58:2 126:17 135:15 204:5 209:18 210:10 211:7,16,21 221:18 227:19 259:4 298:20
opposite 89:12
opposition 289:23
optimal 194:22
optimism 151:17
optimistic 35:8 76:8
option 70:14 72:8
options 41:6 70:15 106:5 110:15
order 7:12 25:2 28:2,3 40:9 82:15 86:3 104:22 106:17 112:11 120:3,5 210:14,16 212:10 224:22 255:10 275:11 283:20,25 365:6
orders 214:24
ordinance 2:11,14,16 3:8 14:9 30:3,8 98:21 99:3 113:21 122:25 123:8 149:10 243:13 298:5
ordinances 18:13 122:11
organization 18:22 24:2 45:18 131:24 177:18 178:6
organizatio... 7:8 8:9
organizations 27:4 103:6 145:2 165:2 272:11 363:14
organized 44:15
oriented 253:23
originally 145:19 318:8 338:10
Ortiz 159:7
Ott 172:3
ought 189:6 190:12 213:4 214:2
outdated 21:10
outdoor 168:13
outline/diag... 12:21
outlined 57:15
outreach 20:20 83:12 224:6 263:9 290:11 328:6
outside 197:4 225:2 247:11 268:20,25 362:3
outstanding 178:5 243:7 245:3
overall 5:17 8:9 18:4 86:9 136:18 278:16,16 365:25
overdevelo... 114:8
overgrown 114:7 213:6 213:7
overlap 13:7
oversee 12:23 27:7
oversight 259:23
overwhelmi... 224:21
owe 75:21 321:12
owned 45:7,8 73:2,11,19 73:19 75:20
owner 39:10 204:11 212:23 213:11 246:5 271:9 286:12
owners 204:19 215:8 216:11
ownership 47:4,5 193:17
owns 304:6

P

p.m 367:10 367:17
pace 175:15 242:21
packages 38:7 76:12
packets 169:18
page 52:15 58:7 123:22 229:8 292:7 318:7 319:5 320:8 346:14
pages 291:6 323:24
paid 27:23 213:18 321:11 324:22 326:3
painful 56:5
paint 155:22
paint-up 89:17
painting 191:14,16
panel 149:23 149:24 187:10
paper 216:14
parcel 47:7 74:16 123:10 125:17 265:21
parcels 11:16 75:8 146:6 147:2
Pardon 293:4
parents 143:12
park 111:20 113:12,18 113:23 115:2 120:25 156:6 367:13
parked 59:2
Parker 1:15 88:11,12 92:17 130:4 130:5 131:16 133:19 135:16,21 147:15 267:13,14 267:24 269:13 270:7 271:24 273:7,20
parking 79:15 101:14,20 105:20,22 105:24 109:20 110:3 111:11,15 111:19,20 111:21,22 111:24 112:4,16 113:2,7,9 113:13,20 113:22 114:9 115:17 117:14,14 117:17,20 117:23 118:7,8,10 120:13,16 120:20 121:6 138:12 260:25 271:16
parks 50:7 81:7 83:2 85:11 166:18 171:20 172:2 176:17 180:17 315:20
Parkside 168:20
parse 56:18 61:14
part 17:13 23:16 27:25 28:2 32:11 33:9 39:24 53:4 72:24 76:18 77:13 78:12 81:22 87:18 100:25 101:10 112:2 114:13 131:4 133:7 152:4 153:12 166:12 171:24 172:4,10 173:11 178:16 210:25 211:3 218:14,15 223:9 228:5 233:23 238:18 241:9 244:12 245:13 248:2 249:15 250:7 255:15 276:8 301:25 317:19 331:22 341:14 349:13 354:8 360:20,25 361:25 362:2,13 363:7 364:19
participant 168:2
participants 155:4 156:14 162:17
participate 336:9 337:23
participating 10:3 177:7
participation 20:21 145:4 193:18
particular 24:7 91:22 103:25 104:5 176:22 201:3,10 204:5,8 211:25 214:24 224:8 243:6 243:15 246:15 252:21 261:18 262:2 275:23 298:4 302:8 302:15 343:14 344:18
particularly 24:12 35:10 63:5 101:13 106:14 131:25 138:8 185:14 196:24 198:7 216:10,12 254:11 260:13 269:15 336:9
parties 96:22
partner 178:9 190:24 308:16 359:15,16 359:17 361:4 362:6
partnering 197:23 359:20
partners 138:25 144:23 351:4 362:9
partnerships 153:13 181:12
parts 36:7 77:16 112:13 147:18,19 180:2 237:11 239:4
party 223:25 224:9 225:3 256:14
pass 122:25 199:19
passed 149:10 243:13 254:14
passionate 167:12 184:23 345:8
path 164:23 183:11 203:6
patience 367:8
patrol 269:7
pay 17:10 39:11 90:15 172:16 178:3,12 206:14 253:5 259:8 319:13

324:23
325:2,13,16
325:19,23
326:7,15,17
326:25
330:2,9
331:17
344:23
paycheck
256:17
paying 48:16
53:7 64:24
167:18
269:23
286:14
324:25
payment 51:3
330:5
payments
218:25
327:4
payroll
290:17
294:24
pays 154:12
184:2 206:9
214:25
PECO 128:23
180:15
248:24
249:18
318:18
penalized
94:5
penalties
75:15,22
penalty 227:5
227:10,16
227:19
317:7
Penn 104:7
305:4
Pennsylvania
1:6 3:4 16:9
75:3
Pennsylvan...
155:7
people 14:20
29:8 30:21
31:13 33:5
35:13 36:19
37:18,23
38:20 39:22
52:21 57:17
58:10 62:5
65:22 66:11
72:14,19,21
95:3 97:25
101:21,25
102:3 106:7
106:13
107:4,8
108:9,16
110:10,16
111:3,20
112:3 115:7
115:24
116:5,17,21
116:25
117:15,22
120:13
126:7
128:11
140:15
141:15
143:9,23
150:21
151:5
152:15
153:22
154:15,22
154:23
157:9,23
161:12
162:18
163:2 164:2
165:7 166:9
167:18
168:9,16
169:5,8,11
170:2 171:6
173:7,11
177:6,20
178:21
179:18
183:3,5,8,9
183:12,17
183:18,25
187:12
189:7,14,17
191:18
201:6
212:25
217:7,22,23
217:24
219:5
228:23
234:16,18
240:6,25
252:18
253:3,5,15
254:4,9,12
256:7,12
264:11
266:10
288:11
294:23
297:2,4,5
297:23
299:15
300:7 302:4
303:8
325:11,14
325:16
326:14,22
329:25
330:7,15
331:11,12
335:22
337:7
338:24
339:2,9,18
339:22
340:19
341:4,8
350:13
353:16
354:6
356:21
364:25
366:6,13
people's
168:5
336:13
perceived
93:14
percent 6:11
6:11,12,13
6:13,14,18
6:18,19,19
19:7,7,8,8,9
21:19,20,22
63:19 79:4
90:11 92:24
113:13
145:25
149:7,14
154:9 155:6
155:8,9,25
177:11,15
177:17
183:13,15
183:16
190:13
221:3
299:19
316:25
317:7,12
324:23
325:3
326:10,13
percentage
220:24
299:10
334:24
percolating
191:24
perennial
292:22
Perfect 310:3
perform
276:23
performance
226:9
performed
196:12,15
227:4 237:9
performs
290:9
perimeter
107:9 108:8
108:14
period 168:4
310:7
periodically
302:14
perk 354:25
perks 293:13
293:17
permeate
261:3
permit
220:20
221:4,11,13
222:2,4,5
222:19
223:3
226:21
227:5,6,13
228:3,19
237:12
275:6 278:6
278:6 279:3
279:19
284:12
permit/dou...
228:19
permits 109:8
193:22
195:8 197:9
215:24
222:13
224:24
226:4
227:13,15
229:4,20
251:18
275:9 279:9
279:9,11
280:5,8
281:4,16
283:9
permitting
278:18
284:18
perpetuity
145:13
Perri 192:22
192:25
199:7 200:9
200:20,25
201:11,25
202:6 203:8
203:13,18
204:9
205:20
206:5 207:5
207:10,23
209:5,24
210:8 211:2
211:18
214:20
216:2,15,19
217:9
218:18
219:7,20
220:14,18
222:25
223:20
225:5,22
226:15
227:7,11
229:14,22
230:3,8,16
231:11,17
232:2,12
233:11,15
235:7
236:17,22
239:14
241:21
242:8
243:12
245:4,23
246:18
247:15,22
248:7,11
251:3,15
253:12
255:2,24
257:11
260:3 261:7
263:4
264:18
265:3,14
266:15
267:23
269:4 270:3
270:24
272:20
273:19
274:24
275:5,13
276:7 277:4
277:10,16
277:25
279:7,12,16
280:9,24
281:6,11
283:5,11
284:10,16
285:13
286:3 287:4
287:20,25
288:17
289:5
295:10
345:23
person 4:6
30:23 31:2
32:19,19
184:20
201:23
205:5,6,7
206:9 207:3
207:15
211:23
213:14
214:25
217:15,25
252:21
254:24
303:3
306:21,23
person's
38:18,19
91:9 113:17
151:24,25
200:2
209:17
personal
162:23
211:6
290:18
355:8
personally
109:4
301:21,21
345:12
perspective
52:6 53:17
53:17
100:10
201:5 203:2
268:8 310:5
321:3,5
perspectives
97:3
PGW 31:5
248:23
249:17
ph 155:19
222:10
phase 44:17
216:3
phased 70:12
70:12
Phases
258:23
PHDC 26:23
73:19
phenomenal
163:8 176:5
176:10
184:4
Philadelphia
1:2,6 2:21
2:23 5:23
5:24 10:6
10:24 12:15
16:2,8,12
26:21 43:12
66:11 67:21
77:15 88:25
90:5 92:6
98:12,20
99:2 100:19
106:4,25
110:10
123:19
134:20
138:11
150:15
151:18
155:23
157:16,16
160:6,16
161:2,20
163:22
164:19,24
166:9
168:11
173:12
180:13
186:6
191:11,23
193:12
228:6,24
230:13
233:20
235:13,14
238:3,7
239:3,5
254:15,25
278:24
315:20
317:20
327:21
338:6
359:19
360:3,15
362:5
367:13
Philadelphi...
5:13 12:4
193:14
196:4
Philadelphi...
19:19
Philadelphi...
22:14 69:5
350:19,19
philanthropic
9:4 50:13

92:2 138:8
philanthropy 27:15
Philly 35:23 139:12 153:15,21 162:2 163:21 164:16 294:22 305:19
Philly's 260:24
PhillyCAM 362:10 363:9
philosophical 51:25
philosophy 116:15
phone 217:16 238:11 253:19 254:6 303:6 303:16 307:22
phones 291:2 291:3
photo 305:19
photos 197:5
PHS 16:16 64:4
physical 18:9 19:24 20:18 271:17 310:22
physically 68:20 93:13
picked 52:18
picking 50:23
picture 55:14 107:18 186:19
pictures 290:24
PIDC 27:24
pie 136:19,20
piece 135:15 136:20 260:14 262:24 263:20
pieces 319:13 328:25
piggyback 233:5
pilot 74:6 76:11,12 137:16 138:2 139:3
pinned 247:4
pipeline 34:13,15 35:6
pivotal 151:20
place 21:18 23:10 24:4 25:25 29:9 30:12 38:21 38:24 92:9 95:23 119:2 130:25 141:25 160:6 162:2 162:3 166:13,24 195:9 233:22 234:5,23 235:5 236:11 238:10 244:23 248:25 269:17,24 271:18 277:22 285:16 322:11 365:12
placed 260:2
places 29:14 63:6 119:10 137:24
plan 2:22 3:20 7:17 8:11,13 9:11 12:11 14:8,12 17:14 18:8 19:19,21 20:19 21:11 25:15 36:9 49:14 50:3 54:18 57:15 57:20,24 62:23 77:14 81:3 83:6 169:20 194:7,16 217:21 222:17 224:14 246:10 257:14,16 257:24 260:19 277:3,8,9 277:10,11 277:15,17 277:21 278:3,9 284:25 292:15 321:18 327:10
planner 104:23
planners 20:9 22:25
planning 3:24 4:2,21 5:2,9 5:11,20,21 6:3,23,25 7:9 9:7,10 9:12,15 12:10,24 14:25 15:9 17:20,23 18:3,5,24 19:2,4,15 20:2,6,7,10 22:5,10,17 22:20 25:2 25:7,8 28:17 32:6 35:7,11 38:24 39:16 42:12,13 49:20 50:17 74:10 80:12 80:13 85:19 85:21 86:9 87:19 100:7 100:14,17 102:7,17 103:8 104:9 104:16,24 107:17 114:10,14 115:3,12 118:6 120:8 122:13 123:5 124:17 126:9,22 128:22 131:10 141:2 240:11 272:23 284:20
plans 19:20 20:15,22 21:2,3,6,16 83:7 89:24 97:5,17 140:18 171:19 193:24 225:17 277:14,17 278:10,12 324:6,13
plant 310:14
play 159:11 164:3
players 355:25 364:22
Playground 163:25 176:25
playing 327:25 363:6
plea 215:3
Pleas 99:16
please 2:8 36:10 49:24 66:18 167:7 192:21 218:6 289:25 297:13 348:5
pleased 5:15 193:6
plug 273:15 273:16
plumbing 281:3
plus 294:10
pocket 136:18
pockets 94:4
point 13:17 36:17 40:13 47:13 54:4 54:8 56:13 67:12 107:13 108:18 110:14 112:11 114:8 115:11,14 120:3,5 172:4 199:22 207:25 208:18 209:11 210:14,15 211:8 212:9 213:3,18 214:15,18 217:19 226:25 230:22,25 233:22 237:13,24 237:25 238:6,10 252:23 277:18 281:20 303:13 311:8 312:20 325:13 343:9 347:7 357:25 359:9
points 36:2 38:23 312:2 314:21
police 81:8 83:3 85:12 291:16 295:25 296:2 301:16 302:3 303:19 305:13 306:7,15 307:8,17 308:14,17 309:2
policies 18:6
policy 79:3 100:5 107:25 108:11 109:6 115:13
political 187:16 189:17
politically 55:15
Poly 153:2
pool 256:4
poor 93:3
poorer 361:17
Pope 161:16
Pope's 161:11
population 100:19 103:22 107:16 136:14 142:8 216:13,21 217:5
portfolio 5:19
portion 25:4 93:16 147:3 338:16
portraits 162:22
pose 196:2
position 23:8 33:17,19 52:21 91:13 91:14 108:12 111:5 158:9 176:12 199:5 208:9 209:2 232:14 295:20 297:22 298:24
positions 6:22 58:25 64:13 102:21 103:9 195:11,17 224:3 229:9 255:19,25 256:21 292:8,21,24 293:3,10 294:21 295:8,10,14 295:16 296:12,17 297:16,17 297:17,23 298:2,4,10 298:14,17 299:6 300:4 300:12
positive 152:4 155:16,24 178:24
possibility 72:8 77:20 78:4 154:14
possible 33:13 40:15 98:17 139:21 158:12 164:12 181:13 185:23 213:23 215:7 224:17 231:16 248:17 250:3 253:2 253:8 276:15 278:25
possibly 82:13 178:9 215:6 254:21 361:7
postage 324:11
posted 226:4
pot 57:2 59:23
potential 36:5 38:14 43:14 43:19 80:21 282:24
potentially 48:7,12 87:3 198:4
pots 62:17
poverty 64:24 90:13 345:11
power 165:4 303:3
powerful 158:12 244:4 266:21
powers 73:6 270:19
PRA 76:18 76:21
practice 16:13
practices 9:2 20:6 141:25 142:3 226:22 278:22
pre-determi... 246:2
pre-K 80:22 82:13 84:14 85:2,22 86:4
precious 67:5
predict 198:10
predicting 38:21 249:14 343:4 349:16
preempted 228:19 279:4
prefer 328:14
preliminary 238:24
premier 34:9
premises 226:4
prepare 18:7 18:9,12

