COUNCIL OF THE CITY OF PHILADELPHIA

COMMITTEES ON FINANCE AND GLOBAL

OPPORTUNITIES AND THE CREATIVE/

INNOVATIVE ECONOMY

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, March 12, 2019
11:25 a.m.

PRESENT:
COUNCILMAN DAVID OH, CO-CHAIR
COUNCILWOMAN JANNIE L. BLACKWELL, CO-CHAIR
COUNCILWOMAN CINDY BASS
COUNCILMAN WILLIAM K. GREENLEE
COUNCILWOMAN BLONDELL REYNOLDS BROWN

RESOLUTION 190077 - Resolution authorizing Council's Committee on Finance and the Committee on Global Opportunities and the Creative/Innovative Economy to hold hearings regarding the development of a responsible financial plan to meet the City's requirement to adequately fund the Community College of Philadelphia as required by State law.

- - -

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

COUNCILWOMAN BLACKWELL: We will now enter into a hearing with regard to an issue considering Community College and the Finance Committee and Global Opportunities. Councilman Oh will chair that committee, and we ask all those who will be here for that committee to please come to Chambers. People have been waiting, and we want to do that as quickly as we can.

I thank my colleagues Councilman Greenlee, Councilwoman Blondell Reynolds Brown, those who are here. We would like to begin as soon as possible.

Thank you.

(Pause.)

COUNCILMAN OH: At this time, we're going to start our joint hearing of the Finance Committee and Global Opportunities Committee on Resolution 190077.

Clerk, would you please read the title of the resolution.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

THE CLERK: Authorizing Council's Committee on Finance and the Committee on Global Opportunities and the Creative/Innovative Economy to hold hearings regarding the development of a responsible financial plan to meet the City's requirement to adequately fund the Community College of Philadelphia as required by State law.

COUNCILMAN OH: At this time, I will note that Co-Chair Councilwoman Jannie Blackwell is to my left and Councilwoman Blondell Reynolds Brown is to her left. And with that, we can proceed with the hearing.

I will start with this statement: The Commonwealth of Pennsylvania passed Act 484 known as the Community College Act of 1963. It mandated equal funding from three sources - the State one-third, the City one-third, and students one-third. Although there have been changes to Act 484, State law continues to call for at

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

least one-third of the funding for Community College to come from each community college's local sponsor, in this case the City of Philadelphia.

Because the City has not been meeting its mandatory minimum appropriations to Community College of Philadelphia for many years, students have been burdened with higher tuition costs. For this fiscal year $134.7 million operating budget, students provide 55 percent of the revenue, while the State provides 24 percent and the City provides only 19 percent. The Mayor's proposed municipal budget for Fiscal Year 2020 unveiled last week falls $18 million short of the State-mandated third of Community College's proposed operating budget.

This hearing will critically examine why the City of Philadelphia has not been providing the minimum revenues required by the State to fund Community College of Philadelphia so that the City

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

can begin the process of developing a plan to meet its financial obligation.

Community College of Philadelphia is a vital asset of the City with approximately 27,729 students, and it is the City's responsibility to ensure that it has the resources to serve its students. Its role is crucial to strengthening the regional workforce in an increasing technological and global world. Therefore, it is an invaluable resource in our community in addressing some of the most pressing issues, such as violence, homelessness, and addiction.

Today there are few people who have not heard about the skyrocketing costs of college tuition. As a father of four young children, I don't know what the costs of tuition are going to be. There's a lot of angst about it. There's a lot of statements made politically. But one of the things that we have in Philadelphia is Community College of Philadelphia, a wonderful institution

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

that provides education, whether four-year, two-year, certificates, continuing education, career training to people in our city at a very, very affordable cost. But the City has not treated Community College with the kind of respect that it deserves for the job that it does for our city and can do. The City should look at Community College, its faculty, its students, its resources and ensure that we are meeting our obligations, not only now and in the future but looking at the past funds that have not been provided to Community College, which would provide the facilities, the technologies, the resources so that students in Philadelphia would have an opportunity to have jobs, start businesses, become the kind of people they want to be.

Community College is an answer to so many of the issues that we talk about in City Council. It is a positive thing we can do. It doesn't cost us very

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

much. It is a proactive thing. It's not a Band-Aid. It is a solution.

And with that, I will ask if there are any other statements that my colleagues would like to make.

COUNCILWOMAN BLACKWELL: I would like to commend Councilman Oh for this resolution and for his commitment to our Community College. It makes such a big difference for our young people here and all people in our city.

We are glad to have its President be here to testify and all others who are here. And, again, we thank him for this resolution.

COUNCILMAN OH: Thank you, Councilwoman.

With that, I will throw out this number before we begin. In 2019, the shortfall is $19 million. In 2020, the shortfall is $18.2 million. The cumulative shortfall from 1998 to 2019 is $326.3 million.

So with that, I'll ask the

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Clerk to call the first panel.

THE CLERK: Rob Dubow, Director of Finance, City of Philadelphia.

(Witness approached witness table.)

COUNCILMAN OH: Please state your name for the record and begin your testimony. Thank you.

MR. DUBOW: Good morning, Chairs Blackwell and Oh, members of both committees. I'm Rob Dubow, Finance Director for the City of Philadelphia. I'm here to testify on Resolution 190077, which calls for hearings regarding the development of a financial plan to adequately fund the Community College of Philadelphia.

We agree Community College is a vital institution that makes higher education and certificate programs more affordable and accessible for Philadelphians, strengthening both our communities and regional workforce. To increase our support for CCP, the Mayor's

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

proposed budget calls for an additional 1.3 million a year in local investment, bringing the City's total contribution to $33.8 million annually. This means the City would be investing almost $170 million in CCP over the next five years. These additional resources will enable Community College to continue funding critical programs like Power Up Your Business as well as to expand the dual enrollment program in partnership with the School District of Philadelphia. These investments support the City's workforce development strategy, Fueling Philadelphia's Talent Engine. We look forward to discussing these investments with Councilmembers during the budget process.

And that concludes my testimony. I'm happy to answer any questions you may have.

COUNCILMAN OH: Are there any questions?

Councilwoman Blackwell.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

COUNCILWOMAN BLACKWELL: No.

COUNCILMAN OH: Councilwoman Reynolds Brown.

COUNCILWOMAN BROWN: This is very much on short notice, but it's always helpful to me to see the history, the historical perspective. So can you speak to what the percentage of increases have been, say, over the last three to five years?

MR. DUBOW: Yeah. So over the last five years, five years ago, our contribution was about 27 million.

COUNCILWOMAN BROWN: Define what year that was for the record.

MR. DUBOW: FY15, so five years ago. It was 26.9 million, and this year it will be 33.8.

COUNCILWOMAN BROWN: It would be 33.8?

MR. DUBOW: Yeah.

COUNCILWOMAN BROWN: Is it fair to see how our Community College stacks up against similarly situated

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

institutions around the country just to see where we are, where we fall in the big picture?

MR. DUBOW: Yes. That makes sense. We can do that analysis.

COUNCILWOMAN BROWN: That would be very helpful. Thank you.

And so can you plan for that when we move into the budget -- when we get --

MR. DUBOW: You'd like to have that before Community College testifies.

COUNCILWOMAN BROWN: Yes.

MR. DUBOW: Yes. Understood.

COUNCILWOMAN BROWN: Thank you.

Thank you.

COUNCILMAN OH: All right. Thank you very much.

Clerk, would you call the next panel, please.

THE CLERK: Dr. Donald Generals, President, Community College of Philadelphia; Dr. Manual Gonzalez Canche, Associate Professor, University of

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Pennsylvania.

(Witnesses approached witness table.)

COUNCILMAN OH: Would you please state your name for the record and begin your testimony.

DR. GENERALS: Guy Generals, President for Community College of Philadelphia.

First of all, let me thank you all for taking up this incredibly important topic, both for the College as well as the sector. I think the funding of Community College and the lack thereof is sorely missed in our public discourse, so I commend Councilman Oh for taking this very important topic up.

You pretty much read my comments, which was the history that goes back about 56 years, 57 years. Act 484 laid out a one-third, one-third model for community colleges, a third to be provided by the State, a third by the local sponsor, and a third by the City.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

What I would like to pick up on, I don't think you spoke to were some of the changes in the law over time.

So Act 484 was repealed in part and replaced in part by the Public School Code, which has since been amended many times. In 2005, Act 46 of 2005 amended the Public School Code and created a funding formula moving away from the original FTE model and used the "base plus" model that included the funding from the prior years, plus amounts based on enrollment in traditional courses, enrollment in occupational courses, and multiple other factors. So there's base funding and then there's a differential funding depending on the type of education you were providing. So that was 2005.

However, the Commonwealth hasn't followed that funding formula since 2009-2010 where it was changed again. Instead the Commonwealth has made amendments to the Public School Code each

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

year to distribute the Commonwealth's funding for its 14 community colleges based on a pro rata distribution of the prior year.

So, again, it's base funding based on the prior year's funding, plus a distribution of the dollars based on the enrollment and the size of the institution.

I will state for the record as of this point, this moment right now, the State's allocation for community colleges, which comes through the Commission, is zero. So I think that's something that needs to be spoken to.

Nonetheless, although the Commonwealth changed one required contribution from the Commonwealth, the basic principle of students only paying a third still applies. So the total operating budget minus what the Commonwealth pays and minus one-third from the City, in theory and law, should be taken up by the -- excuse me; the

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Commonwealth's -- the total budget, operating budget of the College, minus what the Commonwealth provides, minus one-third from the students, that dividend, in theory as well as law, should be provided by the local sponsor. So obviously it would be much more than a third at this point, and I think that's what we're here to talk about.

I think the impact of Community College is self-evident. We have demonstrated what our students do upon graduating, according to research that we have with Econsult. We produce roughly $324 million. There's a $324 million impact on the City of Philadelphia in part because of the wage premium from students who graduate and go on to receive better jobs, better family-sustaining jobs.

We are involved in a host of anti-poverty programs, most of which are incorporated in the operating budget. So, for example, our dual enrollment,

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

right now we carry a number of students through our dual enrollments where we only charge $99 as opposed to the full freight for those students, and we're serving about 1,200 students. We have a 50th college promise, which I'd like to speak to in a minute. We have a middle school program with Parkway Central, which is in part supported by the School District. We have an Office of Recovery Addiction, which provides certificates and works with the community on the opioid crisis here in Philadelphia. We have a reentry program, which has been very successful. I was here a couple of weeks ago to talk about the Power Up program, which data was provided to the Council pointing to the fact that over ten years, $110 million will be added to the coffers of the City. It has a benefit of $2.8 million per year or over comparable businesses.

So the point that I'm trying to make is that with the existing budget,

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

there is an impact, and so I think that it's reasonable to say that with the added dollars that we're talking about and given the level of poverty and the level of need in the City, that we could reasonably attack in a much more aggressive and a much more comprehensive way some of the challenges of the City.

And I do want to again circle back to the idea of the promise programs. This is timely, this idea of students paying too much, even at a third, because right now 20 states in the -- and you might have more accurate data, because I know you do this for a living, but 20 states in the country are providing free tuition for community college students. That idea has caught on --

(Applause.)

DR. GENERALS: -- for the last -- has caught on the last couple of years. It really started with President Obama. It is not dead in the sector. It's still being discussed, and in

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

various sectors, it's still being pursued.

It's the realization that community colleges, like high schools, a hundred years ago have become such a public good, that the public really needs to put forth the dollars in order to support community colleges.

As you know, Community College of Philadelphia has a last dollar program, which means after financial aid, we will pick up whatever the costs are for any student that graduates a Philadelphia high school. At this point, about 900 -- since 2015, 928 students have benefitted from that program; $750,000 has been spent. All of those dollars are coming from private donations. Their graduation rate of that first cohort is 24 percent, which exceeds the College's graduation rate.

So the idea that students that are supported that don't have to worry about the burden of tuition and costs and

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

books and childcare and food and a place to live can succeed is something that is proven out by the data, and I want to thank the Committee for taking up this challenge.

COUNCILMAN OH: Thank you very much.

We'll have both witnesses testify before we open up for questions.

Would you please state your name for the record and please pull the microphone very close to you. That way, our stenographer can get you.

DR. CANCHE: Thank you. Well, my name is Manual Gonzalez Canche. I'm an Associate Professor at the Graduate School of Education at the University of Pennsylvania. I studied finance, prize competition, prize dependence, community colleges and got close in actions.

I would like to start by making a statement: Funding for community colleges is not an expense. It's an investment, which is reflected in this

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

approach that the college promise programs have been developing across the nation recently.

So Community College has continued to be the most important access point to higher education in the United States of America, with at least 40 percent of all first-time-in-college students. More importantly, these institutions take pride in welcoming the students who predominantly come from lower income and underrepresented in higher education backgrounds. These students include minoritized, Hispanic, African American, Native American students, first generation in college, financially constrained, and most of the time they are welcoming to academically under-prepared or challenged students.

Community College students not only have access to quality education, but certain education is much more affordable, costing a third of the amount charged by public four-year institutions

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

on average nationwide and only one-tenth of the tuition and fees charged by private, not-for-profit four-year colleges.

Despite some criticisms related to lower levels of educational attainment of two-year entrants compared to their initial four-year counterparts, it is important to note that community colleges traditionally have access to significantly fewer monetary and non-monetary resources than four-year institutions. These disparities in resources include, but are not limited to, fewer financial resources, fewer full-time faculty, and fewer students who are attending full time.

In short and directly related to this hearing, community colleges continue to educate 53 percent of students attending public institutions and 84 percent of all part-time undergraduate students. Remarkably, they do so with about 20 percent, again

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

nationwide, 20 percent of the state support received by their public four-year counterparts.

In the State of Pennsylvania, all community colleges combined operate with about 27 percent of the budget granted to state-affiliated or state-owned four-year institutions. In the City of Philadelphia, the Community College of Philadelphia, CCP, operates with 24 percent of the State appropriations given to Temple University, for example. 24 percent.

It is worth noting that the net tuition revenue at CCP is only about 3.6 percent of the same amount charged by Temple. I will elaborate on this more. Although the total head count at CCP reported as of 2015 is about 60 percent of the total head count reported by Temple, we know that Temple effectively generated as of 2015 almost $20,000 in tuition and fees per student. The same amount generated at CCP is $1,600 if we

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

count part-time and full-time students and $2,500 if we only count full-time students.

Again, compared to the nation averages, I mentioned before that community colleges cost at least a third. In the case of CCP, it costs an eighth of the price that it will cost them to go to Temple.

In sum, CCP operates with about a quarter of Temple's State appropriations and generates about 10 percent of the revenue raised by Temple in tuition and fees, even after accounting for differences in their student body sizes and full-time equivalents.

I want to also highlight that there is enough evidence nationwide that attending a community college and pursuing a four-year degree afterwards will translate in 10 percent less debt accumulation. And if we don't fund these institutions properly, the students will

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

need to rely on more debt to afford the tuition costs, tuition and fee costs debt attending a college will entail. These students are typically, as I said, financially constrained, so we cannot rely on them to fund these institutions.

Once more, funding for community colleges, funding for CCP is not an expense. It's an investment.

Thank you.

COUNCILMAN OH: Thank you very much.

Are there any questions?

(Applause.)

COUNCILMAN OH: No questions.

And I will have just a couple of questions myself.

When I look at Montgomery County Community College -- and I've been invited up there a couple of years ago -- and I look at how the county deals with Montgomery Community College and what they get back for it. Can you give us some comparisons between the investment

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

that they are making in Montgomery County versus what we're doing here in Philadelphia, and what are the impacts of that?

DR. GENERALS: Well, I know Montco, Montgomery Community College, in terms of the student demand does not have the level of burden that Philadelphia Community College does. There are neighborhoods, there are students, there are pockets of students with extreme needs, but that's -- again, I don't have the data, so I want to qualify my statement, but knowing their President and knowing their experiences there, they do not have nearly the level of students who have levels of impoverished conditions, whether it's educational, being educationally disadvantaged, having economic disadvantages. And so I'm not quite sure what their operating budget is. I know it's lower than ours is. So I think if you calculate it on a per-student basis and figured out a way

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

to calculate that demand as one of the variables, I would say that the obligation that we have far exceeds theirs and, therefore, the impact is greater, but the responsibility is greater as well. I'm not sure that there's -- it's a fair comparison.

COUNCILMAN OH: Yeah. My point is that they're a smaller institution, that the Montgomery County has provided greater revenues, and it appears to have a more positive impact because of the greater revenues in Montgomery County and the region.

DR. CANCHE: If I may add to that, Community College traditionally serves local students, students from -- who live within on average 12 miles away from the institution. So investment once more in community colleges is an investment in that localized place rather than trying to attract the students from other states or other cities.

DR. GENERALS: I know they have

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

better facilities in terms of some of the centers that they have. That I know.

COUNCILMAN OH: I visited their $1.3 million audio engineering facility, brand new --

DR. GENERALS: Right.

COUNCILMAN OH: -- with a Grammy-nominated engineer and all kinds. And there have been debates up in Montgomery Community College over the large amounts of funding they are putting into the college, which I think is a great debate to have, putting more money into your community college.

No other questions, and thank you very much.

Clerk, I'd ask you to call the next panel.

THE CLERK: Michael Kidd, student, Community College of Philadelphia; Justin Keller, alumnus, Community College of Philadelphia; Margarita Simmons, student, Community College of Philadelphia; Bee Lugo-Roman,

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

student, Community College of Philadelphia.

(Witnesses approached witness table.)

COUNCILMAN OH: All right. Would you please identify yourself for the record and give us your testimony.

MR. KIDD: Good afternoon. My name Michael Kidd and I'm a student at CCP.

COUNCILMAN OH: Yes. Please go on.

MR. KIDD: I want to tell you why CCP is very important to me.

My name Michael Kidd. I'm about to graduate from CCP with a 3.0 GPA. I have been accepted to Chestnut Hill and La Salle. I'm making this decision because I plan on studying criminal justice.

I am here today to share my story and encourage the Council to fully fund CCP in order to help create the conditions for more students to succeed

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

as I have. I've come a long way.

I went to Bok Technical High School in South Philly. You know, the school that was shut down and now has artist studios and a rooftop bar. I started getting in trouble with the law at the age of 17. I wanted money. It seemed like everyone around me was participating in illegal activities to get it. Such behavior were normalized, and I didn't see myself as a college type at that time. College wasn't what I was striving for.

I have served federal time, state time. I was locked up for a total of about 13 years out of my life. When I got out the last time in about 2013, I was on federal parole, and they sent me to the RISE program, which then connected me to CCP. Initially I was enrolled in the reentry program because I was told it would help me get off probation and get a job. But then with the help of professors who believed in me, I started

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

to realize school wasn't that bad. I was a terrible writer, but I knew I understand the answers. I just realized that I had potential and I was developing ambition to strive to be the best and I kept putting in the work.

The more I stayed in school, the more positive things happened in my life. For one, going to CCP helped me get a job I have today, which I've had the same employment for over four years. I am setting a good example for my daughter, who I have primary custody of and who will be starting school in September at Stroudsburg University and plan on being a pediatrician.

I have a healthy relationship with my girlfriend, and she has decided to go back to school herself. School has helped me have balance and I need to be -- and actually this is the happiest time in my life.

I have been out of prison for four years. CCP had helped me change my

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

direction. More importantly, it has changed what I thought was possible. At this point, I don't know what I would do without school.

Even though my professors encouraged me to be the best and continue with school and even though I now understand what it takes to succeed, sometimes I still can't believe I'm about to get a degree, and it's mind-boggling, but I can actually say I did a 180.

Thank you.

COUNCILMAN OH: Thank you very much. Thank you.

(Applause.)

COUNCILMAN OH: Please state your name for the record.

MS. LUGO-ROMAN: Hello. Good morning. My name is Bee Lugo-Roman. I'm an English student at CCP.

City Council, my fellow educators, professors, and students alike, thank you for allowing me to speak here today. This meeting is of great

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

importance to everyone, and I hope my words really resonate with you.

Community College is for students who can't get into a real university. Is that who you want to be? My high school teacher told me this when I was questioning the prestigious university I was slotted to go to, so I didn't apply. I didn't want to be a stupid CCP student. So instead I went to that four-year university where my professors didn't represent the students at all.

I left, came back to Philadelphia where I had to deal with the debt I accrued from that college, and I thought the process of getting my education is more important. I thought it was going to be easy because I had done this all before, going through college and experiencing that sort of thing. I've done it all before. But, boy, was I wrong. I've never been so challenged, so engaged, but also so

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

encouraged. This single-handedly is all due to my professors.

I have experience in education as well, so I have a dual perspective in this subject. I've come to realize the importance of supporting educators, especially people at CCP. To support the students is to support our city, our nation, our world. You can imagine it's of great importance.

