

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE OF THE WHOLE

Room 400, City Hall
Philadelphia, Pennsylvania
Tuesday, April 5, 2016
10:30 a.m.

PRESENT:

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

BILLS 160170, 160171, and 160172
RESOLUTION 160180

- - -

1
2 COUNCIL PRESIDENT CLARKE: Good
3 morning. We're going to start now. This
4 hearing is called to order. I recognize
5 the presence of a quorum of Committee
6 members. This is a public hearing of the
7 Committee of the Whole regarding Bills
8 No. 160170, 160171, 160172, and
9 Resolution No. 160180.

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

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

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

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

21 Resolution No. 160180,
22 resolution providing for the approval by
23 the Council of the City of Philadelphia
24 of a Revised Five Year Financial Plan for
25 the City of Philadelphia covering Fiscal

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Years 2017 through 2021, and
3 incorporating proposed changes with
4 respect to Fiscal Year 2016, which is to
5 be submitted by the Mayor to the
6 Pennsylvania Intergovernmental
7 Cooperation Authority (the "Authority")
8 pursuant to the Intergovernmental
9 Cooperation Agreement, authorized by an
10 ordinance of this Council approved by the
11 Mayor on January 3, 1992 (Bill No.
12 1563-A), by and between the City and the
13 Authority.

14 COUNCIL PRESIDENT CLARKE:

15 Thank you, Mr. Stitt.

16 Today we continue the public
17 hearing of the Committee of the Whole to
18 consider the bills read by the Clerk that
19 constitute the proposed operating and
20 capital spending measures for Fiscal
21 2017, a Capital Program, and
22 forward-looking Capital Plan for Fiscal
23 2017 through 2022.

24 Today we will hear testimony
25 from the following City departments: The

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Office of the Mayor, Community Schools/

3 Universal Pre-K, Managing Director's

4 Office, Mayor's Empowerment and

5 Opportunity division, City Rep, and

6 Commerce and OEO.

7 Mr. Stitt, the first person to

8 testify for the Administration is?

9 THE CLERK: Jane Slusser from

10 the Mayor's Office.

11 COUNCIL PRESIDENT CLARKE:

12 Thank you very much, sir.

13 Good morning.

14 MS. SLUSSER: Hi. Good

15 morning.

16 Good morning, President Clarke

17 and members of City Council. I am Jane

18 Slusser, Chief of Staff to Mayor Jim

19 Kenney, and today I am pleased to provide

20 testimony for the Mayor's Office FY17

21 Operating Budget. I'm also joined by

22 other members of the Mayor's Office in

23 the audience here today, and with your

24 permission, I would like to provide a

25 slightly shorter version of my testimony

1 4/5/16 - WHOLE - BILL 160170, etc.
2 than what was provided to City Council.

3 COUNCIL PRESIDENT CLARKE:
4 Thank you.

5 MS. SLUSSER: First, the role
6 of the Mayor's Office is to set
7 priorities for the Administration. Our
8 office provides direction, guidance, and
9 support to departments so that they may
10 achieve success in their individual
11 areas.

12 The Mayor's Office will focus
13 departments on five key pillars of our
14 administration that define our goals and
15 which we also believe are priorities that
16 we share with the members of this body.
17 First, improving educational
18 opportunities and outcomes for all of
19 Philadelphia's children; second,
20 improving economic opportunities for all
21 Philadelphians; third, developing a
22 diverse workforce that looks like
23 Philadelphia and treating that workforce
24 with respect; fourth, improving public
25 safety for all Philadelphians while

1 4/5/16 - WHOLE - BILL 160170, etc.
2 treating residents with respect and
3 dignity; and, fifth, operating government
4 efficiently, effectively, and always with
5 integrity.

6 The proposed FY17 budget for
7 our office provides us with the necessary
8 funding to carry out our operations to
9 oversee and guide the Administration's
10 pursuit of these goals. The overall
11 proposed FY17 General Fund budget for the
12 Mayor's Office totals \$4,261,140, a
13 decrease of \$770,485 over Fiscal Year
14 '16's estimated obligation levels.