22:7 82:20
prepared 34:11 291:25 328:10
prepares 80:14
prerequisite 278:7
presence 242:9 269:12 327:21
present 1:9 13:24 17:12 198:23 348:5
presented 14:6 82:4 124:5
preservation 89:4,16,23 90:3,20 122:24 125:6 143:22 156:25 168:9
preserve 67:5 68:14 141:4 170:18
preserving 66:24 68:10
President 1:10 2:2 3:12 4:9,18 13:3,16,20 17:16 23:4 23:13 29:16 33:15,24 34:5,7,22 36:4 41:12 41:13,18 42:17,22 43:9 51:22 53:25 54:7 54:11,21 58:15 59:12 60:4 65:6 65:11 67:16 67:17 69:23 69:25 70:6 77:11 79:23 80:4,20 88:3,13 94:16 99:25 100:2 103:10,17 104:6,11,20 105:7,15,19 106:6,10,23 107:24 108:24 109:12 110:6,20,25 111:12 112:10 113:8 114:15 115:16,19 115:23 116:10,14 118:15 119:5,22,25 120:2 121:8 121:10,14 121:25 122:2 192:17,23 199:2,8 200:17,23 201:2,18,19 202:3,7 203:10,14 203:19 205:3,22 206:25 207:7,13 208:16,20 209:7,11 210:13,17 211:10 212:7,11,14 212:16 214:14 240:2 241:25 242:6 250:21 251:2 256:25 257:2 267:10,15 273:22 274:13 280:12,17 281:22 286:21 288:22,23 289:6,11,16 289:22 290:4 292:3 292:4 293:2 293:5,16,20 294:16 295:12,19 296:3,7,14 297:7,12,21 298:8,19 299:5 300:14,24 301:7,15 304:9,13,15 304:23 305:9 306:4 306:24 307:5 308:2 308:7,22 309:6
President's 37:6
presidential 186:12
press 161:7 163:6,8
pressing 157:4
pretty 23:18 24:16 82:9 90:10 130:7 139:20 175:6 270:17 331:7 345:2 348:24,24 351:18,24
prevent 14:20 148:17
preventing 285:25 303:22
prevention 147:25
preventive 307:7
previous 62:5 68:15 319:25
previously 248:22 323:4
price 36:2 37:21 38:23
priceless 69:5
prices 37:20 349:7
primarily 243:4
primary 19:17 44:19 286:12 330:15 331:5
principle 152:18
principles 18:5 154:3
print 189:6 291:4,5,6
printing 291:4
prior 133:21 220:23 223:12 239:6 280:20 318:16,21
priorities 15:8,8,19 36:15 83:13 144:12
prioritize 80:16 156:5 198:5,10
prioritizes 82:23
prioritizing 233:18
priority 82:10,10,15 82:16 125:5 144:13 231:2 235:8 235:18 275:11 337:3 343:18
prison 154:23 162:19
private 7:22 19:22 27:14 47:4 73:22 119:10 176:9 219:24 235:15 293:14 303:16 351:4
private-bas... 154:3
privately 73:2,11 75:20 81:11 84:7
proactive 22:15 28:22 124:23 249:14 257:10 261:5 263:3 264:12 303:21
proactively 142:11 260:18 306:13
probabilities 285:17
probably 32:20 41:7 46:22 48:14 49:3 51:8 56:11 67:11 129:7 167:25 174:14 201:13 215:10 231:20,21 238:5 265:25 267:24 306:3 326:10,14 334:20
probation 154:24
problem 30:18 102:9 109:16 112:24 114:9 117:6 117:21 121:7 137:18,22 204:13,14 206:13,22 209:25 221:21 235:2 292:22 318:5 339:3 344:13 353:2 355:23
problem-sol... 154:6
problematic 179:17
problems 75:12 217:6 244:6,9 268:3 300:19 338:22 346:3,4 353:22 358:21
procedure 187:2
proceed 77:12 150:12 192:21 218:7 289:25
proceedings 197:7 368:4
process 6:16 6:17 8:22 9:7,10,15 12:7 20:2 21:21,24 22:18 27:6 28:14 29:17 32:2 39:16 41:23,25 45:2 46:17 52:16 56:14 73:9 74:6 75:18 76:19 77:18 78:3 80:8 81:12 82:3,22 83:12 84:5 87:19 95:6 95:7,18 96:11,24 97:13 98:19 99:6,21 102:14 125:7 128:4 128:20 130:24 131:4 132:7 146:25 158:8,16 178:17 188:23 193:19 206:20 210:2 212:2 214:10 216:24 218:23 222:16 223:2 228:22,22 245:20 246:8 271:14 274:16 278:18 285:4 290:16 291:20 302:7 310:24 311:14 340:18 347:5 348:7 348:23 349:11,14 362:7 363:22
processes 10:18 11:24 18:23 26:2 98:18
processing 11:21
procurement 348:14,23 349:9
produce 8:23 10:13 46:15 71:18 353:25
producing 14:22
product 260:9 347:8 354:9
production 90:22,23 164:2
professional 20:8 103:5 153:18 234:12,21
profound 162:14 167:19
profoundly 170:4
program 2:11 3:19 16:2,9 16:18,24 18:10 21:4 21:5 22:10 37:2,12 38:9,14,18 39:19 40:3 40:9 41:4,5 55:20 59:11 63:21,24 66:22 80:16 81:2,7,15 81:24 83:5 83:16 91:7 97:8 104:17 104:18 137:16 138:2,5,19 138:22 139:3,11 144:10,11 144:15 145:7,10 146:21,23 150:16 154:2,18 155:3 161:5 162:18 163:4 166:17 170:4 173:12 176:4,14,19 177:12,18 178:5,10,15 179:9,21 183:2,3,4

183:20,22
183:24
189:22
191:3,7
235:10
238:22
239:3
290:12
310:6
322:19
329:6
362:14
programm...
350:24
programmed
243:16,23
245:11
programmi...
153:7
programs 9:3
12:19 14:14
14:19 15:6
16:6 19:18
50:10 84:13
104:9 154:9
156:3 161:6
163:13
166:12
262:10
283:24
290:11
312:5
317:22
341:19
362:22,23
progress 78:9
102:23
311:2
349:20
progressed
309:12
progressing
70:10
project 34:23
69:14 83:18
96:12,19
127:12
128:16
129:18
131:11
154:14
163:20
164:3
169:13
188:8
191:11
196:20
216:4 229:3
238:15
291:22,24
294:22
295:2
323:19
331:22,23
336:14
342:24
343:3,7,14
344:6,8,11
352:7,9,11
353:8,11
projected
220:11
projecting
318:10
319:6
projection
220:15
projections
220:8
299:16
projects 7:22
8:5 9:25
10:8 34:12
36:21 67:3
81:19 82:23
101:12
156:13
157:2
163:19
164:7
169:14
172:8,8
187:19
193:23
235:19
237:21
279:23
323:25
327:18
345:17,19
345:20
352:4,5
proliferation
225:20
promise
143:6
255:11
promised
31:13
promote 5:12
72:6 193:19
327:19
promotes
16:15
promoting
14:24
promotional
317:22
properly
200:13
214:2
238:16
247:5
properties
7:25 11:3,8
11:11,15
37:17 38:7
43:11,25
44:2,4,9,21
44:22 45:3
45:7,20,22
46:3,11,14
46:18 47:3
48:7 49:7
50:5 51:2
52:17,23
53:2 55:25
57:3,6
72:10,11,18
73:2,8,11
74:4,12,19
75:20 78:24
89:9,10
97:11
131:15
139:20
146:16,18
195:23
196:7,10,13
198:4,11
230:12,17
230:21
243:5
244:16
245:17
247:14,17
247:23
249:13
251:20
260:13
262:20,23
263:14,23
279:25
286:8,10
321:9,9
property 12:5
16:14 39:7
39:8,11,12
39:14 48:22
76:17 79:8
81:5 83:20
89:11 92:8
92:22 114:4
122:19
131:17,18
131:19,20
193:14,17
193:25
200:2 204:5
204:11,11
204:18,19
204:20,24
205:19
206:11
208:4,6
209:17,18
211:6
212:23
213:10,17
215:8
229:12,12
229:20
230:6 232:3
243:16
244:6 246:5
249:11
260:10
263:16
286:6,12,15
325:3
property-to...
55:18
proposal 39:4
84:12
proposals
111:10
360:20
propose 22:2
proposed
2:25 3:17
8:13 13:25
14:3 15:20
17:13 18:12
21:8 69:12
69:13,15
128:17
176:14
292:10
prospective
244:5
prosperity
38:19
113:16
protect
141:21
142:11
143:15
protected
140:20
protection
79:11
proud 157:15
158:22
166:13
168:19
190:11
354:10
prouder
161:18
prove 196:24
306:16
provide 5:15
8:2 17:23
58:23 62:21
67:11
108:22
109:8 112:4
139:13
147:22
148:10
158:25
171:16
193:6
206:20
224:11
229:16
246:14
255:9,10
274:20
282:12
284:13
300:17
317:16
320:20
provided
28:25 73:7
130:11
222:15
providers
336:10
provides
16:18
153:18
195:11
providing
2:20 139:8
147:17
177:20,22
222:17
provision
357:21
provisions
223:14
proviso 271:6
271:8,19,21
272:4,15
provisos
270:11,13
270:18,25
272:18,25
proximity
29:11
public 2:4
3:14 7:17
9:3,20,24
10:3,12
11:9 18:11
20:17,21
33:4 41:9
47:5 63:18
64:2 81:4
83:17,19
84:3,6
110:9
119:11
122:11
154:13
155:2 156:6
156:9 157:6
159:8,12
160:10
163:20
171:8
193:20
194:9 196:2
196:20
198:12,20
211:11
213:7 226:2
228:12
259:22
306:8 315:3
315:19
329:4
349:12
368:15
public-priv...
171:2
publicly
260:6
312:11
pull 98:15
197:2
298:25
363:22
364:4
pulled 302:20
303:6
pulling 229:4
307:11
pulls 326:7
punch 302:14
punched
303:7,14
punitive
152:7
purchase
111:21
purchasing
346:25
347:7
purpose
146:13
155:17
331:13
333:19
366:8
purposes
11:4 335:5
pursuant 3:6
pursuing
142:13
push 309:24
334:17
push-to-talks
291:18
pushback
78:19
pushed
140:21
143:9
pushing 43:9
350:20
put 24:4
25:25 30:2
36:5 38:6
38:22 39:8
39:14 52:22
59:5,14,24
60:14 61:15
69:10 76:17
79:11 81:18
86:3,4
109:17
113:20
119:12
123:11
124:5
125:20,24
127:13
129:15
146:14
166:12
177:25
186:18
187:9
203:15
206:3 208:4
213:16
217:15
220:22
225:23
226:5
244:23
245:18
252:4,6
253:18
254:22
257:25
262:21
267:2 271:8
285:16
310:5 322:3
322:5,6,8
340:14
360:21
366:24
puts 154:20
205:5 273:3
putting 50:7
59:18,25
61:17 62:17
82:7 135:6
141:12