In 1963, at CCP's inception, a promise between the State, the City, and the people who founded CCP promised to give a third of the operating costs, as people have mentioned throughout this meeting today. The promise was to support the school, educators, and students by funding the operating costs. While breaking this promise, the City has stimulated a situation in which the School Board and the Administration is seeking to cut compensation while simultaneously increasing the workload of our professors. With an increased

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

workload, how can a professor be expected to provide high-quality education without giving proper compensation. To this, I have no answer.

However, regardless of that, the City Council can make a real difference here. The City, specifically you Councilmembers, can carry out your civic duty and support the Community College. I have a responsibility in my own profession to support educators, and I believe that the City Council has the same civic duty. However, CCP is not thriving right now. We need the support of our city to thrive. As you can see from our science that we have before us, CCP works because we do.

Most of the students who attend CCP, all of the students I know, haven't been fulfilled by the Philadelphia public school system, especially minority students such as myself and the previous testimony from before. Our college provides a high-quality education and

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

support from faculty that I've seen nowhere else. It acts as the first, second, and even third chance for people to educate themselves and succeed.

So make things right and support the educators of future generations. You, the City Council, honestly cannot afford not to.

Thank you.

(Applause.)

COUNCILMAN OH: Thank you very much.

Would you please identify yourself for the record and provide us your testimony, and please pull the microphone up real close so the stenographer can record you.

MR. KELLER: Hi. My name is Justin Keller. I'm a former U.S. Army paratrooper with the 82nd Airborne Division but, more importantly, I'm the CCP 2013 Male Athlete of the Year recipient and record holder in the mile there. Hopefully that record still

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

stands.

I want to take this time today to share how meaningful the Community College of Philadelphia has been in my own personal development, but also to implore the "powers that be" to properly support and fund the institution so that it can continue to be a lifeline for so many in the Philly community.

I wasn't kidding about holding that CCP track record. I'm originally from just outside of Harrisburg, PA where I was a state champion in high school cross country. I got recruited to run at La Salle University, prompting me to move to Philly for the first time almost 13 years ago now. But by winter break of my sophomore year, I had stopped attending classes and subsequently dropped out in poor academic standing due to my own lack of motivation and discipline. This led me ultimately to join the Army, where I spent four years as an airborne infantryman, spending one of those years

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

in the Al Anbar Province of Iraq.

When I was honorably discharged, I moved back to Philly with no plan outside of using my GI bill to go to Temple University, the only school I applied to. And due to my grades at La Salle, I was, of course, rejected. Temple's only advice was maybe try to improve my grades at Community College and then reapply.

Up to that point, I had never even heard of CCP, but prompted by Temple, I enrolled in the fall semester of 2012. I told some friends about my plans, who only laughed. "Damn, not CCP, that place sucks." With that as my only review, I was understandably apprehensive, but I attended anyway, only to find out that CCP was an unbelievable school, catering to a broad and diverse student body. I studied a foreign language for the first time. I ran track and played baseball. I studied abroad. I thrived at CCP and made Dean's List. I

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

reapplied to Temple and was accepted with academic scholarship to boot.

CCP was a second chance for me, an opportunity at redemption after having squandered school the first time. But I was lucky. I was fortunate enough to grow up in a financially stable community where the public schools were well funded and academically challenging, and with all the resources in my corner, I still somehow found a way to mess it up. You can imagine how much more difficult it would be growing up in a different set of circumstances.

My classes at CCP exposed me to the level of educational privilege I had been lucky to grow up in. Many of the students were often ill-prepared and struggling to keep up with the coursework, sometimes to the level of frustration and even anger, even when it was clear that they're intelligent people. Many of them were responsible for taking care of their families or

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

working full time while also attending classes. Due to no shortage of will or intelligence, many were simply failing to keep up with their course load, and it was the faculty that picked up the slack, making time outside of class to teach, mentor, and otherwise hold themselves accountable to the education of their students.

But of course that takes a toll on the faculty. Having been in a few different schools now, I can say that the commitment this faculty shows to its students is nothing short of extraordinary, but also necessary due to the incredible financial and educational inequalities this city faces.

That CCP track record I mentioned before was only a stepping stone for me. I never stopped racing, and recently became the fastest person in the world to walk the full length of South America, 7,000 miles across the Andes. This feat is the direct result --

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

(Applause.)

MR. KELLER: I can honestly say this feat was the direct result of my time at CCP, where I took my first ever Spanish classes at 25, literally starting out as basic as the alphabet. My professor, Ms. Class, strongly encouraged me to participate in CCP's study abroad program, which in 2013 traveled to Puru. I had never even considered doing such a thing. It was in fact the first time I had ever even been outside the country, if you don't count Iraq. And it was there where I conceived of this dream to cross the continent on foot.

So the future of CCP seems personal to me because it helped solidify my own future. This city not only needs but deserves the robust, thriving community college that we can be proud of, not one that carries the unfortunate stigma that it does, for those like me who need a second chance and especially for those who never got the first chance

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

they deserved.

Thank you.

(Applause.)

COUNCILMAN OH: Thank you very much.

Clerk, would you call the second panel.

COUNCILWOMAN BROWN: I do have a comment.

COUNCILMAN OH: Oh, I'm sorry. Councilwoman Blondell Reynolds Brown.

COUNCILWOMAN BROWN: Please.

Moments like this I don't like to see pass by. Woody Allen said that 80 percent of life is about showing up. I want to thank the three of you for showing up. Your personal testimonies were heartfelt. And to your last statement, stated very eloquently, reread that for me, the last gentleman that spoke with regards to folks wanting and needing --

MR. KELLER: I said that the City deserves and needs a robust,

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

thriving community college, and it's not just for those like me that need a second chance, but especially for those who never got the first chance that they deserve due to educational inequality.

COUNCILWOMAN BROWN: Agreed.

So the fact that the three -- your stories are amazing. I've learned very, very early on, where you start out has nothing to do with where you end up. Much success to you all. Thank you.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: Clerk, please call the third panel.

THE CLERK: Jamie Zigarelli, English Professor, Community College of Philadelphia; Yusefa Smith, Math Professor, Community College of Philadelphia; Randy Libros, Physics Professor, Community College of Philadelphia; Marissa Johnson-Valenzuela, English Professor, Community College of

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Philadelphia.

(Witnesses approached witness table.)

COUNCILMAN OH: Thank you very much. If everyone would please have a seat. I'm just going to let everyone know, everyone, that we do have public comment. There's 12 people signed up. So we're starting to face the clock. I'm not trying to shorten your testimony, but please just keep in mind we have a lot of folks to get through.

Thank you very much. Would you please state your name for the record and start with your testimony.

MS. SMITH: Hi. I'm Yusefa Smith and I'm a math instructor at CCP and a Philadelphia resident, and I wanted to share, my grandmother graduated from CCP in 1981, the same year I was born. She raised me, and she taught me financial responsibility. One thing she told me was, you don't take loans going to CCP. You get grants and you work to

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

pay the rest and you leave debt free. And she told me that. You go to undergrad and you leave debt free.

So with that, I want to talk about our students and their great needs inside and outside of the classroom. I was a student with great needs inside and outside of the classroom. Unfortunately, our students are faced with an inequitable learning environment at CCP too. Faculty and staff continuously advocate for changes to improve learning conditions for our students, and one of those changes needs to be reduced class sizes.

CCP's college math classes have a class maximum of 36 students. I teach college algebra, and my classes are full at the start of the semester, meaning 36 students full. However, this same class at Montco has a max of only 28 students, in Bucks a max of only 27. Ironically, Montco and Bucks are suburban community colleges with less students in poverty

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

and less students of color.

In CCP's computer science classes, our class size limit is 36 too. Montco caps their computer science classes at 20. Bucks caps theirs at 22. Why does CCP permit almost double the size for a field that's growing?

Our instructors do our best to reach all students, but it's just not possible with class sizes that large. This disparity exists in developmental courses too. Developmental courses are not college-level courses. In general these courses have lower class limits than college-level courses. At CCP, Developmental English is capped at 20 students. However, at Montco it is 16 students, and at Bucks it is 15.

When comparing classes in other disciplines at CCP, the story is the same. We are stuffing more students per class to the detriment of all students. Educational quality at CCP suffers, and this is not fair to the students at CCP.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

We need class sizes at CCP lowered, and that takes money. The instructors at CCP understand that the students are diverse in their academic readiness. They maintain part-time and full-time jobs, just as my grandmother did, sometimes multiple jobs, care for their children, all while attending school. We aim to know our students and work with their individual needs. This funding crisis makes it impossible to meet our students where they are. We need lower class sizes and we need more money to do it. If the City of Philadelphia does not honor its commitment to CCP, it further compounds the disadvantages our students already face.

Thank you.

(Applause.)

COUNCILMAN OH: Thank you very much.

Would you please identify yourself for the record and provide us

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

with your testimony.

MR. LIBROS: Hi. My name is Randy Libros and I'm a faculty member at Community College of Philadelphia. I actually came to the College, not from academia but from industry. I had worked as a biomedical equipment technician repairing medical equipment at hospitals such as Einstein Medical Center, Children's Hospital of Philadelphia, and Jefferson University Hospital. And though I enjoyed my work in the hospitals and could have certainly been very happy continuing in the field, when I had the opportunity to teach at CCP, I decided to take a small cut in my pay and benefits to see if I liked teaching. I guess I did, because that was 28 years ago.

Most of my career at CCP has been involved with workforce development programs, specifically in technical areas. Over the years I've met with representatives of a wide range of industries, including oil refining,

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

nanotechnology, biotechnology, and biomedical equipment technology and solar energy, to name a few, and I've learned some important lessons along the way. I'm not particularly a fan of technical training. We need to provide technical education. Education goes beyond just how-to training that gives students skills that may be useful today but may become obsolete in a few years.

Industry representatives have consistently said that they want students who have the ability to really understand not just what they're doing but why they're doing it so they can problem-solve, trouble-shoot. They need to develop those critical-thinking skills. They need to be able to grow and evolve as the technology evolves.

They want employees who know how to work as part of the team and understand their responsibilities as employees. But also we're not just doing this for our industry partners. Our real

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

commitment is to our students, and we need to make sure that they have access not just for a job for today but for a career that's going to be sustainable.

One program that I've been very involved with developing is in biomedical equipment technology, and we've been very successful in getting students placed in jobs. We have a program where after a one-year certificate, students are eligible to work, and about 50 percent at that one-year mark do go into work. About 70 percent of the students in the program continue on to a second year and the Associate's degree. Starting pay for these students ranges $35,000 to $45,000 per year with benefits, with excellent opportunities for advancement.

Keys to success: Very strong ties with industry, mentoring students to help them navigate the challenges of being successful, and ensuring that we provide students with both strong hands-on and academic experience.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

The program has changed the lives of students. Just ask the former bike messenger who has now been working in the field for almost a year or the former bouncer who is now earning basically what our new entering faculty earn with a two-year degree and about $20,000 a year more than what I was paid when I started.

My typical work week is about 45 to 50 hours long. I've heard mentioned that faculty are only in the classroom for 12 hours a week, but that leaves out the hours we spend preparing, grading, and supporting students; in my case, developing and developing lab experiences, grading lab reports, and helping students not only with course content but with study skills and personal challenges.

In our current contract negotiations, you may be aware that our administration says that for financial reasons, they have to increase the

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

workload of new faculty by 25 percent. But if that happens, what do we lose? If I had had to teach an additional course, an additional 25 percent, I wouldn't have had time to bring in about $600,000 in grant money, which I brought in over the last five years or so. We would not have a biomedical equipment technology program. We would not be about to launch courses in 3D printing and additive manufacturing and nanotechnology, and we wouldn't now be developing a partnership with the solar energy industry, the School District, and the City of Philadelphia to work towards a solar technician program.

And I wouldn't have time to sit with students who really need the assistance in terms of study skills, in terms of learning differences that students have or the student who sought advice regarding a sexual harassment situation, and on and on.

The opportunities that are

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

presented -- that are made available by CCP provide not only a way to enter sustainable careers, it's not just a pathway out of poverty, but it's a pathway that's paved in hope. And I see -- and as I talk about this, I see the faces of students who I've talked to over the years who face challenges of drugs, past incarceration, physical and mental health issues. These are not abstract. These are very real, concrete issues. For this pathway to grow and remain robust, faculty needs the time to provide support to students, to keep current with changing technology, and to keep both existing programs up to date and to develop new programs as new technologies and employment opportunities arise.

I know I'm not unique in working 45 to 50 hours a week. Most of my colleagues have similar work weeks. Adding another course to the teaching load for new faculty will over time

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

degrade the quality of education at CCP, and our students deserve better than that.

Thank you.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: All right. Please identify yourself for the record and provide us with your testimony.

MR. ZIGARELLI: Hi. I'm Jamie Zigarelli. I'm an Assistant Professor of English at Community College of Philadelphia. And I have to apologize in advance. I'm down to my last cough drop and I'm out of water and I've got this terrible cough, so --

COUNCILMAN OH: We do have some water over there. I get it myself once in a while.

MR. ZIGARELLI: I'm going to do my best. I think I'll be fine. Thank you.

Thanks for taking this up

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

today, Councilman Oh, and thank you, everyone who came out today.

So according to the Center on Budget and Policy Priorities, per-student funding in Pennsylvania is today 33 percent below the levels that it was at in 2008. Only five states have enacted deeper cuts. Twenty years ago the State provided a third of the revenue for CCP's operating budget, and today it supplies less than a quarter. This year if the State met its one-third obligation, it would have supported the education of the citizenry with $43.5 million. CCP received around 31 million. So that's a $12.5 million tab that's going to be picked up by our students.

It's been over 35 years, since 1983, when Dr. J last led the Sixers to the NBA Championship -- my students don't even know who he is, it's been so long -- since the City met its 33 percent obligation. So this year the City is $18 million short, and that's another $18

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

million bill for our students. So when you combine the $12.5 million tab that the State failed to pick up with the 18 million, our students are looking at a $30.5 million bill this year alone. If you start adding these bills up, you quickly find yourself in the mid nine figures. Councilman Oh stated over the last 20 years it's $326.3 million. I think pushing this burden onto our students, the majority of whom are low income and from historically underserved backgrounds, is far more than they should have to bear.

Over the last ten years, tuition and fees at the College have risen 26.5 percent. Our students are supplying 56 percent of the operating revenue, which is well above their one-third obligation.

So how do they pay the additional 30.5 million on top of their 43.5 million obligation? It surprises people to learn that at CCP, 44 percent

of our students are taking out student loans. This is the dark underbelly of underfunding. Pennsylvania ranks 51st in average student debt. How 51st? Because we're even behind the District of Columbia, the land of expensive degrees and lead education.

Last year we enrolled 24,000 students in credit courses. Over 10,000 of those students took out loans to pay for their education. And each year out of that 10,000, 19 percent, 1,900 students are going to eventually find themselves in default. To put that number into context, 1,900 is also the number of students that graduate from the College each year.

It's my sincere hope that one day I can return here after we're fully funded and report to you that we have zero defaulters and 3,800 graduates.

On top of placing an undue financial burden on our students, the second problem, which some of my

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

colleagues and the students who testified have spoken to, is that underfunding hurts educational quality. So right now, the administration is proposing that full-time faculty teach more students each semester than professors at other area community colleges, and they claim that this is a national standard. It's not. It's a national scandal. It's been normalized because of disinvestment in higher education, but it's a race-to-the-bottom mentality. Community colleges like CCP where the historically underserved attend are chronically underfunded, and underfunding leads to under-educating.

So let me give you a concrete example. I'm an English professor. If I teach at Temple, I'm responsible for the education of 69 students a semester. If I teach at Bucks, it's 80, Drexel 82, Montco 95. Right now at CCP I teach 96 students a semester. But the administration is proposing that I teach

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

120 students a semester. So notice that this is nearly twice as many students as the 69 a professor teaches up Broad Street at Temple. The Temple student is going to get nearly twice as much of his or her professor's time as I'm able to give one of my students.

So in our city, 26 percent of residents and 37 percent of people under 18 live in poverty. We lag behind other big cities in educational achievement. In the 15 largest cities in America, 40 percent of residents have at least an Associate's degree. In Philadelphia, only 30 percent of residents have completed at least an Associate's degree.

According to a recent Pew report on CCP, if we were able to increase degree attainment in the City by one percent, just get to 31 percent, I'm not even talking about 40, we would increase regional income by $4.4 billion. By extension, if we could get to 40 percent, the nationwide average, we would

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

boost regional income by $44 billion. So investing in the education of Philadelphians would return an unprecedented windfall of revenue to the City, and it would restore a public good that's in danger of being lost.

The students you've heard from today are exceptional. They've beaten the odds. At CCP, our students come disproportionately from the poorest zip codes in the City. And so in closing, I just want to ask you to consider something that Hazim Hardeman, a North Philly product, a CCP graduate, a Temple graduate, and now a Rhodes Scholar studying at the University of Oxford, said in a profile of him that appeared in the Philadelphia Inquirer. He said, Don't be happy for me that I overcame these barriers. Be mad as hell that they exist in the first place.

And so I ask that you be mad as hell and that you act on your righteous anger and fully fund Community College of

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Philadelphia.

Thank you.

(Applause.)

COUNCILMAN OH: Thank you very much.

Would you please state your name for the record.

MS. JOHNSON-VALENZUELA: Hello. My name is Marissa Johnson-Valenzuela and I'm an Assistant Professor in the English Department at CCP, and similarly to Jamie, I'm doing double duty. He was an accountant/money numbers guy today in large part as well as being an English professor, and I am here for the first time at a hearing and I'm actually -- could I ask a question of you?

COUNCILMAN OH: Sure.

MS. JOHNSON-VALENZUELA: Are people supposed to be here?

COUNCILMAN OH: So let me tell you that we have a resolution and that we have the Councilmembers here. There doesn't have to be a certain number.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

There's usually a quorum. Our last hearing there was a quorum. What is happening, however, is, you are being recorded right now, both by a stenographer and on camera and you're being televised. So there are people actually who watch you, and we do preserve the video testimony, and from your testimony, the next question is what action item do we take. So you can go ahead and please know that your testimony makes a difference.

MS. JOHNSON-VALENZUELA: I was going to make a joke about how there were just as many people running for City Council as City Councilmembers here today, but it's actually now, they're outnumbered. And I know that people have a lot of things, and Jannie Blackwell, I live in your district, so I'm glad to see you. You're doing the right thing here. And thank you, Councilman Oh, but I was surprised. I mean, I was trying to figure out what was going on in preparing

for this, but especially in an election year, I'm like, wow.

I think one thing for those watching at home or in their offices that the reason so many people came today and we have students who we got to come, a couple people took a day off of work to be here, and the reason faculty are here, even though I have to go back and teach until 9:00 p.m., is because this really matters. And I think it's also because so many people -- 12 people are signed up to speak is because we want to be heard by City Council and we want to be heard by the City, right? And everybody I've talked to over the very quick turnaround to try to prepare for this hearing has said what a shame it is that we even have to do this, right? And I know -- I feel like a teacher who is talking to the two students who showed up about attendance, so I apologize if it feels like a lecture, because I don't mean to be lecturing you, but it's definitely a

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

thing that's resonated again and again, is that it's a shame that we even need to be here and that we're not working with our leaders better.

So we are here to fight for dignity for our students and for ourselves, and that is the thing that keeps coming up again and again. And I again just want to thank everybody who made time to be here today and all the speakers. Michael Kidd, former student of mine, totally nervous, not sure he wanted to do this, but I knew that his story as somebody I used to -- I'm also here as somebody who used to do social work in the City. I used to work with families involved with DHS and then I also used to work with teens on probation. So I do understand poverty, I think in a unique way, having been in so many homes across the City, and the key things are access to education, access to dignified labor, and access to self-worth, and I think those are the

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

things CCP excels at, and that's where we're reaching across the aisle here, Councilman Oh, you know, on agreement on those things.

And so I just really wanted to say that. I know there was a lot of people speaking. The last thing I will just kind of note -- I know folks have said it -- is that I don't understand how it is that the City of Philadelphia last paid its fair share in 1983. You were only two years old. I was five, right? And also students have to pay back their student loans. You just talked about that, right? They're held to their commitments. And maybe again this is my failure to understand the situation, but why doesn't somebody hold the City accountable? Why doesn't somebody hold the State accountable to its promises?

(Applause.)

MS. JOHNSON-VALENZUELA: And so that's what we're here to do today, and I thank you for this time. You know, it's

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

the political will to do this, and I don't know if anybody -- since 1983, I don't know if it's been done. So thank you.