15 The proposed budget includes
16 \$3,410,559 in Class 100, which is a
17 \$530,568 decrease over FY16, and the
18 decrease for the funding in this category
19 is primarily due to the moving of key
20 staff to other budgets, including the
21 Managing Director's budget, and this
22 includes the Office of Sustainability,
23 the Office of Arts and Culture, the
24 Office of Immigrant Affairs, and the
25 Chief Service Officer. So the proposed

1 4/5/16 - WHOLE - BILL 160170, etc.
2 FY17 funding for Class 100 will allow 46
3 full-time employees currently in the
4 Mayor's -- to stay currently in the
5 Mayor's Office.

6 The Mayor's Office is committed
7 to employing a staff that represents the
8 diversity of our city. Approximately 52
9 percent, or 24 members, of the Mayor's
10 office staff identify as African
11 American, Latino or Asian American. Our
12 office employs 54 percent women, or 25
13 women, and six of our employees, or 13
14 percent of our staff, are bilingual,
15 speaking a total of four languages.

16 In Class 200, the proposed
17 Operating Budget includes \$796,336, a
18 244,000 decrease over FY16, and this
19 decrease again relates to contracts
20 related to language access that are
21 transferring over with the Office of
22 Immigrant Affairs, which manages those
23 contracts.

24 We will also be requesting a
25 transfer of \$186,035 from our Class 200

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to Class 100 during the legislative
3 process.

4 In FY16, the Mayor's Office had
5 a participation rate of 45 percent for
6 minority, women, and disabled-owned
7 businesses, and as we look to our FY17
8 contracting, we expect to support the
9 Administration's goal of 35 percent or
10 more of participation of M/W/DBE
11 contractors.

12 We are currently preparing to
13 issue an RFP for our state lobbying
14 contract, and through that process, we'll
15 focus on maintaining the same level of
16 participation that the Mayor's Office
17 currently has.

18 In Class 300, we propose a
19 budget of \$51,854, a \$4,080 increase over
20 FY16, and in Class 400 a budget of
21 \$2,391, which is level funded.

22 I'd now like to take a moment
23 to highlight some of the more substantial
24 changes that we've made to the Mayor's
25 Office this year, focusing on three new

1 4/5/16 - WHOLE - BILL 160170, etc.
2 divisions.

3 First, on his first day as
4 Mayor, Mayor Kenney established the
5 Office of Diversity and Inclusion. Under
6 the leadership of our Chief Diversity and
7 Inclusion Officer, Nolan Atkinson, this
8 office will reinforce our
9 Administration's commitment to promoting
10 diversity and inclusion across City
11 government and citywide. This office
12 will work to ensure that the services
13 provided and the dollars expended by
14 local government are a strong and vibrant
15 model of fairness among the diverse
16 groups that make up the neighborhoods of
17 Philadelphia. The office will analyze
18 the City's workforce and develop
19 strategies to close disparities among
20 different races, between genders, and
21 wherever barriers for employee success
22 might exist.

23 In FY17, the office will build
24 the internal framework necessary to meet
25 its mission and goals, and continue over

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the upcoming years to work with the
3 Administration to implement strategies
4 that will help us develop and deliver a
5 more diverse and inclusive workforce, a
6 procurement system that equitably serves
7 everyone, and a government that functions
8 with heightened efficiency.

9 In FY17, we also reintroduced
10 for the first time in several
11 administrations a Deputy Mayor for Labor.
12 The mission of the Mayor's Office of
13 Labor is to provide a stable labor
14 environment by building effective
15 partnerships between management and the
16 labor organizations representing the City
17 employees, ensuring that vendors doing
18 business with the City meet any
19 prevailing or living wage requirements
20 applicable to their contracts and
21 conducting outreach and enforcement
22 related to paid sick leave, wage theft,
23 and related issues, and, finally, serving
24 as the primary point of contact for the
25 labor community. Most notably, in FY17,

1 4/5/16 - WHOLE - BILL 160170, etc.

2 the Mayor's Office of Labor will lead
3 contract negotiations with DC-33.