180:18 294:22 305:7 331:2 331:19
pyramid 275:15

Q

qualify 37:18 75:2 91:10 92:25 105:2 178:6 343:25
qualifying 55:21
quality 92:15 126:11 145:21 167:17 185:19 262:25
quality-of-life 261:6,9
quantifiably 271:25
quantify 271:22
quarter 94:7 310:10
quarterly 310:8
quarters 30:6
question 26:6 35:14 65:23 66:14 67:10 67:24 69:7 69:24 80:12 84:10 86:17 100:6,20,21 102:12 105:22 107:7 119:25 122:18,23 127:11 132:14 133:24 136:5 138:17 139:17 144:5 146:4 151:21 171:9 177:5 179:24 182:24 185:6 186:4 186:12,23 189:20 190:23 202:4,8 210:21 211:5 217:3 222:9 223:7 225:8 238:19 239:20 240:5 248:15 250:13 268:10,21 270:10 274:14 277:5 282:25 285:6,7,8 294:17 296:8 301:8 309:18 319:25 324:6 327:15 338:9 341:16
questioning 354:21
questions 23:3 35:10 43:2 66:17 68:2 88:5 100:4,7,8 104:13 130:8 147:14 149:22 165:20,22 182:13 198:24 199:14,16 215:19 218:10 220:6 226:18 234:2 239:25 242:14 243:3,9 253:19 280:19 289:2,21 292:2,6 309:11 355:9 367:2
quick 29:24 51:24 88:5 100:4 130:7 182:13 199:9 250:13 274:14 280:18 292:6 301:8
quicker 35:6 44:5 139:23 213:3
quickie 43:2
quickies 136:6
quickly 23:21 58:18 61:20 95:24 99:20 139:20 141:14 215:9
Quinones-S... 1:16 248:21 257:5
Quinones-S... 273:11
quite 100:12 179:10 221:9 226:19 234:13 293:9 313:4 313:11 354:22 357:17
quote 162:5

R

racial 100:16 103:2
radar 263:8
radio 291:15
rain 202:15
raise 186:24 222:5 361:5 364:19
raised 30:5 147:15 282:23
raises 16:14 174:23 301:3
raising 355:8
Ralm 222:10 284:4
ramping 64:19
ran 252:13
randomly 310:13 316:15
range 69:18 173:9
rapidly 194:3
rate 38:22 154:8,10 155:6,7,8 175:6 177:14 242:21
rates 177:11
ratio 229:11
Ray 313:13 347:12
Raymond 307:16 322:21
RCO 130:19 131:3,23 268:10
RCOs 233:25 268:12 272:10
re-imagined 152:13
re-looking 242:16
reach 8:4 62:8 98:21 104:19 105:5 238:13 359:13,14
reached 104:4 163:11 335:3
reaching 42:3 241:5,18
reactive 305:17
read 2:8 3:16 43:5
readily 148:12
ready 34:12 38:5 150:22 204:7 303:10
real 12:4 18:18 43:15 43:17 51:24 61:20 90:5 102:9 109:22 110:4,18 117:5 156:12 162:24 167:13,15 172:6 209:17 228:6 229:12 230:21 266:21 285:11 286:14 301:23 303:19 315:16 322:17,23 324:9 325:24 326:13 327:11 331:18
realignment 265:4 322:8
realistic 50:25 51:5
reality 30:10 116:17,23 159:22 196:4 300:11
realize 73:18 91:2 117:25 216:20 290:9 352:3
realized 90:20
really 12:23 26:11,13 27:5 33:6 37:13,24 40:10 42:12 44:13,16,18 44:18,24 45:10,12,14 47:11,18,21 47:23 49:6 49:12,22 50:16 51:9 54:25 56:11 56:16 57:5 60:20 61:13 64:18 68:2 75:17 76:14 78:22 85:16 86:9 87:18 90:4,15,18 91:6,12,23 92:5,16,19 96:5 98:23 106:3 108:17 110:3 111:25 113:22 114:5 121:16 126:21 128:13 129:8,12 143:20 160:19 167:16 168:7 170:12 171:4,25 172:10 174:16 178:23 180:10 181:13,16 187:13 188:4,23 227:14 239:8 242:12,12 242:18 244:16 250:6 252:17,17 256:15 260:5 262:5 263:19 264:10 271:12,20 281:17 294:7,25 295:2 305:6 312:6 321:6 323:24 324:19 328:25 334:8 340:20 341:8 343:17,19 344:15 345:2,9,13 345:22 347:24 350:11,14 357:7 358:9
realm 27:19 51:11
realtime 197:2 303:8 303:18,23 303:25 304:10,11 304:12,20 307:22
realtor 39:9
Realtors 39:4
reason 13:8 34:19 201:3 201:10 211:14 307:9 333:16 345:8 350:22
reasons 213:9 259:24 330:15 331:5
Rebecca 193:5 249:7 260:11 263:15 286:5
rebuild 171:19,20 176:12 178:16
rec 163:21 180:17 313:5,5,7
recall 36:7
recapturing 226:25
receipt 330:13,23
receive 172:18 361:6
received 20:5 173:13,23
receivership 39:5
receives 360:22
receiving 93:16
recess 192:11 192:16 367:10
recidivism 155:6 177:11,13
recite 337:12
recognize 10:16 11:20 88:8
recognized 91:17 351:3 351:4
recognizes 34:2 41:15 42:19 54:3 65:8 70:3 79:25 88:10 94:18 121:22 135:25 140:9 147:8 175:22 179:4 182:7 184:11 190:4 212:12 215:14 219:15 232:7 242:3 250:23 257:4 267:12 274:10 280:14 281:23

286:23 309:3 320:23 329:18 342:16 354:11 364:13
recognizing 20:12
recollection 284:11
recommend 81:24 280:5
recommend... 82:17
recommend... 18:17 21:7 21:8,13 82:7 83:24 83:25 268:3 332:21 335:21 340:11,13 341:9 362:24 365:24
recommend... 82:15,16 335:17,24
reconsider 280:7
reconvene 192:12,19 367:11
record 60:5 65:21 92:18 150:11 165:24 166:2 174:16 176:3 177:25 186:16 189:23 218:2 242:11 267:22 274:19 289:14 361:25
records 68:15 68:19,24 69:3 161:15
recourse 79:17
recover 206:22 208:9
recovering 222:14
recreation 81:8 83:2 110:24 156:7 171:20 172:3 176:16,20
recreations 166:19 315:21
recruit 103:4 103:13 256:3
recruiting 351:6
recruitment 103:18
recs 50:8
recycling 203:20 205:8
redeem 39:10
redesign 325:10 326:18
redevelopm... 5:21,24 11:4 26:21 73:20 74:16
redistricting 35:16 107:10
redoing 42:11
reduce 97:11
reduced 63:22 278:19
reduces 16:15
reducing 63:9 338:20
reduction 15:15 61:23 63:12,23 97:14
reductions 63:7 64:17
reentering 154:21
reentry 16:17 156:12 167:11
refer 97:23
reference 27:19 100:16 107:7 147:15,17 148:25 176:4,12 177:4,19 184:16
referenced 205:9
referred 27:10 49:17
referring 36:12 39:18 74:14 123:8 131:3,6
reflect 82:24 102:16 242:25
reflecting 100:18
reflects 338:18
reform 228:8 228:9
Refugee 153:2
refused 97:18
regard 95:10 102:12 103:15 105:22
regarding 2:5 12:3 132:15 144:7 147:23 178:2 190:9 234:14 312:23
regardless 58:25 148:17
regards 122:19 130:8,13 270:10 273:12
region 104:10 106:21
regional 134:18
regionally 269:15
register 349:3
Registered 18:22
regs 260:4 272:3
regular 269:6
regularly 311:10
regulated 128:4 223:16
regulations 18:15 149:9 194:3 195:14
Reilly 172:21 172:24 173:17 174:2,12,22 175:7
reinforces 152:10 158:14
reinspection 227:17,18 245:20 246:6
Reinvestme... 85:14
reiterate 176:2,11 242:15
related 10:21 101:3 162:20 173:2 187:16,20 188:10
Relatedly 198:12
relates 30:24 31:23 62:14 83:5 101:12 107:18 134:4,9 185:6 186:4 202:24 235:4
relationship 312:22 313:3
relationships 91:25 153:4 157:3
relative 226:22
relatively 227:14 279:21
released 55:15
relief 224:22
relocating 86:24
rely 346:5
remain 153:12
remaining 57:10
remains 15:14 152:18 247:4 316:23
remap 21:14
remapped 78:6
remapping 21:5,17 22:4,8 77:15 78:10 78:13 97:8 97:16 125:8
remediated 310:14
remediation 204:7 209:3 211:16 309:13 310:6
remedy 215:7
remember 272:10 355:15
reminder 274:4,8
removal 239:19
removing 124:25
renewal 215:22 243:14 245:7,13
renewals 258:24
renewed 20:3 155:17 216:5 314:10
renewing 197:9
renovation 221:2,14
rent 115:6 318:7,9 320:2,4
rental 225:15 243:5,10 244:7,16
rentals 243:4 244:2 248:16 249:3
rents 320:11
reorganizat... 129:11
reorganize 194:10
reorienting 366:18
repair 60:10 60:23 62:2 89:17 91:4 91:7
repairs 93:7 137:3
repeat 67:24 82:12 146:9
replace 21:9
report 25:20 28:6 84:12 226:2 234:8 269:21 270:6 274:23 310:25
reported 204:15
reporter 367:6 368:24
reports 275:16 291:7
represent 6:8 94:2 114:21 202:11 301:22 338:16 363:11
representat... 332:13 334:23 335:12 338:15 355:19
representat... 337:24 342:8 356:11 365:5
represented 339:13 340:7 358:20
reproduction 368:21
request 189:9 195:10 200:10 347:24
requested 294:21
requesting 183:19
requests 81:21 82:21 291:11
require 10:9 120:20 202:20
required 9:6 98:21 99:3 101:14 116:6 175:13 194:20 202:25 203:5 205:4 257:15 274:25 275:3
requirement 101:24 109:13 131:9 133:17 149:4,12,16 273:3
requirements 59:20 109:21 134:4 205:13 278:7 353:14
requires 263:3 357:4
requiring 109:15
research 11:6 169:16 193:5 234:7 249:8
resident 200:5
residential 8:16 78:25 79:2,7,9 122:20 124:20 125:9,12,23 225:12,14 230:14 253:5 279:25
residents 9:17 30:18 47:15 48:3 50:18 55:22 93:2 112:5 113:23 126:3,11 130:20 139:9 141:21 142:12 145:22 149:6 153:8 157:3 199:15 234:24 240:19
resolution 1:20 2:7,9 2:19,20
resolved