COUNCILMAN OH: No. Thank you. I'll just interject this much. The process of trying to get the City at least to comply with its obligation is what we're doing now. However, it comes down to a vote, and like all things, no matter how much we think it is etched in stone in the law, if we don't get enough votes to get a bill out or something that the Administration does, there is no money for Community College. So that part will also fall upon all of you to ensure that of the many, many things that people want, that if you believe, as I do and Councilwoman Blackwell, that funding Community College has got to be one of our top priorities in the City, that of all the things we could fund, that this is a very important thing to do, then we can get it done. If not, it's not going

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

to happen.

MS. JOHNSON-VALENZUELA: All right.

COUNCILMAN OH: Okay. Thank you very much.

Next panel, please.

MS. JOHNSON-VALENZUELA: Welcome to doing double duty. Thank you.

(Applause.)

THE CLERK: Devan Spear, Executive Director, Philadelphia Jobs With Justice; Steve Newman, President, Temple Association of University Professionals; Ebony Wortham, Supervisor, Philadelphia District Attorney's Office.

(Witnesses approached witness table.)

COUNCILMAN OH: All right. Would you please state your name for the record and provide us with your testimony.

MS. SPEAR: Yes. I will try to keep it short since we're in a hurry.

Good afternoon, Chairwoman

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Blackwell, Chairman Oh, and members of the Committees on Finance and Global Opportunities and Creative/Innovative Economy. Thank you for the opportunity to testify on such a pressing issue for working Philadelphians. My name is Devan Spear and I am the Executive Director of Philadelphia Jobs With Justice. We are a coalition of labor unions and community organizations. We believe in long-term multi-issue coalition building, and we believe that by engaging a broad community of allies, we can win bigger victories for working families. Together we fight for the fair treatment of workers in Philadelphia.

For decades, the Community College of Philadelphia has been the only affordable pathway to higher education that is available to working Philadelphians. An institution like CCP is an incredibly precious resource, especially in the poorest big city in the country.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

However, although CCP has been enormously successful in achieving its mission in many ways, the City of Philadelphia has never quite delivered on its financial obligations, as we have discussed. This year alone, CCP is owed over 30 million.

Furthermore, it's unacceptable that the CCP administration wants to close that gap on the backs of students, faculty, and staff. The same conditions that faculty and staff are working in are the conditions that students are learning in, and we owe the entire CCP community the dignity of full funding and fair contracts.

As an organization that fights for the rights of working people in the City, our membership is deeply concerned that the dual threats of underfunding and austerity at CCP will cause irreparable harm to our city. Institutions like CCP are the first line of defense against rising income inequality, and we urge

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

everyone here today to consider the disservice we are doing to ourselves by failing to stand up for the CCP community.

Thank you again for your time.

(Applause.)

MR. NEWMAN: Good afternoon. My name is Steve Newman. I'm an Associate Professor of English at Temple University. Distinguished members of City Council, I'm honored to be here today representing nearly 3,000 faculty members, librarians, and academic professionals in the Temple Association of University Professionals, AFT Local 4531. I rise to urge you to fund adequately one of our city's most important institutions, the Community College of Philadelphia.

Now, I have been teaching at Temple for nearly 20 years, and one thing that experience has taught me is something that so many of my colleagues also know, that many of our most dynamic

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

and best-prepared students come from CCP. They remind us why Temple's mission to provide access to higher education is so vital.

Much has rightly been made lately of Hazim Hardeman, the first Rhodes Scholar from CCP and Temple, but he is only one of countless CCP success stories. Just last year I had the joy of having a CCP alumna in a British Lit course. Her name is Autumn Long, and she is one of the strongest students I have seen in years, graduate or undergraduate. And when I asked her about her experience at CCP, she replied, Nearly all of my professors at CCP were brilliant people and excellent teachers. I was an underachiever in all aspects prior to my time at CCP, but through the rigor of the curriculum and the support I received from professors inside and outside of class time, my entire life changed. CCP gives so many different kinds of people the opportunity to become strong

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

candidates for other colleges, for jobs, for the responsibilities of life in general. And this isn't by chance. It is because the professors there work so hard despite circumstances which are largely taken for granted elsewhere.

More eloquently than I could, Autumn makes the case for the City to lift up to its responsibility to fund CCP properly, and while we at TAUP, my union, know we have an ally in Mayor Kenney in so many ways, the increase in his proposed budget comes nowhere near to the additional $18 million needed.

We understand that the City has many urgent needs that require increased funding, but CCP must be, as Councilman Oh stated, at the top of that list. Yes, it prepares students for the workforce, and that's crucial, but more than that, the faculty and staff there help students from remarkably diverse backgrounds to think and write and create more broadly and deeply. Their time gives them a

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

stronger sense of themselves. It elevates their dignity in a world that all too often does not value them as they should be. It gives them a way to imagine brighter futures for themselves and for our city.

It is astounding really how much the hard-working faculty, staff, and students at CCP accomplish with the meager resources provided to them by the State and the City as part of a larger catastrophic disinvestment in public education. But as the current labor dispute at CCP reveals, there is only so much they can do without proper funding and only so long they can and should tolerate the disrespect being shown to their efforts by the Administration, and TAUP stands in solidarity with them in that fight.

(Applause.)

MR. NEWMAN: Properly funding CCP, along with the mandate that the bulk of that funding go toward its core

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

mission of educating students, would go a long way toward resolving this crisis and avoiding similar ones in the future.

In closing, investing more in CCP is a prudent investment. It is a moral investment. It is a necessary investment. Please make that investment.

Thank you for your time.

(Applause.)

COUNCILMAN OH: Thank you very much.

Good afternoon. Would you please state your name for the record and provide us with your testimony.

MS. WORTHAM: Yes. My name is Ebony Wortham from the Philadelphia District Attorney's Office. Thank you, Councilman Oh and Councilwoman Blackwell and the entire governing body for providing an opportunity for me and other stakeholders to address you on the continued need for and benefits of quality and affordable public higher education for Philadelphians through the

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Community College of Philadelphia.

The Philadelphia District Attorney's Office supports the Community College of Philadelphia because it is the most affordable public higher education option for Philadelphia residents and because the College plays a pivotal role in shaping and improving the lives of the many young adults who enroll. The District Attorney's Office also supports CCP because public higher education in many ways acts as an unsung law enforcement partner, serving both a preventative and rehabilitative function to the juvenile and criminal justice systems.

My name is Ebony Wortham, as I stated, and I am the Supervisor of the Juvenile Unit at the DA's Office. In this capacity, I work with many juvenile justice stakeholders to ensure community protection, victim restoration, and juvenile offender accountability and rehabilitation. Of the many supports

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

that the juvenile justice system may afford a young person, arguably none are greater than identifying and eliminating barriers to increased educational attainment and the enhanced life chances that it provides. Increasing the number of young adults who complete high school and obtain a post-secondary degree has tremendous benefits to the individual, their communities, and the well-being and safety of our beloved city. Higher educational attainment is good for a young adult's overall sense of self, which can serve as a crime deterrent. Graduation and advancement in education can increase feelings of accomplishment and aid in the development of pro-social maturation. Educational attainment has also been linked to the development of patience and risk aversion, which reduces the likelihood of deviant and criminal behavior.

Moreover, increased educational attainment also ensures a young person

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

remains connected to structured and rigorous classroom settings beyond high school. Such settings provide a safe place and a positive, pure culture for young adults to flourish and while the rigor of the classroom helps the young adults to develop the critical-thinking skills necessary to combat the pull of the street and the educational apathy that plague so many poor communities of color.

Furthermore, public higher education can lead to competitive wages, access to better job opportunities, and a prosperous job market, thus breaking the cycle of intergenerational poverty for so many. Moreover, the achievement of a good job and a social status has a deterrent effect for many young adults, leading them to intentionally avoid the stigma of a criminal conviction.

Conversely, lower educational attainment is marked by increased arrest, high violent crime rates, recidivism,

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

mass incarceration, and huge social service costs related to the collateral consequences of justice system involvement, which disproportionately impacts poor communities of color.

While the financial costs associated with crime are staggering, we cannot begin to put a price tag on the emotional, physical, and psychological toll that crime takes on an individual, their community, and Philadelphia as a whole, yet these unmeasurable costs that many mothers, fathers, sons, daughters, brothers, sisters, police officers, politicians, neighborhoods, community organizers, and praying grandmothers know all too well.

However, I think we all know that we cannot incarcerate our way to a safer and more prosperous Philadelphia. The District Attorney of Philadelphia has expressed many times, and it bears repeating here, that we cannot arrest our way out of crime and delinquency.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Rather, DA Krasner believes that we must invest in education, not incarceration.

His drumbeat is more than a notion. It is well settled that there is a correlation between educational attainment and criminality. In fact, the Justice Policy Institute reports that in jurisdictions where high school graduation rates are high, there are positive public safety outcomes. In jurisdictions where large financial investments are made into higher education, there are better public safety outcomes. Additionally, in jurisdictions where there is higher educational attainment, there are lower crime rates.

Lastly, it is important to note that while young people will avoid juvenile justice system involvement and go on to obtain higher education and safely transition into adulthood without criminal justice system involvement, many will not be so fortunate. For those youth and young adults, we want to ensure

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

that they are also afforded an opportunity to better themselves, for many break the chains of intergenerational poverty over their families and go on to lead fuller and more productive adult lives.

The Community College of Philadelphia is a critical partner in that quest, allowing open access to everyone, flexible class offerings, and supportive staff. A fully funded CCP would also allow for the development of programs that specifically address the challenges that system-involved and formerly incarcerated persons face, and it is imperative that this governing body enable the Community College of Philadelphia to do so.

For the foregoing reasons, the District Attorney of Philadelphia strongly supports the Community College of Philadelphia and urges this body to ensure that it remains a viable educational option for all Philadelphians

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

for generations to come.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: That completes our panel of testimony. We have written testimony submitted by Jeffrey S. Markovitz, English Professor, Community College of Philadelphia, and Felicia Hurewitz, EdMent Consulting.

At this time, I'll ask the Clerk to start calling those persons who have signed up for public comment. I will ask each person at public comment, because there are many people who would like to testify, to try to please keep it to about four minutes. Thank you.

Clerk.

THE CLERK: Pamela Hitchcock, Sherrie Cohen, Ayisha Sereni.

The next speakers will be Eric Jenkins, Angela Moscoso, Camila Zukiene.

(Witnesses approached witness table.)

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

COUNCILMAN OH: All right. Please have a seat, and if there is an open seat, just help yourself to sit down. Some people may not have been able to stay due to the length of the hearing, but to keep things flowing, would you please state your name and provide us with your testimony.

MS. HITCHCOCK: Yes. Thank you, and thank you for inviting me to speak today. My name is Pamela Hitchcock and I would like to speak from two viewpoints. One is as the spouse of a professor at Community College and also as someone who has been a part-time student at Community College.

So I will start with the first. My husband is a professor in the Music Department at Community College, and I have observed and been very cognizant of the work he has done over the years. And he is extremely hard-working, dedicated to his students, and unfortunately has to consistently work overtime so that we can

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

make ends meet. And this is in one regard in which fair funding from all parties involved for the College would be an enormous help to us.

And, second, as a student, the first time I took a course at Community College was in 1978. Due to some extreme stress with my parents, I had a disastrous last year at Temple University. I had to later pick up the pieces of my degree. I took an English course at Community College, which brought back all my confidence and helped me along on really being able to think and write again, and it made an enormous difference. And from being somebody who wouldn't have been able to get into any other colleges, I was able then to get a Master's degree at the University of Pennsylvania.

In recent years, thanks to the tuition benefit, I have taken some other courses at Community College, including some courses in Spanish, and I can

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

confidently tell you, having taken language courses at any number of colleges, that I would stack up the instructors I had there against anybody I had at Temple, anybody I had at Penn. They were extremely dedicated and helpful. And in the course of that, I would also take opportunities to help other students in my classes, and I once spent a considerable amount of time tutoring a young woman who had suddenly found herself homeless when her aunt with whom she was living lost her house, and seeing the struggle she went through, I could tell you there needs to be fair funding for CCP, because the students have enormous needs and need great numbers of supports. And that's what I have to say.

Thank you.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: Would you

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

please state your name for the record.

MS. MOSCOSO: Yes. My name is Angela Moscoso and I am a student at CCP.

Three and a half years ago, I found myself in an Uber ride with a professor from CCP. At that point in time, I was not enrolled in school. I had three failed attempts to go to school, because I came from a very low-income family. I couldn't ask my parents for money, and putting myself in debt like many in my generation was not an option. This professor showed so much passion for the school and for the work that was being done there at the school, that I realized that I had to take another chance to go to school. That professor told me that CCP would be there to help, and three years later, I am four classes away from graduating. I'm a student ambassador for the school, one of 15 out of our student body. I am Phi Theta Kappa, which is international honor society, and I am a Spanish woman who is

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

a biology major with a 3.7 GPA.

(Applause.)

MS. MOSCOSO: That first conversation was only the first time that I had a professor help me there at the school outside of their school class hours.

Two years ago, I was also diagnosed with cancer. Every day I would get e-mails, I would get calls, I would get texts from my professors checking in on me. This was on their own time. This is outside of the 12 hours of teaching. This is outside of their office hours, outside of grading labs and grading papers and helping any student who may come to help or the clubs that they decide they want to help with also out of their goodness of their own heart.

I had a professor who took their time to check in with me, and it's that professor who has kept me in that school this long. It is that help that has gotten me this far. Twelve hours is

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

nowhere close to how many hours the CCP professors put into their students. I am also now a full scholarship student with over $7,000 in scholarships this year alone. Not a single one could have been achieved without the time and letters that my professors have given me out of their own time.

I support my CCP professors because they have supported me. They have continued to only show support and want for my success.

Less time for students is not the answer. This is how we hurt the students, students who may have never had anyone else believe in them.

Philadelphia is a unique city with unique needs, and we need that need to be met, not to bury it and not to make those professors who have made CCP what it is today have to put more stress on their own lives.

If I could and I would, I would give every single one of them a gold star

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

and an A plus.

Thank you.

(Applause.)

COUNCILMAN OH: All right. Thank you very much.

Let me just note for the record that we're joined by Councilwoman Cindy Bass.

All right. And would you please state your name for the record and provide us your testimony. Of course we all know Sherrie Cohen, so thank you for being here.

MS. COHEN: Thank you, Councilman Oh. Hello, Councilwomen Blackwell and Bass. My name is Sherrie Cohen and I'm a candidate for City Council at-large.

I stand in solidarity with the students, the staff, and the faculty of Community College of Philadelphia and with their union, the Faculty and Staff Federation of CCP.

I support the demand that the

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

City and State meet their legal obligation to equally fund CCP along with a student body. Because the City is only providing 19 percent of CCP's operating budget currently and the State is only providing 24 percent, the financial burden has been placed on students, who now provide 55 percent of the school's budget through their tuition and fees.

CCP has almost 30,000 students; 75 percent are students of color and over 50 percent self-identify as black. The budget of CCP must not be carried on the backs of its students. This amounts to a back-door privatization of public education. In fact, it totals an underfunding by the City in this academic year alone of over $18 million.

I also stand with the Faculty and Staff Federation of CCP in their contract demands and in their fight for three fair contracts. I support the preservation of their current workload, decent salary raises to ensure a living

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

wage, no increase to their healthcare costs, maintenance of part-time faculty jobs, and no gutting of faculty and staff governance.

Pennsylvania ranks 47th out of 50 states in higher education spending, and we are the state with the highest level of student loan debt. Forty-four percent of CCP students take out loans. The only way for Philadelphia to no longer be the poorest big city in the nation is for us to value education and ensure affordable access to higher education. Philadelphia must step up and pay its fair share. We demand that Philadelphia meet its legal obligation and pay 33.3 percent of CCP's budget now.

Thank you.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: Okay. Would you please identify yourself for the record and provide us with your

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

testimony.

MR. JENKINS: My name is Eric Jenkins and I'm a member of Socialist Alternative. And the first thing I'd like to say is, we stand in complete solidarity with the CCP professors and students who are ready to fight for the education that working-class people deserve. We have a right to high-quality public education, early childcare through college, and CCP provides a vital opportunity for Philadelphians to access that right.

Over the decades of budget cuts and underfunding have created a chronic financial crisis for both the Philadelphia public schools and for CCP. Forty-four percent of CCP students require student loans. I should know. Formerly I was one of them. Fifty percent default. The City hasn't fulfilled its obligation to covering one-third of CCP's operating cost since 1983, making teachers and students

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

shoulder the burdens of the City's negligence.

The administration is now proposing 120 students a professor. Vast amounts of current support staff make only $12 an hour on a livable wage. Despite this, the administration is focusing on tackling the wages, benefits, and working conditions of teachers and staff. The administration should be focused on solving the real problems of CCP such as lowering class sizes and improving the quality of education with more support staff, not less.

The City has the money to do this, but instead it is given to rich real estate developers who are building tax-abated luxury housing and pushing working-class families out of neighborhoods they lived for generations. Corporations like Comcast and Verizon pay little to no taxes, while making mass amounts of profits. Instead of more cuts, we demand you focus on new revenue

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

that tax the corporations and developers.

The CCP administration and unfortunately some on the City Council make excuses. Hopefully not the ones that are present here. They'll talk about the limitations. They'll plea to be pragmatic and for patience, but we know what tools stop excuses and a way to secure that vote in City Council, and that's through strikes and rallies. The recent teacher strikes across the country such as West Virginia and Oakland show the only way to win, mobilize the working-class communities into the streets.

Philly unions need to stand with CCP professors and rebuild a fighting labor movement such as on demands that uplift the worker both in and out of the workplaces with Medicare for all, affordable housing, free college, and ending mass incarceration. If you want an example, look at Bernie's platform.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Finally, as a socialist, I believe in fighting for reforms, but I also believe that the situation we're in is a deeply rooted economic system that we live in under capitalism. It's time to revitalize a fighting labor movement and a mass working-class party that fights for the far-reaching socialist transformation of society.

I'd like to end it by saying I support CCP faculty and staff and their fight for a fair contract, normal custom of education. Fully fund CCP now.

Thank you for your time.

(Applause.)

COUNCILMAN OH: Thank you very much.

Would you please state your name and provide us with your testimony.

MS. ZUKIENE: My name is Camila Zukiene. I am a former student of CCP. I will enroll in the College of Education at Temple University. Without having gone to CCP, I wouldn't be able to do

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

that. My Associate's degree has allowed me to further my career and get my family out of poverty. So I'm very thankful to what I was able to achieve through CCP, but it was through hardship, not only for myself and my family but through teachers not being paid enough.

So right now I work retail and I make on the average more than a CCP part-time educator. So do we want -- what do we want to have foment in our education? We need to compensate them for their time and their efforts in order to take more people out of poverty, like me and my family.

(Applause.)

COUNCILMAN OH: Thank you very much.

I'll ask the Clerk to call the next set of witnesses.

THE CLERK: Elisa King, John Skelton, Jason Esters, Donatas Zukas.

(Witnesses approached witness table.)

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

COUNCILMAN OH: Thank you very much. Please take your seats. We have several more people after you, so please try to keep it around three minutes. And would you please identify yourself for the record and provide us with your testimony.

MS. KING: Sure. Thank you so much for being here and taking up this very important matter. My name is Elisa King. I am a faculty member in the Counseling Department at Community College of Philadelphia and I'm a licensed counselor in the State of Pennsylvania.

Financial issues and financial struggles are very present and a pressing issue for many, many of our students. As a counselor, one of the things that we focus on is helping our students to work through and remove barriers for them to be able to academically achieve the things that they want to achieve. And so I cannot stress enough how important it

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

is that the City of Philadelphia fulfill its commitment to Community College and fully fund the College, because -- and I want to tell you my story, because I think it kind of illustrates where so many of our students come from.

I am an Afro Latina woman. I was born in Dominican Republic. I came to the states when I was 12 years old. I went to public schools. I went to community college. Not Community College of Philadelphia, but I went to a community college and graduated with no debt. After graduating, I was able to move to the State of Pennsylvania, and I was making twice the minimum wage at that time as a college student because I had an Associate's degree, and that put me through my undergraduate, my second two years of college.

Now, when I look at the amount of debt that many of our students are getting in and that is not sufficient for them to still be able to live and go to

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

school and do all the things that they have to do, it really saddens me, because I understand that my community prepared me, you know, to move forward with my life and really gave me a great opportunity.

I sit in front of you as a 36-year-old with two Master's degrees. I would not be who I am today if it wasn't because of a community college. We are the place that gives people who are minorities, who might be immigrants, who might not have the opportunity to go to four-year institutions, to pay for room and board at a four-year institution, we give them the opportunity to take their families out of poverty. That's what community colleges do, and that's one of the reasons why after working in human services for many, many years and trying to fix so many problems, right, trying to really help the communities, I decided that I wanted to work in higher education, because I understand, and

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

specifically Community College.