311:6
resolving 316:21
resource 152:23 244:13
resources 8:12 9:12 14:19 15:5 15:16 19:23 27:9,17 32:8 49:20 49:21 81:4 84:20,23 86:7,8 92:5 93:23 94:6 94:12 119:19 135:5 147:17 167:4 178:11 208:7 255:10 261:21 265:22 283:22 328:3
respect 3:2 23:21 100:14 116:11 202:19 207:21 240:5 251:9 296:8 314:25 329:10 354:19
respected 160:21
respond 9:21 36:10 115:2 200:11
responders 228:12
responding 7:19 194:3
response 11:25 56:15 97:24 115:4 125:14 134:2 214:3 251:17 275:17 278:16 355:11
responses 241:20 289:4
responsibili... 18:20 193:16
responsibility 31:7 115:11 125:15 170:10 200:19 207:15 231:4 232:23 321:5 366:4
responsible 31:8 39:9 200:21 204:20
responsive 33:19 192:4 267:21
restoration 168:21
restorative 152:9 167:23 170:3 177:23 182:25 183:24
restore 154:25 169:2 180:25
restored 168:23
restoring 156:23 163:21
restrictions 148:4
result 153:7 196:18 197:12,21 200:8
resulting 87:21
results 225:13 316:10
retail 143:17
retaining 15:2
retention 28:12
rethink 115:12 117:25
rethinking 242:16
retirees 93:15
retrieve 196:23
return 17:11 50:2 175:6 179:22 183:13 184:2 259:22
returning 16:18,22 138:20 139:4,14 177:21
returns 321:11
reuse 86:20 86:22 87:3 87:12 125:16,21
reused 146:13
revealing 84:22
revenue 14:5 43:20 46:10 48:13 52:25 53:9,13 54:22 55:13 75:16 93:6 197:12,16 220:8,15 280:21,22 282:24 283:13,19 285:2 324:16,17 342:22 343:24
revenues 282:18 283:15
reverse 136:16,23 137:6 349:6
review 18:21 82:4 99:9 194:16 196:23 223:3 224:14,15 269:14,18 277:9,11,15 277:21 278:4,11
reviewed 81:21 221:10
reviewers 277:12
reviewing 220:7 311:17
reviews 9:22 277:3,8 284:25
Revised 2:22
revitalize 15:11
revitalized 49:8
revitalizing 191:25
revolve 19:18
rewritten 97:9
Reynolds 1:16 354:12
rezone 123:10
rezoned 122:20
rezoning 78:5 125:8
RFP 38:5 83:21 353:13
Richard 164:6
ride 34:8 110:7 111:4 111:6,7
ridiculous 120:21
riding 110:21
right 7:12 23:18 29:12 32:18 37:25 39:17 44:6 44:8 46:11 49:9 51:20 53:11,12 56:2,20 58:7 61:8 64:8 68:25 73:5,21 74:25 75:23 86:25 87:9 87:16 88:8 89:9 90:2 93:10 94:10 114:22 115:18 119:8 127:21 131:16 132:25 135:9 137:17 143:19 149:15 151:18 171:13 181:6 183:4 186:16,18 202:5 203:17 209:8 212:8 214:5 218:13 219:25 231:25 250:7 254:24 256:20 262:16 272:12 281:5 288:12 289:20 290:24 292:19,22 293:21 294:15 297:5 300:16,25 304:22 305:11,16 307:22 308:4 310:4 310:12 311:15 326:8 327:7 330:13 337:12 340:8 341:2 343:7,13,15 344:13,24 345:4,5 346:22 356:4 357:18 358:9,13,17 358:24 361:3 362:20
right-of-way 209:18 211:7
Rights 254:15
rigorous 154:12
riled 212:25
rings 61:21
RISE 139:12
risk 156:8 198:11
Rizzo 34:14
road 26:19 133:3 286:2 345:10
Robertson 309:15,21 309:22 310:2,4 311:3,7,23 314:8,18,22 317:10 335:25 336:2 337:14 341:22 342:6
Robinson 168:23,24
robust 337:4
rock 164:3
role 6:24 22:15 244:14 284:22 327:25 328:5,6,7
roles 226:7
roll 38:5 308:19
rolled 36:21 216:3 348:19
rolling 258:6 258:7,11
rollout 258:22
rolls 39:14 264:9
roof 129:16 286:17
room 1:6 129:2 134:17 160:24 199:11 223:25 294:3,4
root 162:24
rooted 366:5
rose 159:17
roughly 43:24 60:11 145:24 230:19
round 88:9 232:6 239:25 320:22 342:13
roundtable 340:2
route 48:19
routine 245:13
routinely 271:12
row 90:7,11 137:13,17 137:20 246:25 247:3
Roxborough 112:14 153:14,24
RPR-Notary 368:15
rubric 132:16 133:9 272:9 272:19
rubrics 272:6
rule 18:6 78:3
rules 203:21 260:5
run 40:7 75:12 199:11 201:6 253:6 282:16
running 170:8 232:23 257:12 346:2 347:23 362:19,22
runs 199:25 333:14

S

S 1:12
safe 245:19
safety 83:17 84:3 153:9 157:7 193:13,20 194:9,11 196:2 198:12,20 228:13 259:22 306:8
salaries 172:16 173:5 174:13 256:5 293:12
salary 93:17 256:2
sale 11:15 18:18 52:16 73:9
sample 130:16
San 137:19
Sanchez 43:8 54:4,10,14 56:7 57:12 57:21 58:12

60:25 61:5 61:11 62:3 62:10,13,22 62:25 63:4 64:10,23 65:4 217:4 217:18 257:6 258:17 259:10,17 262:12 264:2,23 265:9 266:5 267:7 281:20,23 281:24 282:9
Sanders 186:17 189:19
sat 56:4
Saturday 269:6
save 239:24 353:19
saves 168:4,4
saving 183:17
savvy 216:12 216:23
saw 159:17 186:11 302:18 304:13 306:14
sawtooth 89:8
saying 32:5 37:22 43:17 49:19 56:21 58:3 62:4 68:11 107:17,25 113:8 115:24 116:5,7,24 134:12 135:6 142:21 207:2,14 232:19 233:4 281:15 321:4 357:20
says 123:8 124:11 131:17 137:16 186:9 252:18 281:2 313:13
Scafidi 5:4
scale 39:23 40:9 75:9 76:13 128:16 175:3 344:3
scarce 93:23
scattered 75:5,6
scenario 87:25
scenery 309:8
scheduled 20:23 311:18
scheduling 346:17
school 84:8 85:4,22 86:4 92:10 128:23 153:21,25 157:21 342:11
schools 20:17 80:22 82:14 84:15 85:2 86:20 102:18 103:21,25 104:9,19 105:6 153:10 156:6
science 363:3
sciences 105:4
scope 68:7 362:3
screwed 301:18
seals 196:13 196:15
search 343:23
season 189:17
seat 332:17 337:25 339:2
seated 338:13
seats 321:22
second 21:4 61:10 88:9 112:25 138:16 187:19 194:6 199:12 232:6 238:18,18 246:4,6 341:16
secondary 337:2
section 328:8 351:14
sections 106:11
sector 164:22 219:24 302:10,13 307:8,12,14
sectors 7:18
security 93:18 157:6 295:5,5,9 301:11 302:25
see 25:25 27:11 40:7 47:11 52:19 58:19 61:14 61:22 71:2 73:17 74:5 77:20 78:21 81:6 89:24 93:8 99:6 123:17 129:7 141:15,16 144:20 152:20,23 153:22 160:4,6,8 161:18 166:9,9,10 167:13 168:25 180:3,9 181:8 202:14 220:7 222:3 227:12 238:9 241:19 246:2 252:16 265:11 269:16,18 272:23 282:18 287:12 289:23 293:24 299:21 300:2 302:15 306:10 321:11 327:3 331:16 334:5,9 336:22 337:21 338:10,12 348:18 358:22
seed 154:13 359:12 360:4 361:21 364:20
seeing 64:17 65:15 89:12 96:15 135:4 185:19
seek 8:23
seeking 9:22
seen 39:23 63:7,11 147:19 160:13,15 325:7 340:21 351:23
seeps 199:24
segments 216:21
selected 127:15 144:8 236:18 310:13
selecting 264:6
selection 86:13 87:13
selections 144:14
selective 266:18
selfishly 174:24
sell 37:17,22 46:10,23 57:4 72:14 72:17 76:21
selling 37:20 72:10,11 76:19 302:17 306:11,14
semester 22:22
send 40:18 288:4,16 326:12 327:9 329:10
sending 156:8 324:12 331:3
senior 27:2 289:17
seniors 113:4 366:13
sense 13:9 33:4 50:10 53:24 69:8 76:15 106:25 138:4 153:9 155:17 216:9 222:5 224:9 251:14,24 255:22 348:2
sent 124:11 325:14
sentiment 185:13
separate 74:23 314:24 333:23 364:24
separately 74:23
separation 366:19
SEPTA 180:16 304:25 305:4 308:15
series 20:14 68:2 83:23 180:12 309:10
serious 113:5 113:15 213:11 263:12 365:6
servants 160:10 171:8
serve 15:10 149:5 167:21
served 216:16
service 10:2 28:20 29:19 63:18 102:13,14 103:8 127:14 217:15 251:4,5 253:8,11,16 284:13 291:11 301:6 313:17,21 314:2 315:14,18 352:21
service-level 224:23 253:13
services 6:5 7:4 9:17,19 9:21 12:25 16:21 24:13 26:5 27:20 29:2 30:4 49:24 63:17 64:3 86:18 86:19 127:12,18 128:8,14,18 129:21,24 152:25 193:4 198:14 210:12 216:25 222:15 235:11 237:8 240:11 241:9 243:20 251:16 255:9 258:18 313:10 346:23,24 347:21 349:12
serving 147:11 362:14
sessions 10:4
set 8:14 37:3 126:21 175:13 193:15 205:12 210:10 274:17 278:11 309:13 314:6 335:18 347:23
set-top 316:20
set-up 44:23 44:23
sets 139:11
settled 312:6 312:7
Settlement 16:5 17:8
seven 38:12 164:14 217:21 236:20 264:4
severe 45:5
sewer 31:5 324:9,12 326:11 327:11
shape 252:11
shaping 22:15
share 25:20 110:18 115:7 187:6 223:4 264:17,19 266:4
shared 157:21
sharing 110:18
Sharpe 17:22
sharpen 194:8
Shepard 160:11
Sheriff 52:16 73:9
shift 107:14 112:25 277:22
shifted 268:24
Shira 152:21
shop 240:18 240:19 241:11
short 53:7 192:16
short-term 46:22 47:22 83:24
shorter 277:24
shot 108:25 305:18 359:5
shout-out 151:9
shovel 214:6
show 48:15 91:8 159:2 169:19 185:24 264:20 299:10,23

299:24 303:8
showed 34:23 158:5
showing 97:13
shown 150:24
shows 50:4 96:12 154:11 162:15 292:8
shrinks 64:2
shutting 216:20
side 17:21 55:19 56:18 56:20 57:13 57:19 199:20,23 200:7,10 230:9 240:14,16 270:21 362:4
sides 247:3
sidewalk 203:7 205:7 205:25 207:4 241:15
sign 34:21 191:14,16
signal 156:11 316:17
signed 24:25 28:4 34:15 161:16
significant 15:14 52:13 107:11 156:11 158:3 199:18 201:24 227:16 234:4 265:2 268:6
significantly 242:24
signs 191:19
similar 84:5 117:16 163:12 308:20
similarly 78:17 302:17
simple 30:10 210:5 232:22 268:21 281:8 284:23 315:17
simply 206:14 212:4 256:20 276:11 343:23,23
simultaneo... 278:10
single 32:20 51:16 54:23
single-family 78:18 79:13 265:24
SIP 132:20
sir 116:11 122:3 239:25 242:2 295:22 296:13 301:14 315:24 353:23
sister 32:25 137:12
Sisters 362:16
sit 53:14 57:5 332:11,22 365:2
site 75:5,6 86:13 87:13 111:23 126:14 131:11
sites 83:8 313:18 324:17
sits 117:14
sitting 31:9 56:21 307:10
situation 187:16 224:20 256:9 278:13
situations 286:11
six 2:12 11:17 203:4,11 362:8
sizable 279:23
size 10:17 79:4 221:16 236:2,3 315:12
skill 175:13 175:16
skilled 223:9 223:10
skills 16:19 167:14,15 266:20 293:11
skip 26:4
sliding 168:25
slight 172:25
slightly 4:23
slow 11:22
slowly 93:7
slums 148:2
smack 73:21
small 50:9 66:20 68:6 68:7,14 216:10 254:11 338:16 339:6
smaller 10:11 136:19,20 236:6
smart 171:4 353:16
smartly 166:15
Smith 163:24 176:25
snow 207:18 209:19 211:17 214:6
snows 203:3
Snyder 152:21
social 93:18 105:3 152:25 159:23 163:16 178:2,11 290:11
society 16:10 139:2 144:24 154:21 168:4
software 218:24
sold 44:4
sole 125:11
solid 89:15 93:15
solution 271:4,5 352:10
solve 346:3 353:2,22
somebody 92:15 96:3 96:4 129:15 211:15 259:5 307:3
somebody's 209:22 211:6
someone's 212:19 213:24
somewhat 30:13 140:25 294:23
Son 252:10
soon 45:21 53:5 149:11 202:15 231:15
sophisticated 197:25
sore 113:17 293:21
sorry 25:14 45:24 60:6 94:22 146:8 150:20 220:18 333:7
sort 24:22 26:4 32:5 36:22 59:21 71:11 72:4 86:8 89:7 89:15 92:18 92:19 124:24,25 126:13 127:22 128:4,7 131:21 132:20 133:6 134:3 136:15 137:8 169:23 204:4 268:18 269:14,17 272:2,5,8 272:17,19
sorts 35:12
sought 152:9
sound 18:5 171:3 281:5
sounded 296:18
sounds 241:22 255:3 272:21 281:19 357:23
Source 161:4
sources 71:12 176:9
South 153:15 153:21 157:16 238:7 260:24
Southeast 152:21,22 153:7,8 191:21,21
Southwest 35:24 163:20
space 111:21 112:21,23 115:17 117:23 152:25 351:24
spaces 101:14 155:2 156:6 156:13,20 157:15,18 159:2
Spanish 19:12
speak 151:4 227:16 239:21 279:11
speaker 19:12,12,13 217:15
speakers 19:11
speaking 161:4 343:19
speaks 19:15
special 130:10 160:5 270:14 367:5
specific 35:10 94:25 195:3 204:2 223:24 225:17 259:2 262:10 270:5 287:21
specifically 134:7 239:19 258:22 300:3 347:14 359:22
specifics 171:10,11 171:15
spectrum 50:22 141:8
speed 46:16
spend 43:10 43:16,19 67:2 68:14 181:22 208:6 256:18 276:21 326:21
spending 3:18 81:4 284:24 324:11 325:9 326:19 331:24
spent 37:4 44:13 68:12 84:18 147:24 149:13 156:17 322:18 341:6 357:11,13 358:24
spirits 182:2
spite 91:14
split 237:2,4 237:15
spoke 255:15 307:20 308:20
sponsorship 313:24
spot 118:22
spread 351:20
spring 14:6 22:18 114:23 181:2
spurring 10:22
square 61:6,7 127:21 128:6 129:19 221:23
squeeze 265:5
Squilla 1:17 70:4,5 71:23 74:21 75:11 76:16 77:5,9,13 78:11 79:22 101:17 122:17 139:17 160:12
stability 8:19
stabilization 15:25 60:12 61:4 64:15
stabilize 16:10
stabilized 89:15
stable 89:8,10 93:4,9,14
staff 5:4 6:7,8 6:22 19:7 19:11 22:5 25:20,21 27:2 34:6 37:7 44:12 91:6 92:20 102:16 128:9,11 131:7,9,10 166:5 172:15,17 174:9,23 175:15 184:20 194:24 195:13 223:12 224:15 252:2 264:3 264:12 267:18 277:2,7,14 289:18 290:15 309:15,22 336:3
staffed 283:21
staffer 19:14 89:6
staffers 102:21
staffing 52:8 52:10 64:12 64:24 194:23