So I just -- Philadelphia is such a great city. I'm a transplant of the City, and I love Philadelphia. I love the diversity here. I love the people here. And it has such a great history and a great legacy, and I believe that enabling the poorest people in this community, not just the poorest people, people that might just by choice be able to choose Community College of Philadelphia, to do that and do that affordably, because we know the cost of education is very expensive, is just going to continue to make this city the great city that it is. And so I hope that yourselves and other Councilpeople would fund the school at the rate that it's supposed to be funded.

Thank you.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: All right.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Please state your name for the record and provide your testimony.

MR. ZUKAS: Hello. My name is Donatas Zukas and I'm alumni of Community College of Philadelphia.

Growing up as a three-generation immigrant, coming from Lithuania, I graduated high school and I ended up getting into the point where I applied for every college and it turned out to be that the tuition was not affordable. Because of my immigration status, I could not take out a loan. So that's how come I ended up being in a community college. And going there, I was very impressed about the experience it provided me, that it was excellent staff. Everyone always looked out for each other. There was also a lot of student activities, which provided me with excellent networking opportunities. And on top of that, I graduated with a 3.8 GPA from Community College, without having any aspirations to go anywhere

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

because none of the other colleges after graduation were affordable.

Several year after, five years after that, I could -- I finally got my permanent residence status and I could take out a loan and go to Temple University. If not Community College, all of the hard work that everyone had put into me and quality education and all the transfer credits from Community College, I probably would not be here today also graduating from Temple University in May. And I got to thank all of the staff and all of the students who later on became very -- been a big asset when it came to my networking and achieving where I am today.

Thank you.

COUNCILMAN OH: All right. Thank you very much.

(Applause.)

COUNCILMAN OH: Would you state your name for the record and provide us with your testimony.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

MR. ESTERS: Good afternoon. My name is Jason Esters. I'm an Assistant Professor in the Department of English at the Community College of Philadelphia. And one of the things that I wanted to bring up today is that Philadelphia has an obligation to not just CCP students, but also to itself to meet the level of commitment and investment that CCP students make in the City of Philadelphia, and not just financially. And let me explain to you a little bit what I mean.

On Thursday, my four children were tutored in Mandarin by a CCP student, not someone that was actually attending CCP classes, but a young woman who is part of the Gear Up program at CCP. Gear Up and Gateway to College are programs that actually help students who, for whatever reason, had to leave school, but are working towards their GED. So she's currently working on her GED at CCP and she tutors Mandarin to people in

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Philadelphia. That was Thursday.

On Friday, I realized my brakes were squeaky and I took my car to a local mechanic. That local mechanic who looked at my car looked at my ID and said, Hey, I went to CCP. And you know what? So does the person who owns this facility. That was Friday.

On Saturday, I had a meeting with some like-minded individuals who had gathered together to actually talk about emergency preparedness and sustainability issues around the City, and as we were getting ready to sit down and talk, there was a person who was video-graphing the interaction, and as I talked to him, he said, Hey, I just graduated last year from CCP. That was Saturday.

On Sunday evening, I got an e-mail from a colleague. The e-mail said something to the effect of, Hey, Jason, I had my nails done on Saturday evening and when I was getting my nails done, I was talking to the person who did my nails

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

and they just talked about taking your class over at the Northeast Campus and how much they enjoyed it and how much they learned and, most importantly, that they really felt like they were doing really well in their next class. And my colleague said, I asked them, Well, what did they get most out of your class? And they said, It wasn't just the class. It was the feeling that I could do this and do more.

The interesting thing about CCP students is that they conquer one of the issues that a lot of college towns and a lot of university towns face, which is the brain drain. Their most talented students oftentimes leave the immediate area where they get their education. That's not so with CCP students. You can bet your bottom dollar that CCP students, they stay in Philadelphia. They invest their time, their effort, their expertise in the City, not only for their own lives, but also because they love this

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

place. They love this city. And as they want to see themselves get better, they want to see their city get better. They invest their time and effort in the City.

One of the great things about teaching in the institution with CCP is that it's not uncommon to have those kinds of interactions with students. Faculty members, staff members, we see each other as family, and we see each other investing not just time and effort in one another but building the community that is CCP. The City of Philadelphia needs to be part of that process too.

I taught a class last night. I had my students in class. We were talking about English stuff, because I'm an English professor, and as we got to the end of the class, I'm asking, Does anybody have any final questions? And I have a student who says, You know, I don't want to ask you about the class stuff. I get the class stuff. I wanted to ask you about something else. And I

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

say, Fine. And she says, Do you ever feel like giving up? And I had to take a minute and spend about 20 minutes just talking to the class and encouraging them that we all have bad days. We all make mistakes. We all sometimes have these moments where we feel like we can't get to where we're really going. And I wanted to just encourage them as a class that even though we all have those kind of days, you always have to have right before you that vision. You have to have before you that goal. You have to have before you that aspiration, that thing that you can continually move forward to try and get to so that you can actually say to yourself at some point in time, even though the days get hard, I can continue to move forward.

Somebody once told me that faith moves mountains, sometimes a shovel full at a time, and that's kind of the perspective that I wanted to give my students last night.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

Why do I tell this story? I tell this story quite simply to say that the level of investment professors and staff people and people that work at CCP, the expectation we know we have is that we're going to give more than just reading, writing, and arithmetic. Part of our goal is to invest that time and that inspiration in our students so that they can continue to improve. That's a lot harder to do without the financial support of this resolution.

The most important thing I think is that the investment that the City of Philadelphia needs to make isn't just financial. It's a moral investment, and it's a moral investment in terms of the kind of inequalities that our students face. Educational inequalities I know. I actually grew up not in Philadelphia. I grew up in the State of Mississippi, where abject poverty is a constant, where educational and savage inequalities are a daily thing. In a lot

of ways, Philadelphia and the surrounding area is not that different.

We in Mississippi have seen the effects of segregation and racial inequality. And don't underestimate how this resolution and the lack of funding for CCP is an issue of racial disparity, is an issue of educational inequality that has really real-life implications.

And so Philadelphia owes it to its students and owes it to the students of CCP in order to address that inequality, because not doing something is doing something.

And I want to leave you just with this: I was in a Bible study, and at the Bible study someone asked a question, Well, how do you wrestle with the issues of good and evil? And the person leading the Bible study said it like this, and I think they got this from an older pastor. You know, within us, there's always a war between good and evil, and there's -- it's like it's two

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

dogs inside. And so the congregant asked, Well, who is going to win? And then the one leading the Bible study said, The one that you feed.

Philadelphia has an opportunity to feed the good, to feed the equality, to feed the students who are already giving back so much to our institution and also to the City at large.

So I thank you all for your time.

(Applause.)

COUNCILMAN OH: Thank you very much.

All right. I believe we have our last speaker. Would you please take a seat at the table.

MR. SKELTON: Hello. How are you? My name is John Skelton. I am alumni at CCP. So I'm just going to keep this brief and very quick. Most of the stuff that you've heard here today is what we're all fighting for, and I don't want to be a part of the redundancy in

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

saying the same thing.

What I want to contribute is my story and the fact that I resonate so much with these students as far as experiencing poverty, experiencing the -- not having the opportunity to be something more than what you are. Coming to CCP was one of the main reasons of wanting to change that and change myself.

When I enrolled in CCP, I was suffering from major depression, suffering from suicide thoughts and attempts and things of that nature that kept me from achieving. If it hadn't been for the faculty, if it hadn't been for the professors who constantly put in time to talk to me either before class or after class, encouraging me to keep it moving, encouraging me to constantly pursuing whatever it is that I wanted to do, if it wasn't for them to taking out their time to do that, I would not be a year in grad school and I would not be working on my third degree if it wasn't

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

for them taking the time outside of class to bring me to the corner or just to say, Hey, I'm thinking of you today. And I believe that these faculty members and these professors are doing the same thing for the students that are now current students at CCP. And I'm not just here fighting for the faculty and them, but I'm also here fighting for the students as well.

This is a very serious issue, and it needs to be addressed. And these faculty members need this money in order to proceed and to keep whatever it is that we need moving forward.

Us as students and us as young adults, we are the next generation to carry on trying to make sure that the world consistently moves in a positive light. Without that, without the funding, without the professors and the faculty being there for that, then how can we?

So if you could just find it in

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

your hearts to really understand what it is that we're crying for, to really understand what it is and how important it is for us to take that next step in order to make sure that all of these other students that are coming behind me are just as successful as I am or maybe much more, then I feel that that is the beginning of bridging the gap and making sure that we are consistently moving forward in a positive light to make sure that change is definitely our number one priority.

Thank you so much.

COUNCILMAN OH: All right. Thank you very much.

(Applause.)

COUNCILMAN OH: Before we conclude, I'll ask Councilwoman Bass if she has any statement to make.

COUNCILWOMAN BASS: Well, I do. Thank you so much, Mr. Chairman.

I just wanted to say that many, many moons ago when I was a student at

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

the Parkway program here in Philadelphia in 1984, I believe it was, I had the opportunity to attend Community College of Philadelphia through a program. Parkway back then was known as the School Without Walls. So we had the ability to take classes in all different sorts of places, and CCP was one of those places. And I'll never forget, as being the first person in my family to graduate from college, just the feeling of being on a college campus and how deeply that left an impression on me. You know, it's a wonderful thing, because from my neighborhood, these opportunities didn't happen. They did not exist.

And so I would like to be on record as being a strong supporter of making sure that we have access for all Philadelphians into CCP, that there are programs and opportunities that will allow as many folks as possible to have that wonderful experience that I had, that I know I wouldn't be here today if

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

it wasn't for the opportunity that I had at CCP.

So I want to be on record as being a strong supporter of any and all efforts to make sure that we fund CCP as much as we possibly can obviously and much further than what is being proposed right now.

So thank you, Mr. Chairman.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: My Co-Chair, Chairwoman, Councilwoman Jannie Blackwell, do you have any statement to make?

COUNCILWOMAN BLACKWELL: I would like to thank all who were here to testify on behalf of CCP, from the President on down to the teachers, professors, and students. And I'm hopeful that we can work out all the needs you have. We hear about the complaints, and we want everything to be

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

worked out, because as has been said, we support our Community College a thousand percent. We wouldn't be the City we are without all of you, and we say thank you, and we are definitely for this resolution. Thank you.

Thank you, Councilman Oh.

COUNCILMAN OH: Thank you very much.

(Applause.)

COUNCILMAN OH: So I'll conclude with this: This is a resolution. It's a hearing. It's recorded. It is a resolution that was passed in Council. The issues have been raised. There are differences in any democracy where people prioritize things differently.

Somehow, however, I do believe that this is something that Council and the Administration can agree on. Maybe it will take time, but I do think it is something that we can agree on.

Once a student hits 17 or 18,

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

that is the end of their free education in Philadelphia. There's already inequity, great inequity, in our public school system. However, that all ended once they graduate 12th grade, if they graduate 12th grade. But Community College offers a solution, a real solution, and it could be so much more than it is with just us meeting our obligation, a robust campus, main campus, satellite campuses, technology, new classes and programs, work experiences.

The main thing that I think about is the fact that in reality, our city has a median household income of $37,000. The brightest young people cannot afford most of our colleges, and they would be lost if it wasn't for Community College of Philadelphia. And from there, they have so many options, but they have to have that option first.

I went to college. And I couldn't afford college. My family couldn't afford college. My brother came

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

from Korea. He was born and raised in Korea, and he went to high school, and when we came to Philadelphia, he tried to go to Penn, but they wouldn't accept him because his grades were from Korea. So he went to Community College, and from Community College, he went to Penn and he got his Ph.D. in electrical engineering.

I went to Dickinson College at a time where tuition was $5,600 a year. I think it's like 60 now. And I say that because I could work my way through college literally. And I went to Rutgers Law School. I think the tuition was $3,000 per year. I could work my way through law school.

But that's not a reality anymore. The cost of education is prohibitive to bright, talented people, simply because they don't have the ability to pay for it, and here is this wonderful solution that provides everyone a great opportunity. We have to make it the best it could be.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

This process is a competition of dollars. There are no dollars uncalled for. There are people who deeply believe, they're passionate about the dollars they have. They don't want to give it up. It is upon you and us to decide whether investing dollars in Community College is more important, creates more of a difference. It is a competition over those dollars. I'm sorry to put it that way, but that's what it is.

So you have to understand that. We have to know what we're doing. We have to go in with the mindset that every dollar spent here will do so much good, so much more good, that it is very much worth it.

So with that, I will ask my Co-Chair, shall we conclude this hearing?

COUNCILWOMAN BLACKWELL: Yes.

COUNCILMAN OH: All right. Thank you very much, and everyone thank you for being here.

3/12/19 - FINANCE/GLOBAL OPP. - RES. 190077

(Applause.)

(Committees on Finance and Global Opportunities and the Creative/Innovative Economy concluded at 1:20 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 1:9
ability 48:14 112:7 116:22
abject 106:23
able 48:19 58:7,19 81:5 82:15 82:18,19 93:25 94:5 95:23 96:15 96:25 98:11
abroad 37:24 40:9
abstract 52:12
academia 47:7
academic 36:21 38:3 46:5 49:25 69:14 88:18
academically 20:19 38:10 95:23
accept 116:5
accepted 28:18 38:2
access 20:6 20:22 21:11 49:3 63:23 63:23,24 70:4 76:15 79:10 89:14 90:13 112:20
accessible 8:22
accomplish 72:10
accomplish... 75:17
accountabil... 74:24
accountable 39:9 64:20 64:21
accountant/... 60:14
accounting 23:16
accrued 32:17
accumulation 23:24
accurate 17:15
accurately 119:5
achieve 94:5 95:23,24
achieved 86:7
achievement 58:12 76:18
achieving 68:3 100:18 109:15
act 3:19,20 3:24 12:21 13:5,8 59:24
action 61:11
actions 19:21
activities 29:10 99:21
acts 35:3 74:13
add 26:16
added 16:20 17:4
addiction 5:15 16:12
adding 52:24 55:7
additional 9:2,8 51:4,5 55:23 71:15
Additionally 78:15
additive 51:11
address 73:22 79:14 107:13
addressed 110:13
addressing 5:13
adequately 1:19 3:8 8:17 69:18
administrat... 33:22 50:24 57:5,25 65:15 68:10 72:19 91:4 91:8,11 92:3 114:22
adult 79:7
adult's 75:14
adulthood 78:22
adults 74:10 75:8 76:6,8 76:20 78:25 110:18
advance 53:16
advancement 49:19 75:16
advice 37:9 51:23
advocate 44:13
afford 24:2 35:9 75:3 115:18,24 115:25
affordable 6:6 8:22 20:24 67:20 73:24 74:6 89:14 92:22 99:13 100:3
affordably 98:14
afforded 79:2
African 20:16
Afro 96:8
AFT 69:16
afternoon 28:9 66:25 69:8 73:13 101:2
age 29:8
aggressive 17:8
ago 10:13,18 16:17 18:6 24:21 36:18 47:19 54:9 84:5 85:9 111:25
agree 8:19 114:22,24
Agreed 42:7
agreement 64:4
ahead 61:12
aid 18:12 75:18
aim 46:10
airborne 35:21 36:24
aisle 64:3
Al 37:2
algebra 44:19
alike 31:24
Allen 41:15
allies 67:14
allocation 14:13
allow 79:13 112:23
allowed 94:2
allowing 31:24 79:10
ally 71:12
alphabet 40:7
Alternative 90:5
alumna 70:11
alumni 99:5 108:21
alumnus 27:22
amazing 42:9
ambassador 84:22
ambition 30:6
amended 13:7,8
amendments 13:25
America 20:8 39:24 58:13
American 20:16,16
amount 20:24 22:17,25 83:11 96:22
amounts 13:13 27:12 88:15 91:6 91:24
analysis 11:6
Anbar 37:2
and/or 119:23
Andes 39:25
Angela 80:23 84:4
anger 38:22 59:25
angst 5:21
annually 9:5
answer 6:22 9:21 34:5 86:15
answers 30:4
anti-poverty 15:23
anybody 65:3 83:5,6 104:21
anymore 116:19
anyway 37:19
apathy 76:10
apologize 53:15 62:23
appeared 59:18
appears 26:12
Applause 17:20 24:15 31:16 35:11 40:2 41:4 42:15 46:21 53:8 60:4 64:22 66:10 69:7 72:22 73:10 80:5 83:24 85:3 87:4 89:22 93:16 94:17 98:24 100:22 108:13 111:18 113:13 114:11 118:2
applied 37:7 99:11
applies 14:21
apply 32:10 119:21
apprehensive 37:19
approach 20:2
approached 8:5 12:3 28:4 43:3 66:17 80:24 94:24
appropriati... 4:8 22:13 23:13
approximat... 5:6
area 57:8 103:19 107:3
areas 47:23
arguably 75:3
arithmetic 106:8
Army 35:20 36:23
arrest 76:24 77:24
artist 29:6
asked 70:15 103:8 107:18 108:3
asking 104:20
aspects 70:19
aspiration 105:15
aspirations 99:25
asset 5:5 100:17
assistance 51:20
Assistant 53:13 60:11 101:4
Associate 11:25 19:17 69:10
Associate's 49:16 58:15 58:17 94:2 96:19
associated 77:8
Association 66:14 69:15
astounding 72:8
at-large 87:19
Athlete 35:23
attack 17:7
attainment 21:7 58:20 75:6,13,19 75:25 76:24 78:7,17
attempts 84:9 109:14
attend 34:19 57:15 112:4
attendance 62:22
attended 37:19
attending 21:18,22 23:21 24:4 36:19 39:2 46:9 101:18
Attorney 77:22 79:21
Attorney's 66:16 73:18 74:4,11
attract 26:23
audio 27:5
aunt 83:13
austerity 68:22
authorizing 1:16 3:2
Autumn 70:12 71:9
available 52:2 67:21
average 21:2 26:19 56:5 58:25 94:10
averages 23:6
aversion 75:21
avoid 76:21 78:19
avoiding 73:4
aware 50:23
Ayisha 80:21

B

back 12:21 17:11 24:24 30:20 32:15 37:4 62:10 64:14 82:14 108:9 112:6
back-door 88:16
backgrounds 20:14 55:14 71:23
backs 68:11 88:15
bad 30:2 105:6
balance 30:21
Band-Aid 7:3
bar 29:6
barriers 59:21 75:5 95:22
base 13:11,16 14:6
baseball 37:24
based 13:13 14:4,7,8
basic 14:20 40:7
basically 50:7
basis 25:25
Bass 1:13 87:9,17 111:20,22
bear 55:15
bears 77:23
beaten 59:9
Bee 27:25 31:20
beginning 111:10
behalf 113:20
behavior 29:11 75:23
believe 31:10 34:13 65:19 67:11,13 86:17 93:3 93:4 98:8 108:16 110:5 112:3 114:20 117:5
believed 29:25
believes 78:2
beloved 75:12
benefit 16:22 82:23
benefits 47:17 49:18 73:23 75:10 91:9
benefitted 18:17
Bernie's 92:24
best 30:6 31:7 45:9 53:23

116:25
best-prepar... 70:2
bet 103:21
better 15:20 15:20 27:2 53:3 63:5 76:15 78:14 79:3 104:3 104:4
beyond 48:8 76:3
Bible 107:17 107:18,21 108:4
big 7:11 11:4 58:12 67:24 89:12 100:16
bigger 67:14
bike 50:4
bill 37:5 55:2 55:6 65:14
billion 58:23 59:2
bills 55:7
biology 85:2
biomedical 47:8 48:3 49:7 51:9
biotechnolo... 48:2
bit 101:14
black 88:13
Blackwell 1:12 2:2 3:13 7:7 8:11 9:25 10:2 61:20 65:20 67:2 73:19 87:17 113:16,18 117:22
Blondell 1:14 2:14 3:14 41:12
board 33:22 97:16
body 23:17 37:22 73:20 79:17,23 84:23 88:4
Bok 29:3
books 19:2
boost 59:2
boot 38:3
born 43:21 96:9 116:2
bottom 103:21
bouncer 50:6
boy 32:24
brain 103:17
brakes 102:3
brand 27:6
break 36:18 79:4
breaking 33:20 76:16
bridging 111:10
brief 108:22
bright 116:20
brighter 72:6
brightest 115:17
brilliant 70:17
bring 51:6 101:7 110:3
bringing 9:4
British 70:11
broad 37:21 58:4 67:13
broadly 71:24
brother 115:25
brothers 77:15
brought 51:7 82:14
Brown 1:14 2:14 3:14 10:4,5,15 10:20,23 11:7,14,16 41:9,12,13 42:7
Bucks 44:23 44:24 45:6 45:19 57:22
budget 4:12 4:16,20 9:2 9:18 11:10 14:22 15:2 15:3,24 16:25 22:7 25:22 54:5 54:11 71:14 88:6,10,14 89:18 90:15
building 67:12 91:18 104:13
bulk 72:24
burden 18:25 25:9 55:11 56:24 88:8
burdened 4:10
burdens 91:2
bury 86:20
Business 9:11
businesses 6:20 16:23