231:9 304:2
staffing-wise 25:23
staffs 223:18
stage 194:16
stages 194:19 249:18
stakeholders 22:7 336:19
stamp 326:6 330:25
stand 164:21 168:19 220:19 367:10
stand-alone 246:25 247:16,25
standard 174:3
standardized 272:25
standards 205:13 244:15
standing 239:12 306:11
standpoint 43:18 323:8
stands 283:14
start 23:6 48:16 52:16 53:6 54:5,9 58:14 88:17 88:20 119:16 135:2 144:15 150:19 167:10 168:15 214:9 232:19 233:4 246:7 253:2 278:17 321:4 359:12 360:9
started 2:3 58:16 149:11 191:13,18 210:2 246:19 295:25 311:25 344:4
starting 11:13 163:12 222:2
starts 76:14 76:19 90:17
state 15:16 39:20 60:5 71:11 73:6 91:20 104:21 133:21 136:25 137:3 150:11 166:3 183:13 228:17 279:4 284:5 288:15 289:13 349:23
state's 223:14
state-certifi... 223:16
stated 176:3 237:10
statement 37:10 97:24 182:14
States 20:9 106:22
statewide 155:7
stations 81:9 85:12
statistic 48:21 163:6
statistically 158:3
status 275:11 322:17 323:15 342:23
stay 139:15
stayed 252:12 367:6
steady 164:22
steal 303:10
stealing 217:3
STEM 362:22,23
stenographic 368:6
step 73:9 96:15 165:8 204:19 216:6 297:14
steps 89:18 100:22 124:15,17 228:16
Steve 309:15 309:22 335:15,21 336:2
stick 305:14
stimulus 27:24
stipends 172:18
Stitt 2:8 3:13 4:6
stock 93:8 196:5
stop 286:14 286:14
stopped 41:22
store 68:21 110:11 196:23 303:7,14
storefront 157:13 191:2,12
storefronts 191:5
stores 132:25
stories 159:11 162:22,23
story 31:3 92:6 189:14 251:23
straight 287:16 288:6
strain 294:23
straits 224:19
strategic 7:16 8:11,13 9:10 12:11 46:25 49:14 54:18 57:15 57:20,24 73:14 74:10 74:20 87:19 141:2,11,18 142:5
strategically 14:18 74:11
strategies 8:14 93:21 248:18
strategy 102:6 249:2 260:11 263:16
stream 53:10
streamline 7:24 12:6 349:9 350:5
street 28:8 30:22 31:3 31:9,18 68:22 79:16 83:21 117:20 131:20 191:19 198:9 199:15 209:20 225:24 230:12 233:9 241:4 241:14 252:13
street-level 197:25
streets 30:14 32:3 113:9 113:12 128:22 199:6 211:20 212:2 232:16 233:2 239:18 267:19
strength 271:21
strengthen 14:23 194:8 194:14
strengthened 195:16
stretch 170:10
strict 133:13
string 248:2
stringent 134:3
strive 164:20
striving 33:7 254:3
strong 27:7 90:5 153:3 164:21 261:8 295:7
structural 198:14 246:21 263:12 286:18
structurally 246:22
structure 8:9 23:25 24:4 45:16 49:2 111:21,22 220:13 242:21,25 247:4 260:14
structured 44:15
structures 195:25 231:15
struggle 151:24,25 340:11 355:3,11 356:8,13
stuck 55:17
students 102:17 116:20,22 154:4,7,10
study 43:6 66:12 83:22 118:6 157:23
study/dialo... 113:6
stuff 30:20 62:19 242:13 258:14 265:13 282:5 307:12 344:25 345:3
subdivides 135:10
subdivision 18:16 133:6
subject 92:11 153:17 293:21 321:13
submission 12:7 14:10
submitted 3:3 80:17 221:9 278:9
subpoenas 291:9
subscribers 291:17
subsequently 199:25
subset 338:11 339:6 340:3
subsidies 70:16 71:24
subsidy 119:11
substantial 158:10
suburbia 106:5
succeed 38:15
Success 178:3 178:12
successful 38:9 125:10 139:19 155:5 298:11 341:5
sufficient 199:21 235:9
sufficiently 223:9,10
sugar-sweet... 176:15
suggest 279:2 336:16
suggesting 105:12 306:5
suggestion 280:10 364:17
suggestions 287:13
suggests 89:20
summarize 165:24
summary 290:2
summer 72:12 81:17
sun 202:16
Sunday 113:22
sundry 99:11
super 128:3
supervision 368:23
supplement 223:17 336:23
supplies 346:25 349:12
support 9:4 12:13,16 15:5,17,24 16:3,5,8 17:4 28:10 58:20 61:24 70:24 109:3 109:5 124:22 139:14 140:2 151:5 156:25 167:4 170:24 175:7 179:9 185:18 187:15 188:23 190:17 254:21 259:21 291:13
supported 16:23
supporter 182:22
supporters 185:21
supporting 160:24 178:13
supportive 155:14 186:25 232:20
supports 8:6 160:7
supposed 72:25 240:13 301:19 316:7 317:17 330:6 353:25
supposedly 78:14
sure 13:12 28:23 36:25 37:11,14,18 37:25 41:24 45:7 47:9 47:14 48:2 50:19,21 57:25 61:16 64:22 65:21 72:13,18 74:7 87:2 95:20 96:18 96:23 97:2 102:11 104:3 119:4 119:13 120:23 123:21 124:15,18 124:24 127:20 132:12 135:13 140:4,21 141:6,17

143:8
150:13
171:17
186:2
199:19
205:17
214:23
222:6
235:19
238:15
242:20
243:5
259:16
270:8
282:10
290:3,6
300:5 311:3
316:15
317:24
318:4 324:4
325:21
327:13
340:24
348:11
349:21
355:5 358:2
360:21
361:11
363:9,11
365:11,12
surely 93:7
surging
225:19
surrounding
79:14
145:22
surveillance
290:20
301:16
347:16
survey 286:6
sustained
154:12
sustaining
10:22
Swanson
193:5 249:6
249:8 250:6
250:17
286:5
sweet 118:22
switches
347:22
Swoon 162:8
system 55:12
91:3,7 96:6
96:10 137:3
196:21
197:4,9
211:22
212:5
243:18
245:11
263:18
266:25
267:3,5
277:21
285:16
286:17
290:20
323:5,7
324:7
330:18
345:25
346:7
347:17
348:14,15
349:9 353:2
systems 61:22
61:24,25
344:15
352:24
354:6

T

Tabernacle
133:4
table 4:16
67:14 98:10
135:2 150:6
172:23
289:10
297:20
309:20
328:16
337:8
339:17,20
339:23
365:12
Tacony
157:17
166:15
take 22:14
23:3 24:19
25:15,24
26:15 39:7
40:4 43:21
46:24 47:8
49:11 79:15
80:18 85:20
92:3 94:9
105:2 117:8
118:12
126:8
135:18
137:21
162:24
170:6,20
181:7
192:11
204:7,20
213:5,19
218:12,25
227:21
249:3
253:19
256:4,17
271:18
276:4
278:21
280:6
288:18
320:5 323:2
324:20
340:14
341:22
355:2
356:12
taken 27:13
37:24 39:22
100:22
105:9
109:10
112:2
166:24
273:5,5
322:7,9
368:6
takes 23:10
34:14 75:17
77:18
112:17,20
112:22
131:11
141:10
253:9
286:13
299:15
319:15
talent 294:14
talk 30:3
52:10 61:21
70:8 86:18
89:5,7
98:23 105:8
114:18
116:24
119:14,15
124:3
134:17
168:21
181:5
199:15
226:20
229:6
245:15
250:9 258:3
262:19
287:21
290:7
307:17
308:18,25
341:16
360:19
364:18
talked 7:5
30:2,21
59:20 92:20
123:24
137:11
203:3
215:21
233:6
238:20
239:5
257:13
268:16
288:13
302:5 324:8
332:6 344:8
345:23
talking 31:12
49:15 64:15
64:16 88:18
88:19 95:13
115:4
153:25
247:14
251:18
256:13
260:24
268:12
275:6 279:8
282:21
287:15
303:5 307:6
307:6 323:3
337:18
344:11
355:16
talks 357:14
taller 203:24
tangible
151:18
165:7
178:22
tangled 16:5
45:5
target 50:23
58:2 62:8
261:17
344:22
345:6
targeted
344:17
targeting
345:4
targets 255:5
255:11
Tasco 147:21
task 246:23
269:9
tasked 47:21
tasks 247:10
Taubenber...
1:17 65:9
65:10,20
67:25 69:6
69:20
184:12,13
185:2,5,10
186:3,22
189:2,13
210:15
212:9,12,13
215:4
250:24,25
251:21
254:7
255:13
256:23
342:17,18
343:8,16
345:7 346:9
taught
351:19
tax 11:15,17
47:5 53:4
70:9 73:23
75:2 108:4
176:15
197:10
243:6 253:6
321:10
324:9
325:24
326:13
343:2,22,24
344:19
tax-delinqu...
11:14 73:11
taxes 43:15
43:17 48:16
53:7 75:14
75:21
179:16
197:18,20
285:12,18
286:14
325:3
taxpayers
46:19 253:4
taxpaying
55:21
TBD 346:16
346:17
348:3
teach 184:17
teachers
153:19
team 6:15
9:19 27:7
127:14
158:4
163:24
288:10
teammates
53:23 58:11
tech 250:15
327:20
351:5,7
360:11,13
techies 366:6
366:19
technical
223:23
250:7
255:25
257:24
291:20,23
292:21,23
293:10,25
294:14
355:25
366:7
Technically
27:22
technology
4:5 195:19
196:17
198:6
291:13
303:4,24
307:19
308:8
309:23
321:6,20
323:8
327:22
346:5 349:8
363:3 366:8
teed 88:7
telecommu...
336:10
telephone
252:19
347:10
tell 54:12
55:10 89:19
130:24
158:6
201:22
219:10
251:23
283:8
292:14,16
298:9
307:18
321:8
335:22
telling 92:6
110:21
358:18
Temple 104:7
114:21
116:19
305:5
temporary
145:10
147:11
tempted
294:17
ten 34:17
43:21 73:17
115:22
120:14
129:5,7,18
176:21
195:17
220:22,23
221:21
255:19
353:5
ten-year 70:9
tend 330:7,9
tenfold
170:12
tentacles 42:5
tenure 147:20
term 48:8
53:2,7,8
223:9
319:18
terms 23:23
52:17 83:4
92:24 103:2
103:25
114:19
175:16
200:18
221:24
233:7
234:23
237:10,11
237:15
239:8
244:23
253:15
258:21
264:21
307:25
311:10
332:7 337:2
338:15
terrible 46:12
test 74:2
75:19 76:5
138:14
testament
44:12
259:20
tested 316:13
316:14,19
testified
44:25