C

calculate 25:24 26:2
call 3:25 8:2 11:20 27:18 41:7 42:17 94:20
calling 80:13
calls 8:15 9:2 85:11
camera 61:6
Camila 80:23 93:21
campus 103:3 112:13 115:11,11
campuses 115:12
cancer 85:10
Canche 11:24 19:15,16 26:16
candidate 87:18
candidates 71:2
capacity 74:21
capitalism 93:6
capped 45:17
caps 45:5,6
car 102:4,6
care 38:25 46:8
career 6:4 47:20 49:5 94:3
careers 52:4
carried 88:14
carries 40:22
carry 16:2 34:9 110:19
case 4:5 23:8 50:17 71:9
catastrophic 72:13
catering 37:21
caught 17:19 17:22
cause 68:22
CCP 8:25 9:7 22:11,16,19 22:25 23:8 23:11 24:9 28:11,15,17 28:24 29:21 30:10,25 31:21 32:11 33:8,14 34:14,18,20 35:23 36:12 37:13,16,20 37:25 38:4 38:16 39:19 40:5,17 43:18,21,25 44:11 45:7 45:16,21,24 45:25 46:2 46:4,17 47:16,20 52:3 53:2 54:15 55:25 57:14,23 58:19 59:10 59:15 60:12 64:2 67:22 68:2,7,10 68:15,22,23 69:4 70:2,8 70:9,11,16 70:17,20,23 71:10,18 72:10,15,24 73:6 74:12 79:12 83:17 84:4,7,19 86:2,10,21 87:24 88:3 88:11,14,21 89:10 90:7 90:12,18,19 91:13 92:3 92:18 93:12 93:14,22,25 94:5,10 101:9,11,16 101:18,20 101:24 102:7,19 103:13,20 103:21 104:7,14 106:5 107:8 107:13 108:21 109:9,11 110:8 112:9 112:21 113:3,6,20
CCP's 33:12 40:9 44:17 45:3 54:10 88:5 89:18 90:24
Center 47:10 54:4
centers 27:3
Central 16:9
certain 20:23 60:25
certainly 47:14
certificate 8:21 49:11 119:2
certificates 6:3 16:12
certification 119:20
CERTIFY 119:3
certifying 119:24
chains 79:4
chair 2:6
Chairman 67:2 111:23 113:10
Chairs 8:11
Chairwoman 66:25 113:15
challenge 19:6
challenged 20:20 32:25
challenges 17:9 49:22 50:21 52:9 79:15
challenging 38:10
Chambers 2:9
champion 36:14
Champions... 54:21
chance 35:4 38:4 40:24 40:25 42:4 42:5 71:4 84:18
chances 75:6
change 30:25 109:10,10 111:13
changed 13:23 14:18 31:3 50:2 70:23
changes 3:24 13:4 44:13 44:15
changing 52:16
charge 16:4
charged 20:25 21:3 22:17
check 85:22
checking 85:12
Chestnut 28:18
childcare 19:2 90:11
children 5:19 46:9 101:15
Children's 47:11
choice 98:11
choose 98:12
chronic 90:16
chronically 57:15
Cindy 1:13 87:8
circle 17:10
circumstan... 38:15 71:6
cities 26:24 58:12,13
citizenry 54:15
city 1:2,8 3:22 4:5,6 4:15,22,25 5:5 6:5,6,9 6:10,24 7:12 8:4,13 9:6 12:25 14:24 15:17 16:21 17:6 17:9 22:10 31:22 33:9 33:13,20 34:7,8,13 34:16 35:8 39:18 40:19 41:25 46:15 51:15 54:23 54:24 58:9 58:20 59:6 59:12 61:16 61:17 62:15 62:16 63:17 63:22 64:11 64:19 65:8 65:22 67:24 68:4,20,23 69:12 71:9 71:16 72:7 72:12 75:12 86:18 87:18 88:2,4,18 89:12 90:22 91:16 92:4 92:10 96:2 98:4,5,16 98:17 101:12 102:14 103:24 104:2,4,5 104:14 106:16 108:10 114:4 115:16
city's 1:18 3:8 5:7 9:4,14 69:18 91:2
civic 34:10,14
claim 57:8
class 39:7 40:8 44:15 44:18,21 45:4,11,15 45:23 46:2 46:14 70:23 79:11 85:7 91:13 103:3 103:7,9,10 104:16,17 104:20,23 104:24 105:5,10 109:18,19 110:2
classes 36:20 38:16 39:3 40:6 44:17 44:19 45:4 45:6,20 83:10 84:21 101:18 112:8 115:13
classroom 44:7,9 50:14 76:3 76:7
clear 38:23
Clerk 2:24 3:2 8:2,3 11:20,22 27:18,20 41:7 42:16 42:18 66:11 80:13,19,20 94:20,22
clock 43:10
close 19:13,21 35:17 68:11 86:2
closing 59:12 73:5
clubs 85:18
Co-Chair 1:12,12 3:12 113:14 117:21
coalition 67:10,12
Code 13:7,9 13:25
codes 59:12
coffers 16:21
cognizant

81:21
Cohen 80:21 87:13,15,18
cohort 18:21
collateral 77:3
colleague 102:21 103:8
colleagues 2:12 7:6 52:23 57:2 69:24
college 1:19 2:4 3:9,20 4:3,8,25 5:4 5:18,24 6:7 6:11,16,22 7:10 8:17 8:19 9:9 10:24 11:13 11:23 12:9 12:13,15 15:3,12 16:7 17:18 18:10 20:2 20:5,17,21 22:11 23:21 24:4,20,23 25:7,10 26:17 27:11 27:13,15,21 27:23,25 28:2 29:12 29:13 32:4 32:17,22 34:11,24 36:5 37:10 40:21 42:2 42:19,21,23 42:25 44:17 44:19 47:5 47:6 53:14 55:17 56:18 59:25 65:16 65:21 67:19 69:20 74:2 74:5,8 79:8 79:18,22 80:10 81:15 81:17,20 82:4,8,13 82:24 87:22 90:12 92:23 93:23 95:14 96:3,4,12 96:12,14,18 96:21 97:11 98:2,12 99:6,11,16 99:24 100:8 100:12 101:5,20 103:15 112:4,12,13 114:3 115:8 115:20,23 115:24,25 116:7,8,10 116:14 117:9
college's 4:4 4:19 18:22
college-level 45:14,16
colleges 12:23 14:3,14 18:5,9 19:21,24 21:5,10,20 22:6 23:7 24:9 26:21 44:25 57:8 57:14 71:2 82:19 83:4 97:19 100:2 115:18
color 45:2 76:12 77:6 88:12
Columbia 56:7
combat 76:9
combine 55:3
combined 22:6
Comcast 91:22
come 2:9 4:3 20:12 29:2 33:6 59:10 62:7 70:2 80:2 85:18 96:7 99:15
comes 14:14 65:10 71:14
coming 18:19 63:9 99:8 109:8 111:7
commend 7:8 12:17
comment 41:10 43:9 80:14,15
comments 12:20
Commission 14:15
commitment 7:9 39:14 46:17 49:2 96:3 101:10
commitments 64:17
committee 1:16,17 2:5 2:7,8,21,22 3:3,4 19:5
committees 1:3 8:12 67:3 118:3
Commonwe... 3:18 13:21 13:24 14:18 14:19,23 15:4
Commonwe... 14:2 15:2
communities 8:24 75:11 76:11 77:6 92:15 97:23
community 1:19 2:4 3:9 3:20 4:3,4,8 4:19,24 5:4 5:13,24 6:7 6:10,15,22 7:10 8:17 8:19 9:9 10:24 11:13 11:23 12:9 12:15,23 14:3,13 15:11 16:13 17:18 18:5 18:9,10 19:20,23 20:5,21 21:10,20 22:6,10 23:7,21 24:9,20,23 25:7,10 26:17,21 27:11,15,21 27:23,24 28:2 32:4 34:10 36:4 36:10 37:10 38:8 40:21 42:2,19,21 42:23,25 44:24 47:5 53:14 57:8 57:13 59:25 65:16,21 67:10,14,18 68:15 69:5 69:19 74:2 74:4,22 77:12,16 79:8,18,22 80:9 81:15 81:17,20 82:7,13,24 87:22 95:13 96:3,12,12 96:14 97:4 97:11,19 98:2,10,12 99:5,16,24 100:8,11 101:5 104:13 112:4 114:3 115:7,20 116:7,8 117:9
comparable 16:23
compared 21:8 23:5
comparing 45:20
comparison 26:8
comparisons 24:25
compensate 94:13
compensati... 33:23 34:4
competition 19:20 117:2 117:11
competitive 76:14
complaints 113:25
complete 75:8 90:6
completed 58:17
completes 80:6
comply 65:9
compounds 46:17
comprehen... 17:8
computer 45:3,5
conceived 40:15
concerned 68:20
conclude 111:20 114:13 117:21
concluded 118:5
concludes 9:20
concrete 52:12 57:18
conditions 25:19 28:25 44:14 68:12 68:14 91:10
confidence 82:14
confidently 83:2
congregant 108:2
connected 29:20 76:2
conquer 103:14
consequences 77:4
consider 59:13 69:2
considerable 83:11
considered 40:11
considering 2:4
consistently 48:13 81:25 110:20 111:11
constant 106:24
constantly 109:17,20
constrained 20:18 24:6
Consulting 80:11
contained 119:5
content 50:20
context 56:16
continent 40:16
continually 105:16
continue 9:9 21:21 31:7 36:9 49:15 98:16 105:20 106:11
continued 20:6 73:23 86:12
continues 3:25
continuing 6:4 47:15
continuously 44:12
contract 50:22 88:22 93:13
contracts 68:17 88:23
contribute 109:3
contribution 9:4 10:14 14:19
control 119:23
conversation 85:5
Conversely 76:23
conviction 76:22
core 72:25
corner 38:11 110:3
corporations 91:22 92:2
correct 119:8
correlation 78:6
cost 6:6,25 23:7,9 90:24 98:14 116:19
costing 20:24
costs 4:11 5:18,20 18:13,25 23:8 24:3,3 33:15,19 77:3,7,13 89:3
cough 53:16 53:18
Council 1:2 6:24 16:19 28:23 31:22 34:7,13 35:8 61:17 62:15 69:12 87:19 92:4 92:10 114:16,21
Council's 1:16 3:3
Councilman 1:12,13 2:6 2:13,19 3:11 7:8,17 8:7 9:23 10:3 11:18 12:5,17 19:7 24:12 24:16 26:9 27:4,8 28:6 28:12 31:14 31:17 35:12 41:5,11 42:13,16 43:5 46:22 53:6,9,19 54:2 55:9 60:5,19,22 61:23 64:4 65:6 66:5 66:19 71:18 73:11,19 80:3,6 81:2 83:22,25 87:5,16 89:20,23 93:17 94:18 95:2 98:22 98:25 100:20,23 108:14 111:16,19 113:11,14 114:8,9,12 117:23
Councilme... 9:18 34:9 60:24 61:17
Councilpeo... 98:18
Councilwo... 1:12,13,14 2:2,13 3:12 3:14 7:7,18 9:25 10:2,3 10:5,15,20 10:23 11:7 11:14,16 41:9,12,13 42:7 65:20 73:19 87:8 111:20,22 113:15,18 117:22
Councilwo... 87:16
Counseling 95:13
counselor 95:15,20
count 22:19 22:21 23:2 23:3 40:14
counterparts 21:9 22:4
countless 70:9
country 11:2 17:17 36:15 40:13 67:25 92:12
county 24:20 24:22 25:2 26:11,14
couple 16:16 17:22 24:17 24:21 62:8
course 37:8 39:5,11 50:19 51:4 52:24 70:12 82:7,13 83:8 87:12

courses 13:14 13:15 45:13 45:13,14,15 45:16 51:11 56:10 82:24 82:25 83:3
coursework 38:21
covering 90:23
create 28:24 71:24
created 13:9 90:16
creates 117:10
CREATIVE/ 1:4
Creative/In... 1:17 3:5 67:4 118:5
credit 56:10
credits 100:11
crime 75:15 76:25 77:8 77:11,25 78:17
criminal 28:21 74:16 75:22 76:22 78:23
criminality 78:7
crisis 16:14 46:12 73:3 90:17
critical 9:10 79:9
critical-thin... 48:18 76:8
critically 4:21
criticisms 21:6
cross 36:15 40:16
crucial 5:9 71:21
crying 111:3
culture 76:5
cumulative 7:23
current 50:22 52:16 72:14 88:24 91:6 110:7
currently 88:6 101:24
curriculum 70:21
custody 30:14
custom 93:13
cut 33:23 47:17
cuts 54:9 90:15 91:25
cycle 76:17

D

DA 78:2
DA's 74:20
daily 106:25
Damn 37:16
danger 59:7
dark 56:3
data 16:18 17:15 19:4 25:14
date 52:17
daughter 30:14
daughters 77:14
DAVID 1:12
day 56:20 62:8 85:10
days 105:6,12 105:19
dead 17:24
deal 32:16
deals 24:22
Dean's 37:25
debate 27:14
debates 27:10
debt 23:23 24:2,3 32:17 44:2 44:4 56:5 84:13 89:9 96:15,23
decades 67:18 90:15
decent 88:25
decide 85:19 117:8
decided 30:19 47:16 97:23
decision 28:20
dedicated 81:23 83:7
deeper 54:9
deeply 68:20 71:25 93:5 112:13 117:5
default 56:15 90:22
defaulters 56:22
defense 68:24
Define 10:15
definitely 62:25 111:13 114:6
degrade 53:2
degree 23:22 31:11 49:16 50:8 58:15 58:17,20 75:9 82:12 82:20 94:2 96:19 109:25
degrees 56:7 97:9
delinquency 77:25
delivered 68:5
demand 25:8 26:2 87:25 89:16 91:25
demands 88:22 92:20
democracy 114:18
demonstrat... 15:13
Department 60:12 81:20 95:13 101:4
dependence 19:20
depending 13:18
depression 109:12
deserve 42:6 53:3 90:10
deserved 41:2
deserves 6:8 40:20 41:25
despite 21:6 71:6 91:8
deterrent 75:15 76:20
detriment 45:23
Devan 66:11 67:7
develop 48:18 52:18 76:8
developers 91:18 92:2
developing 5:2 20:3 30:5 49:7 50:17,17 51:13
development 1:18 3:6 8:16 9:15 36:6 47:21 75:18,20 79:13
developmen... 45:12,13,17
deviant 75:22
DHS 63:18
diagnosed 85:10
Dickinson 116:10
difference 7:11 34:8 61:13 82:17 117:10
differences 23:16 51:21 114:17
different 38:14 39:13 70:24 107:3 112:8
differential 13:17
differently 114:19
difficult 38:13
dignified 63:24
dignity 63:7 68:16 72:3
direct 39:25 40:4 119:23
direction 31:2
directly 21:19
Director 8:3 8:13 66:12 67:8
disadvanta... 25:20
disadvanta... 25:21 46:18
disastrous 82:10
discharged 37:4
discipline 36:22
disciplines 45:21
discourse 12:16
discussed 17:25 68:7
discussing 9:17
disinvestme... 57:11 72:13
disparities 21:14
disparity 45:12 107:8
disproporti... 59:11 77:5
dispute 72:15
disrespect 72:18
disservice 69:3
Distinguish... 69:11
distribute 14:2
distribution 14:4,8
district 9:13 16:11 51:15 56:6 61:21 66:16 73:18 74:3,11 77:22 79:21
diverse 37:21 46:5 71:23
diversity 98:6
dividend 15:6
Division 35:22
dogs 108:2
doing 25:3 40:11 48:15 48:16,24 60:13 61:22 65:10 66:9 69:3 103:6 107:14,15 110:6 117:15
dollar 18:11 103:21 117:17
dollars 14:8 17:4 18:8 18:19 117:3 117:3,6,8 117:11
Dominican 96:9
Donald 11:22
Donatas 94:23 99:5
donations 18:20
double 45:7 60:13 66:9
Dr 11:22,24 12:8 17:21 19:15 25:6 26:16,25 27:7 54:20
drain 103:17
dream 40:15
Drexel 57:22
drop 53:16
dropped 36:20
drugs 52:10
drumbeat 78:4
dual 9:11 15:25 16:3 33:5 68:21
Dubow 8:3,10 8:12 10:12 10:17,22 11:5,12,15
due 33:3 36:21 37:7 39:3,16 42:6 81:6 82:8
duty 34:10,14 60:13 66:9
dynamic 69:25

E

e-mail 102:21 102:21
e-mails 85:11
early 42:10 90:11
earn 50:8
earning 50:6
easy 32:20
Ebony 66:15 73:17 74:18
economic 25:21 93:5
Economy 1:5 1:17 3:5 67:5 118:5
Econsult 15:15
EdMent 80:11
educate 21:21 35:5
educating 73:2
education 6:2 6:4 8:21 13:19 19:18 20:7,14,22 20:23 32:19 33:4 34:3 34:25 39:9 48:8,8 53:2 54:14 56:8 56:12 57:12 57:21 59:3 63:23 67:20 70:4 72:14 73:25 74:6 74:12 75:16 76:14 78:3 78:14,21 88:17 89:7 89:13,15 90:9,11 91:14 93:14 93:23 94:13 97:25 98:15 100:10 103:19 115:2 116:19
educational 21:7 25:19 38:17 39:17 42:6 45:24 57:4 58:12 75:5,13,19 75:24 76:10 76:23 78:6 78:16 79:25 106:20,24 107:9
educationally 25:20
educator 94:11
educators 31:23 33:7 33:18 34:12 35:7
effect 76:20 102:22
effectively 22:22
effects 107:5
effort 103:23 104:5,12
efforts 72:19 94:14 113:6
eighth 23:8
Einstein 47:10
either 109:18
elaborate 22:18
election 62:2
electrical 116:9
elevates 72:3
eligible 49:12
eliminating 75:4
Elisa 94:22 95:11
eloquently 41:20 71:8
emergency 102:13
emotional 77:10
employees 48:21,24
employment 30:12 52:19
enable 9:8 79:18
enabling 98:9
enacted 54:8
encourage

28:23 105:10
encouraged 31:7 33:2 40:8
encouraging 105:5 109:19,20
ended 99:10 99:15 115:5
ends 82:2
energy 48:4 51:14
enforcement 74:14
engaged 32:25
engaging 67:13
Engine 9:16
engineer 27:9
engineering 27:5 116:9
English 31:21 42:19,25 45:17 53:14 57:19 60:11 60:15 69:10 80:9 82:12 101:5 104:18,19
enhanced 75:6
enjoyed 47:13 103:4
enormous 82:5,16 83:18
enormously 68:3
enroll 74:10 93:23
enrolled 29:21 37:14 56:9 84:8 109:11
enrollment 9:12 13:14 13:15 14:9 15:25
enrollments 16:3
ensure 5:7 6:12 65:18 74:22 78:25 79:24 88:25 89:14
ensures 75:25
ensuring 49:23
entail 24:4
enter 2:3 52:3
entering 50:7
entire 68:15 70:23 73:20
entrants 21:8
environment 44:11
equal 3:21
equality 108:7
equally 88:3
equipment 47:8,9 48:3 49:8 51:9
equivalents 23:18
Eric 80:22 90:3
especially 33:8 34:22 40:24 42:4 62:2 67:24
estate 91:18
Esters 94:23 101:2,3
etched 65:12
evening 102:20,23
eventually 56:14
everybody 62:16 63:10
evidence 23:20 119:4
evil 107:20,25
evolve 48:20
evolves 48:20
examine 4:22
example 15:25 22:14 30:13 57:19 92:24
exceeds 18:21 26:4
excellent 49:18 70:18 99:18,22
excels 64:2
exceptional 59:9
excuse 14:25
excuses 92:5 92:9
Executive 66:12 67:8
exist 59:22 112:17
existing 16:25 52:17
exists 45:12
expand 9:11
expectation 106:6
expected 34:2
expense 19:24 24:10
expensive 56:7 98:15
experience 33:4 49:25 69:23 70:15 99:17 112:24
experiences 25:16 50:18 115:13
experiencing 32:22 109:6 109:6
expertise 103:23
explain 101:13
exposed 38:16
expressed 77:23
extension 58:24
extraordina... 39:16
extreme 25:12 82:8
extremely 81:23 83:7

F

face 43:10 46:19 52:9 79:16 103:16 106:20
faced 44:10
faces 39:18 52:8
facilities 6:17 27:2
facility 27:5 102:8
fact 16:19 40:12 42:8 78:7 88:17 109:4 115:15
factors 13:16
faculty 6:11 21:17 35:2 39:6,12,14 44:12 47:4 50:7,13 51:2 52:14 52:25 57:6 62:9 68:12 68:13 69:13 71:22 72:9 87:21,23 88:20 89:3 89:4 93:12 95:12 104:10 109:16 110:5,9,14 110:23
failed 55:4 84:9
failing 39:4 69:4
failure 64:18
fair 10:23 26:8 45:25 64:12 67:16 68:16 82:3 83:16 88:23 89:16 93:13
faith 105:22
fall 11:3 37:14 65:17
falls 4:17
families 38:25 63:18 67:15 79:6 91:20 97:18
family 84:11 94:3,7,16 104:11 112:11 115:24
family-sust... 15:21
fan 48:6
far 26:4 55:14 85:25 109:5
far-reaching 93:9
fastest 39:22
father 5:18
fathers 77:14
feat 39:25 40:4
federal 29:15 29:19
Federation 87:24 88:21
fee 24:3
feed 108:5,7,7 108:8
feel 62:20 105:3,8 111:9
feeling 103:11 112:12
feelings 75:17
feels 62:23
fees 21:3 22:24 23:15 55:17 88:10
Felicia 80:10
fellow 31:22
felt 103:6
fewer 21:12 21:16,16,17
field 45:8 47:15 50:5
Fifty 90:21
fight 63:6 67:16 72:21 88:22 90:8 93:13
fighting 92:19 93:3 93:7 108:24 110:9,10
fights 68:18 93:9
figure 61:25
figured 25:25
figures 55:9
final 104:21
finally 93:2 100:5
finance 1:3 1:16 2:5,21 3:3 8:4,12 19:19 67:3 118:3
FINANCE/... 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 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
financial 1:18 3:7 5:3 8:16 18:12 21:16 39:17 43:23 50:24 56:24 68:6 77:7 78:12 88:7 90:17 95:17 95:17 106:12,17
financially 20:18 24:6 38:8 101:13
find 37:20 55:8 56:14 110:25
fine 53:23 105:2
first 8:2 12:11 18:21 20:17 35:3 36:17 37:23 38:6 40:5,12,25 42:5 59:22 60:16 68:24 70:7 81:18 82:7 85:4,5 90:5 112:10 115:22
first-time-i... 20:9
fiscal 4:11,17
five 9:7 10:11 10:13,13,17 51:8 54:8 64:13 100:4
fix 97:22
flexible 79:11
flourish 76:6
flowing 81:7
focus 91:25 95:21
focused 91:12
focusing 91:9
folks 41:22 43:13 64:9 112:23
followed 13:22
foment 94:12
food 19:2
foot 40:16
foregoing 79:20 119:7 119:20
foreign 37:22
forget 112:10
former 35:20 50:3,6 63:12 93:22
formerly 79:16 90:21
formula 13:10,22
forth 18:8
fortunate 38:7 78:24
Forty-four 89:9 90:19
forward 9:17 97:5 105:16 105:20 110:16 111:12
found 38:12 83:13 84:6
founded 33:14
four 5:19 30:12,25 36:24 80:18 84:20 101:15
four-year 6:3 20:25 21:4 21:9,13 22:4,9 23:22 32:12 97:15,16
free 17:17 44:2,4 92:22 115:2
freight 16:5
Friday 102:3 102:9
friends 37:15
front 97:8
frustration 38:22
FTE 13:11
Fueling 9:15
fulfill 96:2
fulfilled 34:21 90:23

21:18 39:2 39:23 44:19 44:21 68:16 86:4 105:23
full-time 21:17 23:2 23:3,17 46:7 57:6
fuller 79:6
fully 28:23 56:20 59:25 79:12 93:14 96:4 119:5
function 74:15
fund 1:19 3:8 4:24 8:17 23:24 24:7 28:24 36:8 59:25 65:23 69:17 71:10 88:3 93:14 96:4 98:19 113:6
funded 38:9 56:21 79:12 98:20
funding 3:21 4:2 9:9 12:14 13:10 13:12,17,18 13:22 14:3 14:6,7 19:23 24:8 24:9 27:12 33:19 46:12 54:6 65:20 68:16 71:18 72:16,23,25 82:3 83:17 107:7 110:22
funds 6:14
further 46:17 94:3 113:8
Furthermore 68:9 76:13
future 6:14 35:7 40:17 40:19 73:4
futures 72:6
FY15 10:17

G

gap 68:11
111:10
Gateway 101:20
gathered 102:12
Gear 101:19 101:20
GED 101:23 101:24
general 45:14 71:4
Generals 11:23 12:8 12:8 17:21 25:6 26:25 27:7
generated 22:23,25
generates 23:13
generation 20:17 84:13 110:18
generations 35:8 80:2 91:21
gentleman 41:21
getting 29:7 32:18 49:9 96:24 99:10 102:15,24
GI 37:5
girlfriend 30:19
give 24:24 28:8 33:15 57:18 58:8 86:25 97:17 105:24 106:7 117:7
given 17:5 22:13 86:8 91:17
gives 48:9 70:24 71:25 72:5 97:12
giving 34:4 105:3 108:9
glad 7:13 61:21
global 1:3,17 2:5,21 3:4 5:11 67:3 118:4
go 15:19 23:9 28:12 30:20 32:9 37:5 44:3 49:13 61:11 62:10 72:25 73:2 78:21 79:6 84:9,18 96:25 97:14 99:25 100:7 116:5 117:16
goal 105:14 106:9
goes 12:20 48:8
going 2:20 5:20 30:10 32:20,21 43:7,24 49:5 53:22 54:17 56:14 58:6 61:15 61:25 65:25 98:16 99:16 105:9 106:7 108:3,21
gold 86:25
Gonzalez 11:24 19:16
good 8:10 18:7 28:9 30:13 31:19 59:6 66:25 69:8 73:13 75:13 76:19 101:2 107:20,24 108:7 117:17,18
goodness 85:20
gotten 85:25
governance 89:5
governing 73:20 79:17
GPA 28:18 85:2 99:24
grad 109:24
grade 115:6,7
grades 37:7 37:10 116:6
grading 50:16,18 85:16,16
graduate 15:19 19:17 28:17 56:17 59:15,16 70:14 112:11 115:6,7
graduated 43:20 96:14 99:9,23 102:18
graduates 18:14 56:22
graduating 15:14 84:21 96:15 100:13
graduation 18:20,22 75:16 78:10 100:3
Grammy-n... 27:9
grandmother 43:20 46:7
grandmoth... 77:17
grant 51:7
granted 22:8 71:7
grants 43:25
great 27:14 31:25 33:11 44:6,8 83:18 97:6 98:4,7,8,17 104:6 115:4 116:24
greater 26:6 26:7,12,14 75:4
Greenlee 1:13 2:13
grew 106:21 106:22
grow 38:8,18 48:19 52:13
growing 38:14 45:8 99:7
guess 47:18
gutting 89:4
guy 12:8 60:14

H

half 84:5
Hall 1:8
hands-on 49:25
happen 66:2 112:17
happened 30:9
happening 61:4
happens 51:3
happiest 30:22
happy 9:21 47:14 59:20
harassment 51:23
hard 71:6 100:9 105:19
hard-worki... 72:9 81:23
Hardeman 59:14 70:7
harder 106:12
hardship 94:6
harm 68:23
Harrisburg 36:13
Hazim 59:14 70:7
head 22:19 22:21
health 52:11
healthcare 89:2
healthy 30:18
hear 113:24
heard 5:17 37:13 50:12 59:8 62:14 62:15 108:23
hearing 2:3 2:20 3:16 4:21 21:20 60:17 61:3 62:18 81:6 114:14 117:21
hearings 1:17 3:6 8:15
heart 85:20
heartfelt 41:19
hearts 111:2
held 64:16
hell 59:21,24
Hello 31:19 60:9 87:16 99:4 108:19
help 28:24 29:23,24 49:22 71:22 81:4 82:5 83:9 84:20 85:6,18,19 85:24 97:23 101:21
helped 30:10 30:21,25 40:18 82:14
helpful 10:7 11:8 83:8
helping 50:19 85:17 95:21
helps 76:7
Hey 102:6,18 102:22 110:4
Hi 35:19 43:17 47:3 53:12
high 18:5,15 29:3 32:7 36:14 75:8 76:3,25 78:9,10 99:9 116:3
high-quality 34:3,25 90:10
higher 4:10 8:20 20:7 20:14 57:12 67:20 70:4 73:24 74:6 74:12 75:12 76:13 78:13 78:16,21 89:7,14 97:24
highest 89:8
highlight 23:19
Hill 28:19
Hispanic 20:15
historical 10:8
historically 55:13 57:14
history 10:7 12:20 98:8
Hitchcock 80:20 81:10 81:12
hits 114:25
hold 1:17 3:5 39:8 64:19 64:20
holder 35:24
holding 36:11
home 62:5
homeless 83:13
homelessness 5:15
homes 63:22
honestly 35:9 40:3
honor 46:16 84:24
honorably 37:3
honored 69:12
hope 32:2 52:6 56:19 98:17
hopeful 113:23
Hopefully 35:25 92:5
Hospital 47:11,12
hospitals 47:9 47:13
host 15:22
hour 91:7
hours 50:12 50:14,15 52:22 85:8 85:14,15,25 86:2
house 83:14
household 115:16
housing 91:19 92:22
how-to 48:9
huge 77:2
human 97:20
hundred 18:6
Hurewitz 80:11
hurry 66:24
hurt 86:15
hurts 57:4
husband 81:19

I

ID 102:6
idea 17:11,12 17:19 18:23
identify 28:7 35:14 46:24 53:10 89:24 95:6
identifying 75:4
ill-prepared 38:19
illegal 29:10
illustrates 96:6
imagine 33:10 38:13 72:6
immediate 103:18
immigrant 99:8
immigrants 97:13
immigration 99:13
impact 15:11 15:17 17:2 26:5,13
impacts 25:4 77:6
imperative 79:17
implications 107:10
implore 36:7
importance 32:2 33:7 33:11
important 12:13,18 20:6 21:10 28:15 32:19 48:5 65:24

69:19 78:18 95:11,25 106:14 111:4 117:9
importantly 20:10 31:2 35:22 103:5
impossible 46:12
impoverished 25:18
impressed 99:17
impression 112:14
improve 37:10 44:13 106:11
improving 74:9 91:14
incarcerate 77:20
incarcerated 79:16
incarceration 52:10 77:2 78:3 92:23
inception 33:12
include 20:15 21:15
included 13:12
including 47:25 82:24
income 20:13 55:13 58:23 59:2 68:25 115:16
incorporated 15:24
increase 8:25 50:25 58:20 58:23 71:13 75:17 89:2
increased 33:25 71:17 75:5,24 76:24
increases 10:9
increasing 5:11 33:24 75:7
incredible 39:17
incredibly 12:12 67:23
individual 46:11 75:10 77:11
individuals 102:11
industries 47:25
industry 47:7 48:12,25 49:21 51:14
inequalities 39:18 106:19,20 106:25
inequality 42:6 68:25 107:6,9,14
inequitable 44:11
inequity 115:4,4
infantryman 36:25
initial 21:9
Initially 29:21
INNOVAT... 1:5
Inquirer 59:19
inside 44:7,8 70:22 108:2
inspiration 106:10
Institute 78:8
institution 5:25 8:20 14:10 26:10 26:20 36:8 67:22 97:16 104:7 108:9
institutions 11:2 20:11 20:25 21:14 21:22 22:9 23:25 24:7 68:23 69:19 97:15
instructor 43:18
instructors 45:9 46:4 83:5
intelligence 39:4
intelligent 38:23
intentionally 76:21
interaction 102:17
interactions 104:9
interesting 103:13
intergenera... 76:17 79:5
interject 65:7
international 84:24
invaluable 5:12
invest 78:3 103:22 104:5 106:9
investing 9:6 59:3 73:5 104:12 117:8
investment 9:3 19:25 24:10,25 26:20,22 73:6,7,8,8 101:11 106:4,15,17 106:18
investments 9:14,17 78:13
invited 24:21
inviting 81:11
involved 15:22 47:21 49:7 63:18 82:4
involvement 77:5 78:20 78:23
Iraq 37:2 40:14
Ironically 44:23
irreparable 68:22
issue 2:4 67:6 95:19 107:8 107:9 110:12
issues 5:14 6:23 52:11 52:13 95:17 102:14 103:15 107:20 114:16
item 61:11

J

J 54:20
Jamie 42:18 53:12 60:13
Jannie 1:12 3:13 61:20 113:15
Jason 94:23 101:3 102:22
Jefferson 47:12
Jeffrey 80:8
Jenkins 80:23 90:3,4
job 6:8 29:24 30:11 49:4 76:15,16,19
jobs 6:20 15:20,21 46:7,8 49:10 66:12 67:9 71:2 89:4
John 94:22 108:20
Johnson-V... 42:24 60:9 60:10,20 61:14 64:23 66:3,8
join 36:23
joined 87:8
joint 2:20
joke 61:15
joy 70:10
jurisdictions 78:9,12,15
justice 28:21 66:13 67:9 74:16,22 75:2 77:4 78:8,20,23
Justin 27:22 35:20
juvenile 74:16,20,21 74:24 75:2 78:20

K

K 1:13
Kappa 84:24
keep 38:20 39:5 43:12 52:15,17 66:24 80:17 81:7 95:5 108:21 109:19 110:15
keeps 63:9
Keller 27:22 35:19,20 40:3 41:24
Kenney 71:12
kept 30:7 85:23 109:15
key 63:22
Keys 49:20
Kidd 27:20 28:9,10,14 28:16 63:12
kidding 36:11
kind 6:7,21 64:9 96:6 105:11,23 106:19
kinds 27:9 70:24 104:9
King 94:22 95:9,12
knew 30:3 63:14
know 5:19 17:16 18:10 22:22 25:6 25:23 26:25 27:3 29:4 31:4 34:20 43:8 46:10 48:21 52:21 54:22 61:12 61:19 62:20 64:4,7,9,25 65:3,4 69:25 71:12 77:17,19 87:13 90:20 92:9 97:5 98:14 102:7 104:22 106:6,21 107:23 112:14,25 117:15
knowing 25:15,16
known 3:19 112:6
Korea 116:2 116:3,6
Krasner 78:2

L

L 1:12 119:14
La 28:19 36:16 37:7
lab 50:17,18
labor 63:24 67:10 72:14 92:19 93:7
labs 85:16
lack 12:15 36:21 107:7
lag 58:11
laid 12:22
land 56:7
language 37:23 83:3
large 27:12 45:11 60:15 78:12 108:10
largely 71:7
larger 72:12
largest 58:13
Lastly 78:18
lately 70:7
Latina 96:8
laughed 37:16
launch 51:10
law 1:19 3:10 3:25 13:4 14:24 15:6 29:7 65:13 74:13 116:15,17
lead 56:8 76:14 79:6
leaders 63:5
leading 76:21 107:21 108:4
leads 57:16
learn 55:25
learned 42:9 48:4 103:5
learning 44:11,13 51:21 68:14
leave 44:2,4 101:22 103:18 107:16
leaves 50:15
lecture 62:24
lecturing 62:25
led 36:22 54:20
left 3:13,15 32:15 112:13
legacy 98:8
legal 88:2 89:17
length 39:23 81:6
lessons 48:5
letters 86:7
level 17:5,6 25:9,17 38:17,21 89:9 101:10 106:4
levels 21:7 25:18 54:7
librarians 69:14
Libros 42:22 47:3,4
licensed 95:15
life 29:17 30:10,23 41:16 70:23 71:3 75:6 97:6
lifeline 36:9
lift 71:10
light 110:21 111:12
like-minded 102:11
liked 47:18
likelihood 75:22
limit 45:4
limitations 92:7
limited 21:15
limits 45:15
line 68:24
linked 75:20
list 37:25 71:19
Lit 70:11
literally 40:6 116:14
Lithuania 99:9
little 91:23 101:14
livable 91:7
live 19:3 26:19 58:11 61:21 93:6 96:25
lived 91:21
lives 50:3 74:9 79:7 86:23 103:25
living 17:16 83:14 88:25
load 39:5 52:25
loan 89:9 99:14 100:7
loans 43:24 56:3,11 64:15 89:10 90:20
local 4:4 9:3 12:25 15:7 26:18 69:16 102:4,5
localized 26:22
locked 29:16
long 29:2 50:12 54:22 70:12 72:17 73:3 85:24
long-term 67:11
longer 89:12
look 6:10 9:16 24:19 24:22 92:24

96:22
looked 99:19 102:5,6
looking 6:14 55:5
lose 51:3
lost 59:7 83:14 115:19
lot 5:21,22 43:12 61:20 64:7 99:20 103:15,16 106:12,25
love 98:5,6,6 103:25 104:2
low 55:12
low-income 84:11
lower 20:13 21:7 25:23 45:15 46:14 76:23 78:17
lowered 46:3
lowering 91:13
lucky 38:7,18
Lugo-Roman 27:25 31:19 31:20
luxury 91:19

M

mad 59:21,23
main 109:9 115:11,14
maintain 46:6
maintenance 89:3
major 85:2 109:12
majority 55:12
making 19:22 25:2 28:19 39:7 90:25 91:23 96:17 111:10 112:20
Male 35:23
Mandarin 101:16,25
mandate 72:24
mandated 3:21
mandatory 4:7
Manual 11:24 19:16
manufactur... 51:12
March 1:9
Margarita 27:24
Marissa 42:24 60:10
mark 49:13
marked 76:24
market 76:16
Markovitz 80:9
mass 77:2 91:23 92:23 93:8
Master's 82:20 97:9
math 42:20 43:18 44:17
matter 65:12 95:11 119:7
matters 62:12
maturation 75:19
max 44:22,23
maximum 44:18
Mayor 71:12
Mayor's 4:16 8:25
meager 72:11
mean 61:24 62:24 101:14
meaning 44:20
meaningful 36:4
means 9:5 18:12 119:22
mechanic 102:5,5
median 115:16
medical 47:9 47:10
Medicare 92:21
meet 1:18 3:7 5:3 46:13 82:2 88:2 89:17 101:10
meeting 4:7 6:12 31:25 33:17 102:10 115:10
member 47:4 90:4 95:12
members 8:11 67:2 69:11,14 104:10,10 110:5,14
membership 68:20
mental 52:11
mentality 57:13
mentioned 23:6 33:16 39:20 50:13
mentor 39:8
mentoring 49:21
mess 38:12
messenger 50:4
met 47:23 54:13,23 86:20
Michael 27:20 28:10 28:16 63:12
MICHELE 119:14
microphone 19:13 35:17
mid 55:8
middle 16:8
mile 35:24
miles 26:19 39:24
million 4:12 4:18 7:21 7:22,24 9:3 9:5,7 10:14 10:18 15:16 15:16 16:20 16:22 27:5 54:15,16,17 54:25 55:2 55:3,5,6,10 55:23,24 68:8 71:15 88:19
mind 43:12
mind-boggl... 31:11
mindset 117:16
mine 63:13
minimum 4:7 4:23 96:17
minorities 97:13
minoritized 20:15
minority 34:22
minus 14:22 14:23 15:3 15:4
minute 16:8 105:4
minutes 80:18 95:5 105:4
missed 12:16
mission 68:4 70:3 73:2
Mississippi 106:23 107:4
mistakes 105:7
mobilize 92:14
model 12:22 13:11,12
moment 14:12
moments 41:14 105:8
monetary 21:12
money 27:14 29:8 46:3 46:15 51:7 65:16 84:12 91:16 110:14
Montco 25:7 44:22,24 45:5,18 57:23
Montgomery 24:19,23 25:2,7 26:11,14 27:11
moons 111:25
moral 73:7 106:17,18
morning 8:10 31:20
Moscoso 80:23 84:3 84:4 85:4
mothers 77:14
motivation 36:22
mountains 105:22
move 11:10 36:16 96:16 97:5 105:16 105:20
moved 37:4
movement 92:19 93:7
moves 105:22 110:20
moving 13:10 109:20 110:16 111:11
multi-issue 67:12
multiple 13:16 46:8
municipal 4:16
MURPHY 119:14
Music 81:19