348:22
testify 4:7,11 27:17 151:14
testimony 3:22 5:16 12:20 13:6 13:24 17:23 23:5 29:25 100:15 150:12 165:25 166:15 168:6 175:12 184:15,23 185:7 193:7 220:7 229:8 240:9 241:6 246:10 255:16 286:20 289:4,20 290:2 292:7 367:15
testings 317:18
thank 3:13 13:4,4,18 17:15,17 23:5,12 29:17,17 33:25 34:4 41:12,14,17 42:15,16,18 42:21 51:13 51:21,21,23 54:2,14 58:13 65:4 65:7,10,12 65:19 69:20 69:22,24 70:2,5 79:22,24 80:3,9 88:4 88:12 94:17 94:20,21 98:14 99:23 99:25 100:3 114:16 118:16 121:11,12 121:13 129:25 130:2,3,5 135:21,23 136:3 140:5 140:6,7,11 144:2,3 147:7,10 149:22 150:2,3 151:2,3,4 151:11 164:23 165:11,17 166:4 175:21,24 178:18,25 179:2,6 180:6 182:3 182:4,5,9 184:5,5,7,8 184:9,14,25 189:24 190:2,6,18 190:19,21 192:8,13,14 198:22 199:3,6,7 212:13 214:19 215:12,16 218:3,8 219:11,12 219:13,17 226:13,15 226:16 232:9,12 240:3 242:2 242:5 243:2 250:19,22 251:2,3 254:7 256:23,25 257:3,6 260:6 267:8 267:9,11,14 267:22,23 273:7,20,23 274:12 280:11,13 280:16 282:14 286:19,22 286:25 288:21,22 288:24 289:3,5,7 289:12 292:5 301:10 308:23,24 309:5 312:11,16 312:19 327:17 329:13,15 329:16,20 342:14,18 346:10,11 346:12 354:13 364:10,11 366:21,24 367:3,7,14
thanks 180:22 184:8 286:20 288:21 367:5
theatrical 163:25
theme 188:10
themes 187:3
then-Counc... 34:14
theoretical 116:16
thereof 359:25
thing 32:21 42:14 52:12 63:16 78:22 83:14 90:17 100:25 102:9 113:19 114:12,12 118:3 139:10 143:7 145:17 170:5 177:24 182:19 204:2 245:24 253:11 271:15 312:6 331:9 333:9 349:7
things 27:16 29:25 30:16 31:19 32:8 32:14 33:6 35:5 40:15 42:6,8,11 42:11 44:7 45:16 49:13 49:23 50:11 52:4 58:4 63:10,11 64:14,16 68:7 71:3 71:14,25 75:7,12 81:7,9 82:11 87:23 90:25 98:3 105:10 109:7,20 114:11 122:13 123:15 129:3 137:11 138:7,10 139:25 141:7,14 142:6,10 166:18 170:18 176:3 182:2 192:6 205:8 205:11 213:16 214:4 221:17 224:14 226:20 241:16 244:22 253:23 254:23 258:4 260:12 262:14 264:8 267:25 274:17 287:7 290:7 291:8 293:9 294:7,10,11 295:4,18 312:5 334:18 345:21 350:5 353:18 360:24
think 23:11 24:10 32:11 32:18 33:6 36:22 38:12 38:13 39:18 40:4,15 41:23 42:13 44:7,11 45:3 46:3 46:21,24 47:7,12 48:11,13,24 49:3 50:25 51:5,7,9 56:8 59:3 62:6 64:11 65:14 70:25 71:3,17 72:7,13,16 72:21 73:15 74:8 75:7 76:8 78:2 79:5 83:21 84:24 87:17 87:18 88:16 89:14 90:4 90:19 91:16 92:19 93:21 93:25 95:17 95:18 100:20 102:15 106:2,16 107:20 108:19 109:9 110:13,19 111:4,17,19 111:25 112:2,6,7 115:10 116:8 117:7 117:10,24 118:11,21 119:3,8,16 121:18 122:6,15 125:14 126:12,18 127:7,21 128:6 129:3 129:4 134:22 136:9 138:24 139:3,4,10 139:19,24 140:23 142:7 143:20 144:10 145:18,24 149:10 154:5 159:3 165:9,21 166:11 167:10,11 167:11,24 169:9 170:25 171:4,25 172:6,20,24 173:18 174:24 175:5,17 176:6 178:4 178:20,21 179:10,17 179:21 180:4,20 181:6,7,12 181:15,24 185:13,16 185:18 188:4 189:9 189:20 190:12,24 191:3 199:10,21 210:23 213:3,20 214:12 215:8 220:3 223:24 224:8 227:20 228:13 233:2 238:24 242:9,23 244:11,24 246:13,16 248:20 249:22,24 251:5 252:25 257:9 259:18,19 259:24,25 260:7,21 261:10,19 262:12 263:2,9,20 264:8,15 266:13,21 272:16,22 278:2 282:2 282:3,23 293:15 294:18 297:10 298:7,22 304:18 305:4,16 306:6 318:15 322:18 326:5,10 327:6 330:24 332:2 334:3 334:12,17 334:19 335:2,14,16 335:21 336:4 339:15 343:11 344:6,9 348:8 350:2 351:9 353:15 354:5 355:24 358:19 359:2 360:4 360:6 361:3 365:17,21 365:24 366:3
thinkers 188:13
thinking 87:7 121:5 254:15,18 264:20 351:16
third 22:9 187:24 223:25 224:9 225:3 256:14
third-party 198:15 223:21 246:11
thorough 223:18
thoroughly 348:9
thought 30:23 31:21 102:5 132:7 139:17 150:19 154:16 186:17 189:15 223:13 252:7 338:9 354:25
thousand 56:19 161:12
thousands 55:25 169:11 170:2
threat 196:3
three 4:12 6:22 12:23 19:10,18 31:10 43:2 77:2 78:6 86:7 113:3 115:21 136:6 188:21 195:22 213:25 237:12 263:6 285:9

285:10 328:24 349:15
three-year 51:4
threshold 128:7 129:14 201:9
thriving 122:21 152:22 158:17
throw 126:16
thrown 23:15
ticket 206:4,8 206:9,14 207:12,17 207:19 208:2,4,12 208:15 214:25
tickets 203:17
tie 66:2,18 92:13 164:8 304:7 321:10
tied 28:15 74:9 84:25 304:4
time 10:25 20:24 31:10 35:21 37:24 59:3 61:20 75:17 77:18 94:25 96:12 97:2,21 101:8 121:16,17 125:22 133:24 135:19 141:10,17 141:21 142:14 149:22 158:8 161:17 172:16 182:15 191:22 192:13 198:25 199:22 200:3 202:25 203:5 204:15 208:21 218:12 221:24 232:5 243:17 246:2 247:9 251:11,17 251:25 252:25 254:22 257:10 260:7 274:3 274:7 276:5 276:11 277:20,23 278:16,17 287:14 294:8 299:15 301:4 302:9 304:19 320:21 322:17,23 325:10 326:20,22 329:10 331:18,20 331:24 339:24 344:20 348:6 367:3 367:7,11
time-stamp... 197:5
timeframe 51:6,8 55:24 200:4 201:12 244:21 341:20
timeframe-... 50:25
timeline 9:8 201:4 250:5
timely 52:23 223:19
times 11:25 90:22 120:14 140:13 162:10 164:14 183:18 187:10 253:24 268:17
timing 255:21
tiny 340:3
title 16:6 17:6 39:25 45:5 45:9
titles 2:9 223:24
today 3:14,22 4:22 12:22 13:24 34:20 43:25 131:22 149:23 151:4 160:24 167:5 182:19 184:8 193:3 195:24 220:3 225:12 240:9 322:20 325:24 367:11
today's 143:8 321:14
token 365:4
told 57:16 142:22 301:3
tomorrow 22:22 301:9 306:10 308:25
ton 281:17
tool 74:3 139:21
tools 267:2 282:16,19
top 85:23 89:4 107:4 107:5,5 149:8 229:15 231:20 275:14 337:13
topics 22:21
total 16:7,21 17:3,7 21:17 195:10 197:19 236:20
totalling 151:16
totally 134:21
touch 238:8
tour 49:15 58:8 163:3
tourism 66:2
tours 181:15
Towey 176:24
Township 222:11 284:5
track 196:6 196:11 275:24
tracking 253:2
tracks 133:16
tract 135:9
traction 261:19
tracts 133:12 133:18 134:5 275:22
tradition 136:12
traditional 71:12 112:18 119:19 177:10
traditionally 27:12 127:19
trained 16:23
trainee 226:8
trainees 226:5
trainees' 226:7
training 18:25 22:12 194:19 352:2
transcript 368:8,21
transfer 298:5 347:24
transform 165:15
transforming 156:19,19
translation 217:13,16
transportat... 12:19 110:9
trash 157:5 203:15,17 205:5 206:3 209:20 211:17
trauma 162:21 164:6 188:2
travel 132:23 274:7 276:5 276:11
traveling 276:22
treat 137:17
treated 339:5
treating 135:14 261:13
treatment 199:20,23 200:7 202:22
treatments 200:10
Tredyffrin 222:10 284:4
tremendous 228:9 283:8
trench 31:9
trenched 30:14 31:4
trend 172:7
tribute 164:6 185:3
tricks 54:13
tricky 25:17
tried 100:11 100:11 118:19 162:11 252:5 355:2
trigger 127:19,23
triggers 77:3 127:20
trouble 316:20
trucks 30:15
true 95:8 98:4 112:6 165:7 221:7 221:18 228:11 332:18 368:7
truly 185:3 253:7 338:18 365:5,6
trust 8:5 14:5 56:10 70:20 71:22 72:6 201:20 257:25 281:13 330:5,18,21 339:10
trusting 157:3
try 36:24 40:14 77:25 137:10 169:22,22 210:8 211:24 215:22 224:6 235:22 236:3 241:13 262:2 265:6 272:15 324:20 325:21 335:4 346:2
trying 4:13 44:14,18 53:13,19 56:16,23 94:11 103:13 108:18 110:14 122:5 134:8 140:21 143:16 209:15 210:4,10 212:22 228:23 241:2 246:16 265:5 266:12 272:12 288:7 298:10 300:10 325:2 338:24 339:9 350:4 350:8,12 352:2 354:20 355:12 359:21 362:12 363:5 364:4
Tuesday 1:7
turn 74:13 100:5 197:11 275:19 306:22
turnaround 179:13
turning 29:12
turns 93:10
tweak 40:8
two 8:7 21:7 25:21 36:4 41:5 43:2 52:5 73:18 73:20 84:19 86:6 89:8 89:10 104:9 128:11 130:7 133:2 133:15 136:6 142:20 172:24 174:21 195:2 200:22,24 202:15,24 205:21 206:6 213:24 214:23 229:23 230:19 236:10 237:5 264:15,25 265:5 292:16 310:20 322:4 337:12 347:11
two-page 352:4
two-year 201:9
tying 85:13 85:17,25 126:21
type 39:5 90:8,10 104:17 123:12 178:6,7 216:24 241:20 245:10 248:25 249:22 254:16 265:23 272:25 286:4 313:17 314:2 348:16 349:6 356:22
types 21:7 71:14 92:4 94:12,14 106:19 107:22 135:5 205:21 275:18 341:11

Typically 81:19

U

U.S 14:10
UCC 279:4
Uh-oh 133:15
ultimate 315:5
ultimately 52:15 53:3 53:3 99:17 101:25 146:11 354:9
unaware 312:12
unbearable 102:10
undated 10:14
undercomp... 175:3
undergo 87:20
undergoing 221:2,14
underground 225:18,19 227:2,25
underscore 158:24
underscores 143:20
underserved 361:16,18
understand 41:24 52:24 53:16,18 58:10 105:23 130:21 132:15 172:14 200:2 203:22 207:16 217:23 244:12 246:17 253:16 254:2 275:8 288:12 298:9 300:10,18 303:15 325:12 360:6 364:3 366:7
understand... 22:17 95:22 113:11 176:23 177:10 186:14,25 189:5,8 266:9 323:13
understood 101:7 202:2 214:21 313:8
undervalued 179:10
underway 21:3 152:20
unfilled 296:11
unfortunate 201:22
unfortunat... 93:5 96:7 117:20 135:8 199:19 201:5 202:13
unheard 159:12
Uniform 223:15 228:18
uninspected 225:14
Unisys 301:18
unit 90:8,10 115:17 117:23 235:11
United 20:9 106:21
units 14:23 102:2 108:23 119:12 125:24,24 129:18 225:14 237:3,5
universe 154:2
universities 103:5 337:23
University 114:22 116:19 120:23
unlicensed 225:11 248:16 249:3
unload 46:18
unmeasura... 272:9
unpermitted 225:10,24 226:12 269:7,24 283:3
unrepresen... 173:23
unsafe 198:16 245:18,22 246:12,22
upcoming 165:9
update 18:8
updated 20:3
updating 349:19
upgrade 324:16 342:22
upgrades 344:18
uplift 165:5
uplifting 182:2
upload 197:3
upswing 325:7
upward 164:23
upwards 292:11
urban 14:11 20:9,16 22:20 359:16 362:11
use 20:15 27:8 40:23 59:8 61:3 66:4 78:25 79:3,7 83:16 90:21 118:8 123:12 125:12,18 126:6 132:16 145:10 148:8 157:8 165:14 176:14 217:13 223:21,25 224:9 249:2 266:17 282:19 294:14 308:25 330:25 333:11 346:23,25 353:9 358:14
useful 196:24
user 53:6 348:18
user-friendly 24:6,8 350:6
uses 125:18
usually 21:8 346:16
utilities 248:23
utility 240:22 249:16
utilize 24:15 139:22 224:16 297:15 298:15 333:20
utilized 226:10 323:11
utilizing 91:24