N

nails 102:23 102:24,25
name 8:8 12:6 19:12 19:16 28:10 28:16 31:18 31:20 35:19 43:15 47:3 48:4 60:8 60:10 66:20 67:7 69:9 70:12 73:14 73:16 74:18 81:8,12 84:2,3 87:11,17 90:3 93:20 93:21 95:11 99:2,4 100:24 101:3 108:20
nanotechno... 48:2 51:12
nation 20:4 23:5 33:10 89:13
national 57:9 57:10
nationwide 21:2 22:2 23:20 58:25
Native 20:16
nature 109:14
navigate 49:22
NBA 54:21
near 71:14
nearly 25:17 58:3,6 69:13,22 70:16
necessary 39:16 73:7 76:9
need 17:6 24:2 30:21 34:15 40:24 42:3 46:2 46:14,14 48:7,17,19 49:3 51:19 63:3 73:23 83:18 86:19 86:19 92:17 94:13 110:14,16
needed 71:15
needing 41:23
needs 14:16 18:7 25:13 40:19 41:25 44:6,8,15 46:11 52:14 71:17 83:16 83:18 86:19 104:15 106:16 110:13 113:24
negligence 91:3
negotiations 50:23
neighborho... 112:16
neighborho... 25:11 77:16 91:21
nervous 63:13
net 22:15
networking 99:22 100:17
never 32:24 37:12 39:21 40:11,25 42:5 68:5 86:16 112:10
new 27:6 50:7 51:2 52:18 52:18,25 91:25 115:12
Newman 66:13 69:8 69:9 72:23
night 104:16 105:25
nine 55:8
non-monet... 21:13
normal 93:13
normalized 29:11 57:11
North 59:14
Northeast 103:3
not-for-profit 21:4
note 3:12 21:10 64:9 78:18 87:7
notes 119:6
notice 10:6 58:2
noting 22:15
notion 78:5
number 7:20 16:2 56:16 56:17 60:25 75:7 83:3 111:13
numbers 60:14 83:19

O

Oakland 92:13
Obama 17:24
objections 119:4
obligation 5:3 26:4 54:13 54:24 55:21 55:24 65:9 88:3 89:17 90:23 101:8 115:11
obligations 6:13 68:6
observed 81:21
obsolete 48:11
obtain 75:9 78:21
obviously 15:8 113:7
occupational 13:15
odds 59:10
offender 74:24
offerings 79:11
offers 115:8
office 16:11 66:16 73:18 74:4,11,20 85:15
officers 77:15
offices 62:5
oftentimes 103:18
Oh 1:12 2:6 2:19 3:11 7:8,17 8:7 8:11 9:23 10:3 11:18 12:5,17 19:7 24:12

24:16 26:9 27:4,8 28:6 28:12 31:14 31:17 35:12 41:5,11,11 42:13,16 43:5 46:22 53:6,9,19 54:2 55:9 60:5,19,22 61:23 64:4 65:6 66:5 66:19 67:2 71:19 73:11 73:19 80:3 80:6 81:2 83:22,25 87:5,16 89:20,23 93:17 94:18 95:2 98:22 98:25 100:20,23 108:14 111:16,19 113:11,14 114:8,9,12 117:23
oil 47:25
Okay 66:5 89:23
old 64:13 96:10
older 107:23
once 24:8 26:20 53:20 83:10 105:21 114:25 115:6
one-tenth 21:2
one-third 3:22,23,23 4:2 12:22 12:22 14:23 15:5 54:13 55:21 90:24
one-year 49:11,13
ones 73:4 92:5
open 19:10 79:10 81:4
operate 22:6
operates 22:11 23:11
operating 4:12,20 14:22 15:3 15:24 25:22 33:15,19 54:11 55:19 88:5 90:24
opioid 16:14
OPP 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 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
opportunities 1:4,17 2:6 2:22 3:4 49:19 51:25 52:19 67:4 76:15 83:9 99:22 112:16,22 118:4
opportunity 6:19 38:5 47:16 67:5 70:25 73:21 79:3 90:13 97:7,14,17 108:6 109:7 112:4 113:2 116:24
opposed 16:4
option 74:7 79:25 84:14 115:22
options 115:21
order 18:8 28:24 94:14 107:13 110:14 111:6
organization 68:18
organizations 67:11
organizers 77:17
original 13:11
originally 36:12
outcomes 78:11,15
outnumbered 61:19
outside 36:13 37:5 39:7 40:13 44:7 44:9 70:22 85:7,14,15 85:16 110:2
overall 75:14
overcame 59:20
overtime 81:25
owe 68:15
owed 68:7
owes 107:11 107:12
owns 102:8
Oxford 59:17

P

p.m 62:11 118:6
PA 36:13
paid 50:9 64:12 94:8
Pamela 80:20 81:12
panel 8:2 11:21 27:19 41:8 42:17 66:7 80:7
papers 85:17
paratrooper 35:21
parents 82:9 84:12
Parkway 16:9 112:2 112:6
parole 29:19
part 13:5,6 15:18 16:10 48:22 60:15 65:17 72:12 101:19 104:15 106:8 108:25
part-time 21:23 23:2 46:6 81:16 89:3 94:11
participate 40:9
participating 29:10
particularly 48:6
parties 82:4
partner 74:14 79:9
partners 48:25
partnership 9:12 51:13
party 93:8
pass 41:15
passed 3:19 114:16
passion 84:15
passionate 117:5
pastor 107:23
pathway 52:5 52:6,13 67:20
patience 75:21 92:8
Pause 2:18
paved 52:6
pay 44:2 47:17 49:16 55:22 56:11 64:14 89:16 89:18 91:22 97:15 116:22
paying 14:20 17:13
pays 14:23
pediatrician 30:17
Penn 83:6 116:5,8
Pennsylvania 1:8 3:19 12:2 19:19 22:5 54:6 56:4 82:21 89:6 95:16 96:16
people 2:9 5:16 6:5,21 7:11,12 33:8,14,16 35:4 38:24 43:9 55:25 58:10 60:21 61:7,16,19 62:6,8,13 62:13 64:8 65:19 68:19 70:17,24 78:19 80:16 81:5 90:9 94:15 95:4 97:12 98:7 98:9,10,11 101:25 106:5,5 114:18 115:17 116:20 117:4
per-student 25:25 54:5
percent 4:13 4:14,15 18:21 20:9 21:21,23,25 22:2,7,12 22:14,17,20 23:14,23 41:16 49:12 49:14 51:2 51:5 54:7 54:23 55:18 55:19,25 56:13 58:9 58:10,14,16 58:21,21,25 88:5,7,9,12 88:13 89:10 89:18 90:19 90:22 114:4
percentage 10:9
permanent 100:6
permit 45:7
person 39:22 75:3,25 80:15 102:8 102:16,25 107:21 112:11
personal 36:6 40:18 41:18 50:21
persons 79:16 80:13
perspective 10:8 33:5 105:24
Pew 58:18
Ph.D 116:9
Phi 84:23
Philadelphia 1:2,8,19 3:9 4:5,9,22,25 5:5,24,25 6:19 8:4,13 8:18 9:13 11:24 12:10 15:17 16:14 18:11,15 22:10,11 25:4,9 27:22,23,25 28:3 32:16 34:21 36:5 42:20,22,24 43:2,19 46:16 47:5 47:11 51:16 53:15 58:15 59:19 60:2 64:11 66:12 66:16 67:9 67:17,19 68:5 69:20 73:17 74:2 74:3,5,7 77:12,21,22 79:9,19,21 79:23 80:10 86:18 87:22 89:11,15,17 90:18 95:14 96:2,13 98:3,5,13 99:6 101:6 101:8,12 102:2 103:22 104:14 106:16,22 107:2,11 108:6 112:2 112:5 115:3 115:20 116:4
Philadelphi... 9:16
Philadelphi... 8:23 59:4 67:7,22 73:25 79:25 90:13 112:21
Philly 29:4 36:10,17 37:4 59:15 92:17
physical 52:10 77:10
Physics 42:22
pick 13:2 18:13 55:4 82:11
picked 39:6 54:18
picture 11:4
pieces 82:12
pivotal 74:8
place 19:2 26:22 37:17 59:22 76:5 97:12 104:2
placed 49:9 88:8
places 112:9 112:9
placing 56:23
plague 76:11
plan 1:18 3:7 5:3 8:16 11:9 28:20 30:17 37:5
plans 37:16
platform 92:25
played 37:24
plays 74:8
plea 92:7
please 2:8,24 8:7 11:21 12:6 19:11 19:12 28:7 28:12 31:17 35:14,16 41:13 42:16 43:6,12,15 46:24 53:10 60:7 61:12 66:7,20 73:8,14 80:17 81:3 81:8 84:2 87:11 89:24 93:19 95:3 95:4,6 99:2 108:17
plus 13:12,13 14:7 87:2

pockets 25:12
point 14:12 15:9 16:24 18:15 20:7 26:9 31:4 37:12 84:7 99:10 105:18
pointing 16:19
police 77:15
Policy 54:5 78:8
political 65:2
politically 5:22
politicians 77:16
poor 36:21 76:11 77:6
poorest 59:11 67:24 89:12 98:9,10
positive 6:24 26:13 30:9 76:5 78:11 110:20 111:12
possible 2:16 31:3 45:11 112:23
possibly 113:7
post-second... 75:9
potential 30:5
poverty 17:5 44:25 52:5 58:11 63:20 76:17 79:5 94:4,15 97:18 106:23 109:6
Power 9:10 16:17
powers 36:7
pragmatic 92:8
praying 77:17
precious 67:23
predomina... 20:12
premium 15:18
prepare 62:18
prepared 97:4
preparedness 102:13
prepares 71:20
preparing 50:15 61:25
present 1:11 92:6 95:18
presented 52:2
preservation 88:24
preserve 61:9
President 7:14 11:23 12:9 17:23 25:15 66:13 113:21
pressing 5:14 67:6 95:18
prestigious 32:8
pretty 12:19
preventative 74:15
previous 34:23
price 23:9 77:9
pride 20:11
primary 30:14
principle 14:20
printing 51:11
prior 13:13 14:5,7 70:19
priorities 54:5 65:22
prioritize 114:18
priority 111:14
prison 30:24
private 18:19 21:4
privatization 88:16
privilege 38:17
prize 19:19 19:20
pro 14:4
pro-social 75:18
proactive 7:2
probably 100:12
probation 29:23 63:20
problem 56:25
problem-sol... 48:17
problems 91:12 97:22
proceed 3:16 110:15
proceedings 119:4
process 5:2 9:19 32:18 65:8 104:15 117:2
produce 15:15
product 59:15
productive 79:7
profession 34:12
professionals 66:15 69:15 69:16
professor 11:25 19:17 34:2 40:8 42:19,21,23 42:25 53:13 57:19 58:4 60:11,16 69:10 80:9 81:15,19 84:7,14,19 85:6,21,23 91:5 101:4 104:19
professor's 58:7
professors 29:25 31:6 31:23 32:13 33:3,25 57:7 70:17 70:22 71:5 85:12 86:3 86:8,10,21 90:7 92:18 106:4 109:17 110:6,22 113:22
profile 59:18
profits 91:24
program 9:12 16:9,15,18 18:12,17 29:20,22 40:10 49:6 49:10,15 50:2 51:10 51:17 101:19 112:2,5
programs 8:21 9:10 15:23 17:11 20:3 47:22 52:17,18 79:14 101:21 112:22 115:13
prohibitive 116:20
promise 16:7 17:11 20:2 33:13,17,20
promised 33:14
promises 64:21
prompted 37:13
prompting 36:16
proper 34:4 72:16
properly 23:25 36:7 71:11 72:23
proposed 4:16,19 9:2 71:14 113:8
proposing 57:5,25 91:5
prosperous 76:16 77:21
protection 74:23
proud 40:21
proven 19:4
provide 4:13 6:16 34:3 35:15 46:25 48:7 49:24 52:3,15 53:11 66:21 70:4 73:15 76:4 81:8 87:12 88:9 89:25 93:20 95:7 99:3 100:24
provided 6:15 12:24 15:7 16:18 26:11 54:10 72:11 99:18 99:21
provides 4:14 4:15 6:2 15:4 16:12 34:25 75:7 90:12 116:23
providing 4:23 13:19 17:17 73:21 88:5,7
Province 37:2
prudent 73:6
psychological 77:10
public 12:16 13:6,9,25 18:7,7 20:25 21:22 22:3 34:21 38:9 43:8 59:6 72:13 73:24 74:6 74:12 76:13 78:11,14 80:14,15 88:16 90:11 90:18 96:11 115:4 119:15
pull 19:12 35:16 76:9
pure 76:5
pursued 18:3
pursuing 23:22 109:21
Puru 40:10
pushing 55:11 91:19
put 18:8 56:15 77:9 86:3,22 96:19 100:10 109:17 117:12
putting 27:12 27:14 30:7 84:12

Q

qualify 25:14
quality 20:22 45:24 53:2 57:4 73:24 91:14 100:10
quarter 23:12 54:12
quest 79:10
question 60:18 61:10 107:19
questioning 32:8
questions 9:22,24 19:10 24:14 24:16,18 27:16 104:21
quick 62:17 108:22
quickly 2:11 55:8
quite 25:22 68:5 106:3
quorum 61:2 61:3

R

race-to-the-... 57:13
racial 107:5,8
racing 39:21
raised 23:14 43:22 114:17 116:2
raises 88:25
rallies 92:11
ran 37:23
Randy 42:22 47:4
range 47:24
ranges 49:17
ranks 56:4 89:6
rata 14:4
rate 18:20,22 98:19
rates 76:25 78:10,17
reach 45:10
reaching 64:3
read 2:24 12:19
readiness 46:6
reading 106:8
ready 90:8 102:15
real 32:5 34:7 35:17 48:25 52:12 91:12 91:18 115:8
real-life 107:10
reality 115:15 116:18
realization 18:4
realize 30:2 33:6
realized 30:4 84:17 102:3
really 17:23 18:7 32:3 48:14 51:19 62:11 64:6 72:8 82:15 97:3,6,23 103:6,7 105:9 107:10 111:2,3
reapplied 38:2
reapply 37:11
reason 62:6,9 101:22
reasonable 17:3
reasonably 17:7
reasons 50:25 79:20 97:20 109:9
rebuild 92:18
receive 15:20
received 22:3 54:16 70:21
recidivism 76:25
recipient 35:24
record 8:8 10:16 12:6 14:11 19:12 28:8 31:18 35:15,18,24 35:25 36:12 39:19 43:15 46:25 53:10 60:8 66:21 73:14 84:2 87:7,11 89:25 95:7 99:2 100:24 112:19 113:4
recorded 61:5 114:15
Recovery 16:11
recruited 36:15
redemption 38:5
reduced 44:15
reduces 75:21
redundancy 108:25
reentry 16:15 29:22
refining 47:25
reflected 19:25
reforms 93:3
regard 2:3 82:3
regarding 1:18 3:6

8:15 51:23
regardless 34:6
regards 41:22
region 26:15
regional 5:10 8:24 58:23 59:2
rehabilitation 74:25
rehabilitative 74:15
rejected 37:8
related 21:6 21:19 77:3
relationship 30:18
rely 24:2,7
remain 52:14
remains 76:2 79:24
remarkably 21:24 71:23
remind 70:3
remove 95:22
repairing 47:9
repealed 13:5
repeating 77:24
replaced 13:6
replied 70:16
report 56:21 58:19
reported 22:20,21
reporter 119:24
reports 50:18 78:8
represent 32:13
representat... 47:24 48:12
representing 69:13
reproduction 119:21
Republic 96:9
require 71:17 90:20
required 1:19 3:10 4:24 14:18
requirement 1:18 3:8
reread 41:20
RES 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 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
research 15:14
residence 100:6
resident 43:19
residents 58:10,14,16 74:7
resolution 1:16,16 2:22,25 7:9 7:16 8:14 60:23 106:13 107:7 114:7 114:14,15
resolving 73:3
resonate 32:3 109:4
resonated 63:2
resource 5:13 67:23
resources 5:8 6:12,18 9:8 21:13,15,16 38:11 72:11
respect 6:8
responsibili... 48:23 71:3
responsibility 5:7 26:6 34:11 43:23 71:10
responsible 1:18 3:7 38:24 57:20
rest 44:2
restoration 74:23
restore 59:6
result 39:25 40:4
retail 94:9
return 56:20 59:4
reveals 72:15
revenue 4:13 22:16 23:14 54:10 55:20 59:5 91:25
revenues 4:23 26:12,14
review 37:18
revitalize 93:7
Reynolds 1:14 2:14 3:14 10:4 41:12
Rhodes 59:16 70:8
rich 91:17
ride 84:6
right 11:18 14:12 16:2 17:14 27:7 28:6 34:15 35:6 53:9 57:4,23 61:5,22 62:16,20 64:13,16 66:4,19 81:2 87:5 87:10 90:10 90:14 94:9 97:22 98:25 100:20 105:12 108:16 111:16 113:9 117:23
righteous 59:24
rightly 70:6
rights 68:19
rigor 70:20 76:7
rigorous 76:3
rise 29:20 69:17
risen 55:18
rising 68:25
risk 75:21
Rob 8:3,12
robust 40:20 41:25 52:14 115:11
role 5:9 74:8
rooftop 29:6
room 1:8 97:15
rooted 93:5
roughly 15:15
RPR-Notary 119:15
run 36:15
running 61:16
Rutgers 116:14

S

S 80:8
saddens 97:3
safe 76:4
safely 78:22
safer 77:21
safety 75:12 78:11,14
salary 88:25
Salle 28:19 36:16 37:8
satellite 115:12
Saturday 102:10,19 102:23
savage 106:24
saying 93:11 109:2
says 50:24 104:22 105:2
scandal 57:10
Scholar 59:16 70:8
scholarship 38:3 86:4
scholarships 86:5
school 9:13 13:6,9,25 16:9,10 18:15 19:18 29:4,5 30:2 30:8,15,20 30:20 31:5 31:8 32:7 33:18,22 34:22 36:14 37:6,21 38:6 46:10 51:15 75:8 76:4 78:9 84:8,10,15 84:16,18,22 85:7,7,24 97:2 98:19 99:9 101:22 109:24 112:6 115:5 116:3,15,17
school's 88:9
schools 18:5 38:9 39:13 90:18 96:11
science 34:17 45:3,5
seat 43:7 81:3 81:4 108:18
seats 95:3
second 35:4 38:4 40:24 41:8 42:3 49:15 56:25 82:6 96:20
sector 12:14 17:24
sectors 18:2
secure 92:10
see 10:7,24 11:3 29:12 34:16 41:15 47:18 52:7 52:7 61:21 104:3,4,10 104:11
seeing 83:15
seeking 33:23
seen 35:2 70:14 107:4
segregation 107:5
self 75:14
self-evident 15:12
self-identify 88:13
self-worth 63:25
semester 37:14 44:20 57:7,21,24 58:2
sense 11:6 72:2 75:14
sent 29:19
September 30:16
Sereni 80:21
serious 110:12
serve 5:8 75:15
served 29:15
serves 26:18
service 77:3
services 97:21
serving 16:6 74:14
set 38:14 94:21
setting 30:13
settings 76:3 76:4
settled 78:5
sexual 51:23
shame 62:19 63:3
shaping 74:9
share 28:22 36:4 43:20 64:12 89:16
Sherrie 80:21 87:13,17
short 4:18 10:6 21:19 39:15 54:25 66:24
shortage 39:3
shorten 43:11
shortfall 7:21 7:22,23
shoulder 91:2
shovel 105:22
show 86:12 92:13
showed 62:22 84:14
showing 41:16,18
shown 72:18
shows 39:14
shut 29:5
signed 43:9 62:13 80:14
significantly 21:12
similar 52:23 73:4
similarly 10:25 60:12
Simmons 27:24
simply 39:4 106:3 116:21
simultaneo... 33:24
sincere 56:19
single 86:6,25
single-hand... 33:2
sisters 77:15
sit 51:18 81:4 97:8 102:15
situated 10:25
situation 33:21 51:24 64:18 93:4
Sixers 54:20
size 14:9 45:4 45:8
sizes 23:17 44:16 45:11 46:2,14 91:13
Skelton 94:23 108:19,20
skills 48:10 48:19 50:20 51:20 76:9
skyrocketing 5:17
slack 39:6
slotted 32:9
small 47:17
smaller 26:10
Smith 42:20 43:17,18
social 63:16 76:19 77:2
socialist 90:4 93:2,9
society 84:25 93:10
solar 48:3 51:14,16
solidarity 72:20 87:20 90:7
solidify 40:18
solution 7:3 115:8,9 116:23