V

vacancies 292:13,15 292:19,20 300:22
vacancy 198:10 299:13,22
vacant 11:14 15:24 16:12 43:11 48:22 48:24 49:2 49:2 59:6 60:10,23 73:12,14,17 86:21,22 87:4,6 102:21 106:24 111:15 125:21 146:12 147:2 196:13 198:4 202:14,22 203:23 205:14,15 207:22 209:21 211:12 249:12 250:2 256:22 260:10,13 263:14,15 286:6,7
vacating 87:15
Valley 305:23
value 85:15 105:25 152:10 155:18 171:15 173:19 192:6 220:25 221:4,7,19
values 8:24 16:15 92:8
variance 223:14
variances 130:10 270:14
varies 69:16 300:20
variety 104:25 106:18 107:21,22
various 5:21 8:18 29:14 38:4 47:15 53:20 71:21 84:4 96:18 96:22 97:3 99:11 100:17 123:16 218:21 220:9,20 221:6 222:7 233:25 262:9 263:10 264:22 266:22
vast 225:17 237:19
vehicle 345:9
vendor 258:12 343:5,6
vendors 62:16 258:9 348:25 349:3
verifications 249:24 317:16
verify 317:12
Verizon 315:23,25 316:6,24 317:2,3 360:12
Verizons 334:14 356:3
Vernon 133:3
versa 218:17 78:25 79:7 96:3 97:12 123:9
versus 211:11 222:10 284:4
veteran 54:12
veterans 164:2
vetted 340:18
vetting 188:15,22
viable 41:5
vice 218:17
vicinity 48:12
victory 152:2 152:2
video 150:19 150:24 185:22,24 290:20 313:10 316:17 347:16
Vietnamese 19:13
viewed 268:6
violation 204:10,12 205:10,19 206:8,17 207:11 208:15 211:25 215:2 245:25 246:3 268:15
violations 243:8,11,15 243:20 244:3,8 245:3,18 261:2,10 268:19 283:4
violence 188:2
virtually 312:8
vision 159:16 159:22 171:19 181:14 336:6
visit 161:12 310:15
visited 94:23
visiting 65:13
visitors 163:5
visually 153:23
voice 135:17 135:19 153:8 154:7
volume 224:21 269:3 281:15 283:9
volumes 195:8 237:12 265:8
volunteers 142:25 166:5
votes 81:24
VPRC 76:18 76:20,25 77:4
vulnerable 332:9 338:22 365:9 366:2 366:11

W

W-2's 291:7
wage 173:7 173:13
wages 158:19 174:6,18
wait 23:9 66:21 68:8 77:23 204:2 207:8 251:14 253:15,24 277:20,23 342:12
waiting 91:3 169:4 187:9 251:11 253:3 254:5 285:6
Walinsky 152:21
walk 40:6 153:20

199:14
walked 252:12
walking 113:2 303:8
wall 199:20 199:23 200:7,10,15 200:22
want 13:5,9 23:6 24:14 24:23 25:24 25:25 29:4 33:16,18 37:2 41:8 46:24 47:8 47:9,11 48:17 49:25 51:12 53:22 54:8,25 56:11 61:16 65:21 66:24 71:2 73:13 82:12 94:25 96:17 103:19 107:21 111:4,7 114:17 123:11 125:22,23 147:13 151:8 154:6 154:17 158:24 159:21,22 160:7 162:3 162:4,5 164:23 165:10 166:3,4 167:10 168:17 169:5 174:16 176:2 182:13 185:24 189:22 199:3,6 202:4,8 204:18 208:8,13 212:25 224:13 232:11,18 233:3,5,20 234:18,19 237:23 238:16,19 238:22 239:7 240:25 242:14 245:12 256:15 257:9,18 260:6 264:10 265:16 270:6 273:18 276:10,12 280:19 281:25 282:10,12 289:3 297:14 302:24 308:8 312:10 315:2,17 319:24 323:21 326:14,17 328:12 330:22,23 337:23,25 339:25 346:25 365:19 366:5 367:3 367:5
wanted 39:10 41:19 58:21 61:21 101:9 121:7 132:12 140:16 142:21 211:23 235:2 238:7 251:10 252:14 258:3 267:21 285:8 290:6 295:4 329:22 364:15,19
wants 261:8 353:2
warehouse 323:15 343:3
warning 246:4
wary 331:2
Washington 132:24
wasn't 72:24 108:18 255:20 325:2
wasted 276:12
watch 302:5 305:21 306:22
watched 263:19 304:14
watches 304:21
watching 306:21
water 31:5 32:4 129:22 199:24 201:8,23 240:23 249:17 286:15 287:11 291:5,8 324:9,12 326:10 327:11
watertight 200:16
way 23:17 26:12 27:10 28:14 33:4 34:18 35:18 37:3 40:8 40:18 41:8 41:9,10,24 46:23 47:2 50:12,14,21 51:12 52:24 62:18 72:14 75:25 76:14 79:6 81:12 87:5 92:7 95:21 96:25 102:22 109:22 118:24 124:6,23 134:10 136:10 137:14,25 141:11,18 151:23 155:24 166:8,9,10 167:19 171:3 173:18 177:3 180:15 187:18,19 187:24 188:6,11 189:19 206:22 210:4 214:12 222:20 232:19,25 240:16 243:17 244:4,17 261:20 268:23 269:14 272:7 276:19 288:8 303:17 305:6 306:8 310:9 324:22 349:23 350:7 352:8 353:7,10,18 361:9
ways 40:23 40:24 84:25 162:14 180:18 187:8 254:10 339:16
we'll 40:4 45:23 46:3 62:21 68:24 77:9 117:8 117:9 124:2 150:22 169:15 171:17 200:13 201:16 214:21 219:8 246:3 246:7 247:7 265:10 266:3 270:7 272:22 278:12 288:4,16 310:21 319:12 338:3
we're 2:3 6:16 13:14,15 20:14 21:21 22:21 23:2 27:2,5,16 28:18,21 29:4,7,12 29:15,23 31:25 32:5 33:7 34:23 36:17 37:11 37:25 38:2 38:3,4,7 40:14,21 44:5,7,15 44:17,18 45:14 47:10 47:14,20,23 49:5,10,10 49:13,14,18 50:16,19,21 51:9,15,16 53:12,12,18 53:19,21 54:24 55:16 56:23 57:9 57:18,19,24 58:11,21 61:7,17 62:4,4,8,12 62:18 63:16 63:25 64:8 64:14,16,24 68:22 71:3 71:9,19 73:25 74:5 74:9,10,15 74:19 76:4 76:8,9 77:14 78:19 82:11 84:21 85:13,23,25 86:8,23 87:7,19 89:12 90:6 91:4,18,19 91:21 92:16 93:20 94:11 94:15 95:20 96:18,19,20 96:21,25 97:2,15,18 102:8,12,13 103:3,12,14 106:4 108:5 108:6 112:15 123:21 124:14,17 124:19,25 126:8,21 127:5 129:3 129:11,23 131:7 133:5 134:8 135:6 135:14 137:10 140:20 141:12,13 141:16,20 141:24 142:4,5,12 142:25 152:16 153:10,16 156:18,21 156:22 160:19 161:25 163:18 164:4 166:17,18 166:19,20 168:12 169:19 173:18 183:14,17 187:17 188:19 190:10 191:17 192:18 204:6,24,25 208:2,3,12 214:23 216:20 217:20 222:22 226:24 228:18 231:9 233:2 236:9 238:8 239:7,12 242:12 245:6 247:11,14 249:23 254:2 255:6 258:10 260:17 262:6 263:16 265:16 266:17,20 266:25 281:15 282:21 283:5 285:5 286:9,11 287:14,16 295:9 296:22 297:5 299:6 299:25 301:4 311:12,12 311:14,17 311:17 312:5 317:3 319:8 320:17 324:10 325:20 326:18,19 327:6,6 331:23 332:23 334:12 335:8 336:18 343:14 344:11 345:4 346:2 347:2,7 348:13 349:15 350:8,15 351:16,16 352:2 353:25 364:4,6
we've 25:5 26:25 37:4 37:7,24 38:9,12 44:25 47:24 49:16 59:20 59:24 60:14 63:7,11 64:18 85:14 90:10,19 102:22 104:4 106:12 117:18 118:21 119:18 131:22 137:11 138:12 140:24 147:19 148:20 199:17 215:21 218:10 227:25 234:6 246:19 260:11 270:15 276:18 287:15 288:7 294:24 295:3,8 304:4 312:13 316:11

323:3 325:7 335:2 336:12 347:19 350:2 351:2
wealthy 114:7
web 292:19 324:19,21 324:22 325:10 326:23
website 12:3 331:15
websites 324:17 326:19 331:16
weed 213:24
weeds 202:18 202:21,21 203:24 204:21 205:16 208:5 209:21 212:19
week 29:5 202:17 311:13,16 316:14
weekend 269:11
weekly 248:12
weeks 142:20 310:20
weird 135:9
welcome 80:7 219:23 267:17
welcoming 242:8
welfare 92:13 174:11
well-being 92:14 153:9
went 111:17 117:20 139:20 155:20 316:13 322:24
326:2 327:2 329:24 362:6
weren't 45:7 132:3 255:23 283:2 295:7
West 107:13 157:16 191:11,22 238:3 305:19
westward 107:15
whatsoever 255:12
wheel 42:2
whichever 328:12,13
whim 234:17
white 6:13,18 19:8
wholly 333:23
wide 113:11
widespread 187:14
WILLIAM 1:12
willing 71:4 119:21 256:4
willingness 145:3
win-win 156:18 168:6
wind 40:21
window 158:8 252:8
wisely 341:7
Wister 176:24
withheld 109:19
witness 4:15 67:13,13 98:9,9 150:5,5 172:22,22 289:2,9 297:19,19 309:19,19 328:15,15
witnessed 268:15
Witnesses 4:15 289:9
woman 162:14
women 102:24
won 41:21
wondered 95:7
wonderful 41:23 42:14 165:2 166:20 180:4,9
wondering 67:23 246:14 254:20
word 345:16 354:24
words 130:19 259:3
work 10:19 16:20 20:6 20:12 21:2 24:22 27:4 28:9 32:10 32:24 37:11 39:24 45:10 47:25 52:3 53:19 58:5 58:21 66:5 71:5 72:2 75:15 76:10 78:9 79:18 79:21 80:15 85:18 105:11 118:13,20 127:7 128:11 132:11 137:15 145:6,8 152:16,20 154:22,22 154:25 155:16 159:2,13 160:7,25 162:3,15,17 162:20 163:3 165:12 167:8,11 169:5,22,25 170:12,19 170:19 171:6,12 173:8 175:4 175:10,13 175:14 176:20,23 177:2,3,22 178:4,21 179:10,20 185:20 187:21 188:15 200:14 201:14,16 212:22 224:21 227:4 229:7 231:6 232:17 235:15,16 239:16 242:10 244:18 245:5,16,21 247:12 249:21 250:13 251:10 254:4 260:3 260:17 261:14,22 261:23 262:10 268:17 270:4 272:7 275:23 276:20 294:6 300:9 300:17 325:20 328:19 329:3,5 335:7 347:18,20
worked 93:18 133:22 159:8 161:13 250:10,11 250:17 273:14 295:23 343:7
workers 301:2
workers' 173:4
workforce 6:9 12:14 36:13 37:12 40:5 41:4 47:19 52:11 74:17 103:14 141:6 142:19,21 143:10 174:4,17 175:9 188:9
working 8:3 8:19 21:21 36:14 37:5 38:2,3 45:9 50:16 51:16 52:9 53:12 58:6 71:20 85:9 89:25 92:16 95:23 124:7 134:13 137:12 139:7,12 141:24 147:20 156:6 159:12 162:8 163:23,23 166:13 169:20,20 171:3 172:5 172:13 177:18 217:20 232:15 241:10,23 249:16 251:7 257:17 258:20 262:6,8 263:15 272:14 287:14 317:3 341:21 342:7,9,11 344:4 346:2 347:2 351:8 351:17 353:16
workload 235:23
workplace 294:9
works 22:5 74:5,7 81:12,13 119:4 185:16 218:23 251:8 327:18 349:13
workshops 152:24
world 66:12 143:8 160:4 160:14 161:13,15 161:17,21 162:16 164:17 168:10,25 334:13,14 334:15 356:2 363:8
worry 66:20 68:6 252:21
worst 120:17
worth 46:17 112:9
worthy 183:22
wouldn't 87:6 106:7 111:22 240:20 252:6 294:4 330:15 331:17 334:21 363:18
wrap 274:14
write 181:19 189:10
writers' 152:12
writing 327:10 328:11 329:11
written 186:5 268:14
wrong 109:18 203:15 205:5 322:3
wrote 163:14 357:9
Wynne 34:24

X

Y

Yale 157:21 158:4
yard 51:17,18 209:22
yards 56:18 56:20 301:19
yeah 57:18 61:12 62:3 63:3 77:8 104:22 105:18,21 110:5 119:7 123:24 128:2 149:19 217:9 219:7 222:25 223:20 225:22 229:22 235:7 245:4 245:23 253:12 255:2,24 263:4 264:18 265:14 266:15 269:4 270:24 272:20 275:13 276:7 277:25 284:10 286:3 288:3 290:3 296:5 297:9 304:11 314:22 320:14 322:23 323:23
year 2:18,22 3:2 5:16 6:23 7:7,11 7:14,15 8:8 9:12,18 10:15,20 11:12 12:8 14:2,15 15:3 19:18 20:24 22:24 24:21,22 25:10,16 26:11,19 27:17 43:11 43:13,19 44:11 45:23 46:7,9,15 62:5 63:24 64:8 68:13 70:8 80:20 81:23 83:15 89:25 95:5 95:6 98:3 122:25,25 129:6,7 136:13 138:24 139:18 144:21 145:16 157:20 162:16 163:5,7 164:15 165:9 167:24 169:14,21 173:6 176:22 177:6 178:2 183:8 187:10 193:8 194:5