solving 91:12
somebody 63:15,16 64:19,20 82:17 105:21
sons 77:14
soon 2:15
sophomore 36:19
sorely 12:16
sorry 41:11 117:12
sort 32:22
sorts 112:8
sought 51:22
sources 3:22
South 29:4 39:24
Spanish 40:6 82:25 84:25
speak 10:9 16:8 31:24 62:14 81:12 81:13
speaker 108:17
speakers 63:12 80:22
speaking 64:8
Spear 66:11 66:23 67:8
specifically 34:8 47:22 79:14 98:2
spend 50:15 105:4
spending 36:25 89:7
spent 18:18 36:24 83:11 117:17
spoke 13:3 41:22
spoken 14:16 57:3
sponsor 4:4 12:25 15:7
spouse 81:14
squandered 38:6
squeaky 102:4
stable 38:8
stack 83:4
stacks 10:24
staff 44:12 68:12,13 71:22 72:9 79:12 87:21 87:23 88:21 89:4 91:6 91:11,15 93:12 99:19 100:15 104:10 106:5
staggering 77:8
stakeholders 73:22 74:22
stand 69:4 87:20 88:20 90:6 92:17
standard 57:9
standing 36:21
stands 36:2 72:20
star 86:25
start 2:20 3:17 6:20 19:22 42:10 43:16 44:20 55:7 80:13 81:18
started 17:23 29:7,25 50:10
starting 30:15 40:6 43:10 49:16
state 1:19 3:10,22,25 4:14,24 8:7 12:6,24 14:11 19:11 22:2,5,12 23:12 29:16 31:17 33:13 36:14 43:15 54:9,13 55:4 60:7 64:21 66:20 72:12 73:14 81:8 84:2 87:11 88:2 88:6 89:8 93:19 95:15 96:16 99:2 100:23 106:22
State's 14:13
state-affilia... 22:8
State-mand... 4:18
state-owned 22:9
stated 41:20 55:9 71:19 74:19
statement 3:18 19:23 25:15 41:20 111:21 113:16
statements 5:22 7:5
states 17:14 17:17 20:8 26:24 54:8 89:7 96:10
status 76:19 99:14 100:6
stay 81:6 103:22
stayed 30:8
stenographer 19:14 35:18 61:6
stenographic 119:6
step 89:15 111:5
stepping 39:20
Steve 66:13 69:9
stigma 40:23 76:22
stimulated 33:21
stone 39:21 65:13
stop 92:9
stopped 36:19 39:21
stories 42:9 70:10
story 28:23 45:21 63:15 96:5 106:2 106:3 109:4
strategy 9:15
street 58:5 76:10
streets 92:16
strengtheni... 5:10 8:23
stress 82:9 86:22 95:25
strikes 92:11 92:12
strive 30:6
striving 29:14
strong 49:20 49:24 70:25 112:19 113:5
stronger 72:2
strongest 70:13
strongly 40:8 79:22
Stroudsburg 30:16
structured 76:2
struggle 83:15
struggles 95:18
struggling 38:20
student 18:14 22:24 23:17 25:8 27:21 27:24 28:2 28:10 31:21 32:11 37:22 44:8 51:22 56:2,5 58:5 63:12 64:15 81:17 82:6 84:4,22,23 85:17 86:4 88:4 89:9 90:20 93:22 96:18 99:21 101:17 104:22 111:25 114:25
students 3:23 4:9,12 5:6,9 6:11,18 14:20 15:5 15:13,19 16:2,5,6 17:12,18 18:16,23 20:10,12,15 20:17,20,21 21:17,22,24 23:2,4,25 24:5 25:11 25:12,17 26:18,18,23 28:25 31:23 32:5,13 33:9,19 34:19,20,23 38:19 39:10 39:15 44:6 44:10,14,18 44:21,22,25 45:2,10,18 45:19,22,23 45:25 46:5 46:10,13,18 48:9,13 49:2,9,11 49:14,17,21 49:24 50:3 50:16,19 51:19,22 52:8,15 53:3 54:18 54:21 55:2 55:5,12,18 56:2,10,11 56:14,17,24 57:2,6,21 57:24 58:2 58:3,8 59:8 59:10 62:7 62:22 63:7 64:14 68:11 68:14 70:2 70:13 71:20 71:22 72:10 73:2 81:24 83:10,17 86:3,14,16 86:16 87:21 88:8,11,12 88:15 89:10 90:8,19,25 91:5 95:19 95:21 96:7 96:23 100:15 101:9,11,21 103:14,18 103:20,21 104:9,17 105:25 106:10,20 107:12,12 108:8 109:5 110:7,8,10 110:17 111:7 113:22
studied 19:19 37:22,24
studios 29:6
study 40:9 50:20 51:20 107:17,18 107:21 108:4
studying 28:20 59:17
stuff 104:18 104:24,24 108:23
stuffing 45:22
stupid 32:11
subject 33:6
submitted 80:8
subsequently 36:20
suburban 44:24
succeed 19:3 28:25 31:9 35:5
success 42:12 49:20 70:9 86:13
successful 16:16 49:9 49:23 68:3 111:8
sucks 37:17
suddenly 83:12
suffering 109:12,13
suffers 45:24
sufficient 96:24
suicide 109:13
sum 23:11
Sunday 102:20
supervision 119:23
Supervisor 66:15 74:19
supplies 54:11
supplying 55:19
support 8:25 9:14 18:9 22:3 33:8,9 33:18 34:10 34:12,15 35:2,7 36:8 52:15 70:21 86:10,12 87:25 88:23 91:6,15 93:12 106:13 114:3
supported 16:10 18:24 54:14 86:11
supporter 112:19 113:5
supporting 33:7 50:16
supportive 79:12
supports 74:4 74:11,25 79:22 83:19
supposed 60:21 98:20
sure 25:22 26:7 49:3 60:19 63:13 95:9 110:19 111:6,11,12 112:20 113:6
surprised 61:24
surprises 55:24
surrounding 107:2
sustainability 102:13
sustainable 49:5 52:4
system 34:22 75:2 77:4 78:20,23 93:5 115:5
system-invo... 79:15
systems 74:17

T

tab 54:17 55:3
table 8:6 12:4 28:5 43:4 66:18 80:25 94:25 108:18
tackling 91:9
tag 77:9
take 20:11 36:3 43:24 47:17 61:11 83:9 84:17 89:10 94:15 95:3 97:17 99:14 100:7 105:3 108:17 111:5 112:8 114:23
taken 14:25 71:7 82:23 83:2 119:6
takes 31:9 39:11 46:3 77:11
Talent 9:16
talented 103:17 116:20
talk 6:23 15:10 16:17 44:5 52:7 92:6 102:12 102:15 109:18
talked 52:8 62:17 64:15 102:17 103:2
talking 17:4 58:22 62:21 102:25 104:18 105:5
taught 43:22 69:23

104:16
TAUP 71:11 72:20
tax 92:2
tax-abated 91:19
taxes 91:23
teach 39:7 44:18 47:16 51:4 57:6 57:20,22,23 57:25 62:10
teacher 32:7 62:21 92:12
teachers 70:18 90:25 91:10 94:7 113:21
teaches 58:4
teaching 47:18 52:24 69:21 85:14 104:7
team 48:22
technical 29:3 47:22 48:6,7
technician 47:8 51:17
technological 5:11
technologies 6:17 52:19
technology 48:3,20 49:8 51:9 52:16 115:12
teens 63:19
televised 61:7
tell 28:14 60:22 83:2 83:16 96:5 106:2,3
Temple 22:13 22:18,22,22 23:10,14 37:6,14 38:2 57:20 58:5,5 59:15 66:14 69:10,15,22 70:8 82:10 83:6 93:24 100:7,13
Temple's 23:12 37:9 70:3
ten 16:20 55:16
terms 25:8 27:2 51:20 51:21 106:18
terrible 30:3 53:18
testified 57:2
testifies 11:13
testify 7:14 8:14 19:10 67:6 80:17 113:20
testimonies 41:18
testimony 8:9 9:21 12:7 28:8 34:24 35:16 43:11 43:16 47:2 53:11 61:9 61:10,12 66:22 73:15 80:7,8 81:9 87:12 90:2 93:20 95:8 99:3 100:25
texts 85:12
thank 2:12,17 7:16,17 8:9 11:8,16,17 11:19 12:11 19:5,7,15 24:11,12 27:16 31:13 31:14,15,24 35:10,12 41:3,5,17 42:12,13 43:5,14 46:20,22 53:5,6,23 54:2 60:3,5 61:23 63:10 64:25 65:4 65:6 66:5,9 67:5 69:6 73:9,11,18 80:3,18 81:10,11 83:21,22 87:3,6,13 87:15 89:19 89:20 93:15 93:17 94:18 95:2,9 98:21,22 100:14,19 100:21 108:11,14 111:15,17 111:23 113:10,11 113:19 114:5,7,8,9 117:24,24
thankful 94:4
thanks 53:25 82:22
theirs 26:5 45:6
theory 14:24 15:6
thereof 12:15
Theta 84:24
thing 6:25 7:2 32:23 40:12 43:23 61:22 62:4 63:2,8 64:8 65:24 69:22 90:5 103:13 105:15 106:14,25 109:2 110:6 112:15 115:14
things 5:23 30:9 35:6 61:20 63:23 64:2,5 65:11,18,23 81:7 95:20 95:24 97:2 101:6 104:6 109:14 114:18
think 12:14 13:3 14:15 15:9,11 17:2 25:24 27:13 53:23 55:11 62:4 62:12 63:21 63:25 65:12 71:24 77:19 82:15 96:6 106:15 107:22 114:23 115:14 116:12,15
thinking 110:4
third 4:19 12:23,24,25 14:21 15:9 17:13 20:24 23:7 33:15 35:4 42:17 54:10 109:25
thought 31:3 32:18,19
thoughts 109:13
thousand 114:3
threats 68:21
three 3:21 10:10 41:17 42:8 84:5,9 84:20 88:23 95:5
three-gener... 99:8
thrive 34:16
thrived 37:25
thriving 34:15 40:20 42:2
throw 7:19
Thursday 101:15 102:2
ties 49:21
time 2:19 3:11 13:4 20:19 21:18 29:13,15,16 29:18 30:23 36:3,17 37:23 38:6 39:2,7 40:5 40:12 51:6 51:18 52:14 52:25 58:7 60:17 63:11 64:25 69:6 70:20,23 71:25 73:9 80:12 82:7 83:11 84:8 85:5,13,22 86:7,9,14 93:6,15 94:14 96:18 103:23 104:5,12 105:18,23 106:9 108:12 109:18,23 110:2 114:23 116:11
timely 17:12
times 13:8 77:23
title 2:25
today 5:16 28:22 30:11 31:25 33:17 36:3 48:10 49:4 54:2,3 54:6,11 59:9 60:14 61:18 62:6 63:11 64:24 69:2,13 81:12 86:22 97:10 100:13,18 101:7 108:23 110:4 112:25
told 29:22 32:7 37:15 43:24 44:3 84:19 105:21
tolerate 72:18
toll 39:11 77:11
tools 92:9
top 55:23 56:23 65:22 71:19 99:23
topic 12:13 12:18
total 9:4 14:21 15:2 22:19,21 29:16
totally 63:13
totals 88:17
towns 103:15 103:16
track 36:12 37:23 39:19
traditional 13:14
traditionally 21:11 26:17
training 6:4 48:7,9
transcript 119:8,21
transfer 100:11
transforma... 93:10
transition 78:22
translate 23:23
transplant 98:4
traveled 40:10
treated 6:7
treatment 67:16
tremendous 75:10
tried 116:4
trouble 29:7
trouble-shoot 48:17
true 119:7
try 37:9 62:18 66:23 80:17 95:5 105:17
trying 16:24 26:23 43:11 61:24 65:8 97:21,22 110:19
Tuesday 1:9
tuition 4:10 5:18,20 17:18 18:25 21:3 22:16 22:24 23:15 24:3,3 55:17 82:23 88:10 99:12 116:11,15
turnaround 62:17
turned 99:11
tutored 101:16
tutoring 83:12
tutors 101:25
Twelve 85:25
Twenty 54:9
twice 58:3,6 96:17
two 62:21 64:13 81:13 85:9 96:20 97:9 107:25
two-year 6:3 21:8 50:8
type 13:18 29:12
typical 50:11
typically 24:5

U

U.S 35:20
Uber 84:6
ultimately 36:23
unacceptable 68:9
unbelievable 37:20
uncalled 117:4
uncommon 104:8
under-educ... 57:17
under-prep... 20:20
underachie... 70:19
underbelly 56:3
underestim... 107:6
underfunded 57:16
underfundi... 56:4 57:3 57:16 68:21 88:18 90:16
undergrad 44:4
undergrad... 21:24 70:14 96:20
underrepre... 20:13
underserved 55:13 57:15
understand 30:4 31:9 46:4 48:14 48:23 63:20 64:10,18 71:16 97:4 97:25 111:2 111:4 117:14
understand... 37:18
Understood 11:15
undue 56:23
unfortunate 40:22
unfortunat... 44:9 81:24 92:4
union 71:11 87:23
unions 67:10 92:17
unique 52:21 63:21 86:18 86:19
Unit 74:20
United 20:7
university 11:25 19:18 22:14 30:16 32:6,9,12 36:16 37:6 47:12 59:17 66:14 69:11 69:16 82:11 82:20 93:24 100:8,14 103:16
unmeasura... 77:13
unpreceden... 59:5
unsung 74:13
unveiled 4:17
uplift 92:20
urge 68:25 69:17
urgent 71:17
urges 79:23

useful 48:10
usually 61:2

V

value 72:4 89:13
variables 26:3
various 18:2
Vast 91:5
Verizon 91:22
versus 25:3
viable 79:24
victim 74:23
victories 67:15
video 61:9
video-grap... 102:16
viewpoints 81:14
violence 5:15
violent 76:25
Virginia 92:13
vision 105:13
visited 27:4
vital 5:5 8:20 70:5 90:12
vote 65:11 92:10
votes 65:14

W

wage 15:18 89:2 91:7 96:17
wages 76:14 91:9
waiting 2:10
walk 39:23
Walls 112:7
want 2:10 6:21 17:10 19:4 23:19 25:14 28:14 32:6,10 36:3 41:17 44:5 48:13 48:21 59:13 62:14,15 63:10 65:19 78:25 85:19 86:13 92:24 94:11,12 95:24 96:5 104:3,4,23 107:16 108:25 109:3 113:4 113:25 117:6
wanted 29:8 43:19 63:14 64:6 97:24 101:7 104:24 105:10,24 109:21 111:24
wanting 41:22 109:10
wants 68:10
war 107:24
wasn't 29:13 30:2 36:11 97:10 103:10 109:22,25 113:2 115:19
watch 61:8
watching 62:5
water 53:17 53:20
way 17:9 19:13 25:25 29:2 38:12 48:5 52:3 63:21 72:5 73:3 77:20 77:25 89:11 92:9,14 116:13,16 117:12
ways 68:4 71:13 74:13 107:2
We'll 19:9
we're 2:20 15:10 16:5 17:4 25:3 43:10 48:24 56:6,20 63:4 64:3 64:24 65:10 66:24 87:8 93:4 105:9 106:7 108:24 111:3 117:15
we've 49:8
week 4:17 50:11,14 52:22
weeks 16:17 52:23
Welcome 66:9
welcoming 20:11,19
well-being 75:11
went 29:3 32:11 83:15 96:11,11,13 102:7 115:23 116:3,7,8 116:10,14
West 92:13
wide 47:24
WILLIAM 1:13
win 67:14 92:14 108:3
windfall 59:5
winter 36:18
witness 8:5,5 12:3 28:4 43:3 66:17 80:24 94:24
witnesses 12:3 19:9 28:4 43:3 66:17 80:24 94:21,24
woman 83:12 84:25 96:8 101:18
wonderful 5:25 112:15 112:24 116:23
Woody 41:15
words 32:3
work 30:7 43:25 46:11 47:13 48:22 49:12,13 50:11 51:16 52:23 62:8 63:17,17,19 71:5 74:21 81:22,25 84:15 94:9 95:21 97:24 100:9 106:5 113:23 115:13 116:13,16
worked 47:7 114:2
worker 92:20
workers 67:17
workforce 5:10 8:24 9:15 47:21 71:20
working 39:2 50:4 52:22 63:4 67:7 67:15,21 68:13,19 91:10 97:20 101:23,24 109:25
working-cla... 90:9 91:20 92:15 93:8
workload 33:24 34:2 51:2 88:24
workplaces 92:21
works 16:13 34:18
world 5:12 33:10 39:23 72:3 110:20
worry 18:24
worth 22:15 117:19
Wortham 66:15 73:16 73:17 74:18
wouldn't 51:5 51:13,18 82:18 93:25 112:25 114:4 116:5
wow 62:3
wrestle 107:19
write 71:24 82:16
writer 30:3
writing 106:8
written 80:7
wrong 32:24

X

Y

Yeah 10:12 10:22 26:9
year 4:11,17 9:3 10:16 10:18 14:2 14:5 16:22 35:23 36:19 43:21 49:15 49:18 50:5 50:9 54:12 54:24 55:6 56:9,12,18 62:3 68:7 70:10 82:10 86:5 88:19 100:4 102:18 109:24 116:11,16
year's 14:7
years 4:9 9:7 10:11,13,13 10:17 12:21 12:21 13:13 16:20 17:23 18:6 24:21 29:17 30:12 30:25 36:18 36:24,25 47:19,23 48:11 51:8 52:9 54:9 54:19 55:10 55:16 64:13 69:22 70:14 81:22 82:22 84:5,20 85:9 96:10 96:21 97:21 100:4
young 5:19 7:11 74:10 75:3,8,14 75:25 76:6 76:7,20 78:19,25 83:12 101:18 110:17 115:17
youth 78:25
Yusefa 42:20 43:17

Z

zero 14:15 56:22
Zigarelli 42:18 53:12 53:13,22
zip 59:11
Zukas 94:23 99:4,5
Zukiene 80:23 93:21 93:22

0

1

1,200 16:6
1,600 22:25
1,900 56:13 56:16
1.3 9:3 27:5
1:20 118:6
10 23:13,23
10,000 56:10 56:13
11:25 1:9
110 16:20
12 1:9 26:19 43:9 50:14 62:13 85:14 91:7 96:10
12.5 54:17 55:3
120 58:2 91:5
12th 115:6,7
13 29:17 36:17
134.7 4:11
14 14:3
15 45:19 58:13 84:23
16 45:18
17 29:8 114:25
170 9:6
18 4:18 54:24 54:25 55:4 58:11 71:15 88:19 114:25
18.2 7:22
180 31:12
19 4:15 7:21 56:13 88:5
190077 1:16 2:1,23 3:1 4:1 5:1 6:1 7:1 8:1,14 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
1963 3:20 33:12
1978 82:8
1981 43:21
1983 54:20 64:12 65:3 90:25
1984 112:3
1998 7:23

2

2,500 23:3
2.8 16:22
20 17:14,16 21:25 22:2 45:6,17 55:10 69:22 105:4
20,000 22:23 50:9
2005 13:8,8 13:20
2008 54:8
2009-2010 13:23
2012 37:15
2013 29:18 35:23 40:10
2015 18:16 22:20,23
2019 1:9 7:20 7:23
2020 4:17 7:21
22 45:6
24 4:14 18:21 22:12,14 88:7
24,000 56:9
25 40:6 51:2 51:5
26 58:9
26.5 55:18
26.9 10:18

27 10:14 22:7 44:23
27,729 5:6
28 44:22 47:19

3

3,000 69:13 116:16
3,800 56:22
3.0 28:17
3.6 22:16
3.7 85:2
3.8 99:24
3/12/19 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1 85:1 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
30 58:16 68:8
30,000 88:11
30.5 55:6,23
31 54:16 58:21
324 15:16,16
326.3 7:24 55:10
33 54:6,23
33.3 89:18
33.8 9:5 10:19,21
35 54:19
35,000 49:17
36 44:18,20 45:4
36-year-old 97:9
37 58:10
37,000 115:17
3D 51:11

4

4.4 58:23
40 20:8 58:13 58:22,24
400 1:8
43.5 54:15 55:24
44 55:25 59:2
45 50:12 52:22
45,000 49:17
4531 69:17
46 13:8
47th 89:6
484 3:19,25 12:21 13:5

5

5,600 116:11
50 49:12 50:12 52:22 88:13 89:7
50th 16:7
51st 56:4,5
53 21:21
55 4:13 88:9
56 12:21 55:19
57 12:21

6

60 22:20 116:12
600,000 51:6
69 57:21 58:4

7

7,000 39:24 86:5
70 49:14
75 88:12
750,000 18:18

8

80 41:15 57:22
82 57:22
82nd 35:21
84 21:23

9

9:00 62:11
900 18:16
928 18:16
95 57:23
96 57:23
99 16:4