194:6 195:3
195:20
196:7,12,14
196:16
198:23
220:16
231:18
255:20
259:3 263:6
280:23
283:9
285:10
291:17,22
297:24
298:13
299:3,14,20
304:14
305:12,15
318:17,22
318:22
319:10,20
319:22
324:12,13
324:18
327:5
year's 43:22
245:7
342:20
years 2:12,24
15:17 20:13
35:2,2,16
39:21 43:21
44:13 46:13
56:14 59:17
59:21 60:19
78:6 90:12
99:22
100:12
102:20,25
111:16,18
133:23
136:15
148:5
152:16
157:15
172:14,25
173:14,16
173:17
174:7,21
176:21
184:19
188:8,21
191:10
194:18
195:22
199:19
200:22,24
201:7 210:3
213:19,19
213:19
220:22,23
221:21
228:2 231:5
237:13
256:7
285:16
295:24
301:17
322:19
324:21
327:2,19
347:19
351:2 353:4
353:5
yesterday
302:24
yield 232:5
320:21
York 230:18
254:13
285:15
young 152:15
153:22
154:15,22
154:23
366:13

Z

zero 231:15
231:20
zip 93:11
133:7
Zone 143:6
zoned 79:9
zoning 5:11
12:24 18:13
18:21 20:16
21:5,6,7,9
21:10,10
22:8,17
25:7,11,12
25:19 26:2
78:13,16
80:14 95:2
95:5,13,16
95:19,23
96:14 97:8
97:9,17,19
100:24
109:5,7
114:10
122:13
126:14
130:13
131:4,13
227:10,12
227:13
228:4,20
270:13,25
272:22
278:6

0

1

1 11:23
190:13
292:11,17
295:13
296:9 322:4
1-A 258:23
1-B 216:3
258:23
1(A) 100:20
1(B) 100:21
1,100 17:5
1,258,932
197:21
1,500 22:3
36:24
1,800 11:8
44:9
1.6 151:16
10 31:2
145:24
10,000 48:21
57:6
10:35 1:7
100 46:13
79:4 139:19
151:15
154:9
169:13
291:21
292:12
299:11,19
316:25
317:7,12
321:22
100,000 17:7
1099 229:2
11 21:20
171:7
173:11
174:18
12 1:7 6:13
9:24 177:15
177:16
183:14
210:3
285:16,17
285:22
12,000
291:16
120 125:24
352:5
126 230:11
12th 22:21
130 281:9
130,000 16:4
13th 28:7
14 15:17
161:6
183:17
217:24
141 367:12
14th 316:14
15 6:7 20:25
36:19 63:19
132:25
133:22
145:25
183:17,18
194:18
196:14
318:7 320:8
15,000 163:4
150,000
69:19
1515 28:7
68:22
1563-A 3:10
16 11:12 21:3
194:19
319:3
349:16,18
160170 1:19
2:6,10 3:1
4:1 5:1 6:1
7:1 8:1 9:1
10:1 11:1
12:1 13:1
14:1 15:1
16:1 17:1
18:1 19:1
20:1 21:1
22:1 23:1
24:1 25:1
26:1 27:1
28:1 29:1
30:1 31:1
32:1 33:1
34:1 35:1
36:1 37:1
38:1 39:1
40:1 41:1
42:1 43:1
44:1 45:1
46:1 47:1
48:1 49:1
50:1 51:1
52:1 53:1
54:1 55:1
56:1 57:1
58:1 59:1
60:1 61:1
62:1 63:1
64:1 65:1
66:1 67:1
68:1 69:1
70:1 71:1
72:1 73:1
74:1 75:1
76:1 77:1
78:1 79:1
80:1 81:1
82:1 83:1
84:1 85:1
86:1 87:1
88:1 89:1
90:1 91:1
92:1 93:1
94:1 95:1
96:1 97:1
98:1 99:1
100:1 101:1
102:1 103:1
104:1 105:1
106:1 107:1
108:1 109:1
110:1 111:1
112:1 113:1
114:1 115:1
116:1 117:1
118:1 119:1
120:1 121:1
122:1 123:1
124:1 125:1
126:1 127:1
128:1 129:1
130:1 131:1
132:1 133:1
134:1 135:1
136:1 137:1
138:1 139:1
140:1 141:1
142:1 143:1
144:1 145:1
146:1 147:1
148:1 149:1
150:1 151:1
152:1 153:1
154:1 155:1
156:1 157:1
158:1 159:1
160:1 161:1
162:1 163:1
164:1 165:1
166:1 167:1
168:1 169:1
170:1 171:1
172:1 173:1
174:1 175:1
176:1 177:1
178:1 179:1
180:1 181:1
182:1 183:1
184:1 185:1
186:1 187:1
188:1 189:1
190:1 191:1
192:1 193:1
194:1 195:1
196:1 197:1
198:1 199:1
200:1 201:1
202:1 203:1
204:1 205:1
206:1 207:1
208:1 209:1
210:1 211:1
212:1 213:1
214:1 215:1
216:1 217:1
218:1 219:1
220:1 221:1
222:1 223:1
224:1 225:1
226:1 227:1
228:1 229:1
230:1 231:1
232:1 233:1
234:1 235:1
236:1 237:1
238:1 239:1
240:1 241:1
242:1 243:1
244:1 245:1
246:1 247:1
248:1 249:1
250:1 251:1
252:1 253:1
254:1 255:1
256:1 257:1
258:1 259:1
260:1 261:1
262:1 263:1
264:1 265:1
266:1 267:1
268:1 269:1
270:1 271:1
272:1 273:1
274:1 275:1
276:1 277:1
278:1 279:1
280:1 281:1
282:1 283:1
284:1 285:1
286:1 287:1
288:1 289:1
290:1 291:1
292:1 293:1
294:1 295:1
296:1 297:1
298:1 299:1
300:1 301:1
302:1 303:1
304:1 305:1
306:1 307:1
308:1 309:1
310:1 311:1
312:1 313:1
314:1 315:1
316:1 317:1
318:1 319:1
320:1 321:1
322:1 323:1
324:1 325:1
326:1 327:1
328:1 329:1
330:1 331:1
332:1 333:1
334:1 335:1
336:1 337:1
338:1 339:1
340:1 341:1
342:1 343:1
344:1 345:1
346:1 347:1
348:1 349:1
350:1 351:1
352:1 353:1
354:1 355:1
356:1 357:1
358:1 359:1
360:1 361:1
362:1 363:1
364:1 365:1
366:1 367:1
160171 1:19
2:6,14
160172 1:19
2:6,16
160180 1:20
2:7,19
16th 351:23
17 5:16 6:23
7:7 8:8 9:19
10:20 12:8
21:3 195:3
195:20
196:16
198:23
318:25
343:4 345:5
17,000 232:3
18 7:11,14
9:12 19:8
20:15,25
24:21 25:10
155:6
311:21
319:15
362:7
18-month
310:6
180 324:18
19 290:12,14
19124 367:13
19150 93:12
195 6:6
1960 19:21
1980s 344:5
1992 3:9
1st 24:20
319:20

2
2 43:14,20 46:9,15 47:10 60:14 61:7 74:13 158:18 221:3 321:23 324:23 325:3
2,000 16:24 36:8,8,24 55:20 80:19 82:12 139:5 144:20
2,100 196:12
2,175 196:15
2,300 45:20 46:5 230:20
2,700 21:18 290:22 304:7
2,800 291:2
2.3 15:23
2.39 16:7
2.5 321:15
2.8 59:5
2.865 15:21
2:00 113:2
2:30 192:12
20 43:10,16 43:19 46:7 46:8 47:11 51:3 163:11 281:19 292:19,23 296:16 297:4,5 298:9,13 299:6
20-something 304:24
20-year 70:13
200 131:21 151:15 313:13,15 318:7 319:5 319:18 321:16 322:5
2005 257:19
2008 144:15
2009 155:3
2010 22:11
2011 43:6 97:9
2012 20:22
2013 10:23 20:4
2014 322:25 323:8
2015 197:15 281:4 282:25
2016 1:7 3:2 11:23 16:16 20:10 46:4 197:22
2017 2:12,15 2:18,24 3:18,20 5:18 14:2 14:15 15:20 16:7 17:4 17:13,24 19:18 21:25 24:20 193:8 194:5 245:9 310:8
2021 2:24
2022 2:12 3:21
2035 77:14
22,000 290:18
225,000 69:19
22nd 311:19
23 183:15
238,000 63:23
24 194:13 203:25 205:16 237:16 323:13
24-hour 180:13
240 163:6,7 248:12
25 9:25 167:22 169:3
250 196:10
250,000 170:15
26,000 173:9
264 195:24
26th 316:2
27 16:22 139:4
27,000 173:9
29 6:18 257:20
29,000 291:3
2nd 186:8
3
3 3:9 6:14 229:8 322:18 324:11 360:10
3,000 36:6 304:21
30 99:5 203:6 204:3 214:7 251:9 277:11
30's 173:10
30-inch 203:6
30,000 17:3 291:5
31st 310:11
32 152:16
320 292:9
328 297:8,9
33 21:19 113:13 291:17 295:23
330 229:10
339 290:21 304:6
34 177:11
340 297:2,8
342 297:11 297:11
345,000 16:3
35 6:19 155:7 183:13 194:17
35,000 168:3
350,000 60:12
356 323:13
36 203:8,10
360 22:24
37 195:11 236:25 237:4,20
384 229:9
385 292:8
39 6:12
3rd 55:9,11
4
4 68:12 292:7 324:11
4,000 190:11
4,600 21:22
4/12/16 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 146:1 147:1 148:1 149:1 150:1 151:1 152:1 153:1 154:1 155:1 156:1 157:1 158:1 159:1 160:1 161:1 162:1 163:1 164:1 165:1 166:1 167:1 168:1 169:1 170:1 171:1 172:1 173:1 174:1 175:1 176:1 177:1 178:1 179:1 180:1 181:1 182:1 183:1 184:1 185:1 186:1 187:1 188:1 189:1 190:1 191:1 192:1 193:1 194:1 195:1 196:1 197:1 198:1 199:1 200:1 201:1 202:1 203:1 204:1 205:1 206:1 207:1 208:1 209:1 210:1 211:1 212:1 213:1 214:1 215:1 216:1 217:1 218:1 219:1 220:1 221:1 222:1 223:1 224:1 225:1 226:1 227:1 228:1 229:1 230:1 231:1 232:1 233:1 234:1 235:1 236:1 237:1 238:1 239:1 240:1 241:1 242:1 243:1 244:1 245:1 246:1 247:1 248:1 249:1 250:1 251:1 252:1 253:1 254:1 255:1 256:1 257:1 258:1 259:1 260:1 261:1 262:1 263:1 264:1 265:1 266:1 267:1 268:1 269:1 270:1 271:1 272:1 273:1 274:1 275:1 276:1 277:1 278:1 279:1 280:1 281:1 282:1 283:1 284:1 285:1 286:1 287:1 288:1 289:1 290:1 291:1 292:1 293:1 294:1 295:1 296:1 297:1 298:1 299:1 300:1 301:1 302:1 303:1 304:1 305:1 306:1 307:1 308:1 309:1 310:1 311:1 312:1 313:1 314:1 315:1 316:1 317:1 318:1 319:1 320:1 321:1 322:1 323:1 324:1 325:1 326:1 327:1 328:1 329:1 330:1 331:1 332:1 333:1 334:1 335:1 336:1 337:1 338:1 339:1 340:1 341:1 342:1 343:1 344:1 345:1 346:1 347:1 348:1 349:1 350:1 351:1 352:1 353:1 354:1 355:1 356:1 357:1 358:1 359:1 360:1 361:1 362:1 363:1 364:1 365:1 366:1 367:1
40 136:7 161:6 216:4
40,000 16:11 48:7 106:24 281:2 283:8
400 1:6
400,000 326:11
417 217:23
42 15:3 319:5
43 6:11 19:7 346:14
43,000 183:17
45 15:15
46 6:12
495 196:14
4th 24:24 28:4
5
5 137:2 360:10
5,000 167:25 279:6 280:2
5:30 367:17
50 90:12 92:24 94:7 167:22 214:7 281:18 305:12,14
50,000 127:21 128:5 129:19
500 11:11 17:8 44:10 196:6 231:18
500,000 167:6,21 169:3 170:14 326:12 359:7,11 360:9
53 316:18
54 15:4 220:19 280:22 281:10
545 318:10 319:3
545,000 320:3
55 79:4 230:8 230:10 233:14
56 21:22
57 6:10 19:7
576 230:14
579,000 326:13
58 220:16,17
5th 121:19 273:25
6
6 9:24 19:9 137:2 274:5 289:18
6,000 11:7 45:3
6,651,568

197:19
6:00 367:10
60 11:16 99:4 125:24 204:3
600 155:4 195:23 230:12
64 290:23
65 6:19 155:8

7

7 30:14 176:8 323:13
7,000 280:3
7,500 279:5
70 11:16 155:25 177:6 183:5 183:6,7,8,9 183:12,13 183:16
71 6:18 230:3 230:5 233:9
75 326:10,13
752,000 346:16
753,000 322:8
76 19:8
78-ish 230:15

8

8 237:18
8,000 48:21
8,250 21:14
80 149:6,14 230:7
80s 344:16
81,000 291:11
813 62:12
89,000 320:4
8th 152:20

9

9 195:21 262:21
9,000 16:11 144:7,16,20
90 204:3
900 21:19
900,000 291:6
911 291:14 307:3,6 322:5,8
95,000 318:9
98 180:22
9th 89:3 93:25 147:18 268:11