4 The newly formed -- the final
5 office I'd like to highlight is the newly
6 formed Office of Public Engagement, which
7 will help us serve as a more effective
8 conduit between the City government and
9 the community and will oversee several of
10 the Mayor's offices and commissions,
11 including the Youth Commission, the
12 Office of Black Male Engagement, which
13 includes My Brother's Keeper, and the
14 Mayor's Commission on African American
15 Males, the Commission for Women, and the
16 advisory commissions such as the Asian
17 American Affairs Commission, the
18 Commission for African and Caribbean
19 Immigrant Affairs, and the Millennial
20 Advisory Committee. And, finally, we
21 have proposed significant changes and
22 investments in the Mayor's Office of
23 Education, and those will be addressed in
24 their testimony later today.

25 I want to thank Council for

1 4/5/16 - WHOLE - BILL 160170, etc.
2 your time and I appreciate this
3 opportunity to provide testimony for the
4 Mayor's Office Operating Budget, and I'll
5 be happy to take any questions now.

6 COUNCIL PRESIDENT CLARKE:
7 Thank you very much for your testimony.
8 I just got a couple of questions for you.
9 I have probably a gazillion questions for
10 Pre-K and the Office of Education, and I
11 understand they will be up next.

12 A couple of questions, and one
13 you just referenced. You said you're
14 hiring a new or staffing a new position
15 about labor?

16 MS. SLUSSER: The Deputy Mayor
17 for Labor.

18 COUNCIL PRESIDENT CLARKE: Is
19 that for internal workforce or is that
20 for external also in matters relating
21 to --

22 MS. SLUSSER: So for the Office
23 of Labor Relations, that's really dealing
24 with City workforce, and for the Office
25 of Labor Standards, they're dealing with

1 4/5/16 - WHOLE - BILL 160170, etc.
2 contractors that we work with.

3 COUNCIL PRESIDENT CLARKE: So
4 no external, so -- because I want to
5 understand this.

6 MS. SLUSSER: Sorry. I'm not
7 sure what you mean by "external."

8 (Witness approached witness
9 table.)

10 DEPUTY MAYOR LAZER: Rich
11 Lazer, Deputy Mayor for Labor.

12 Council President, it would be
13 dealing with -- so Labor Relations would
14 be handling the internal workforce, but
15 our office would be a point of contact
16 for all labor throughout the City, so
17 external labor as well.

18 COUNCIL PRESIDENT CLARKE: So
19 if there's issues with respect to labor
20 generally, all types of labor, service
21 unions, building trades, all of that?

22 DEPUTY MAYOR LAZER: Yes.

23 COUNCIL PRESIDENT CLARKE: That
24 would be your responsibility?

25 DEPUTY MAYOR LAZER: Yes.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE: So
3 you're the guy I got to call now. All
4 right. Make sure I get your cell phone
5 before you leave.

6 DEPUTY MAYOR LAZER: Yes, sir.

7 COUNCIL PRESIDENT CLARKE:
8 Thank you.

9 One other question. Every term
10 mayors issue Executive Orders for various
11 reasons. Has there been a review of all
12 of the Executive Orders that the last
13 Administration issued and has there
14 been -- if there has, has there been a
15 determination as to whether or not those
16 Executive Orders will continue or there
17 needs to be some changes that allows
18 you --

19 MS. SLUSSER: So I think so
20 far, I can't -- I don't actually have the
21 number. I can get that for you, the
22 number of Executive Orders that Mayor
23 Kenney has signed, but obviously we've
24 been going back and taking a look through
25 other Executive Orders and will likely be

1 4/5/16 - WHOLE - BILL 160170, etc.
2 making some revisions to a number of
3 those where there's slight needs for
4 updates or any time that we see that
5 there's a challenge to a major policy
6 implementation. So that's what the
7 Deputy Mayor for Policy and Legislation
8 really focuses on, is looking at those
9 and coming up with new Executive Orders
10 as the need arises.

11 COUNCIL PRESIDENT CLARKE:

12 Okay. Thank you. That's it for me for
13 this moment.

14 And the Chair recognizes
15 Councilman Greenlee.

16 COUNCILMAN GREENLEE: Thank
17 you, Mr. President.

18 Good morning.

19 MS. SLUSSER: Good morning.

20 COUNCILMAN GREENLEE: Council
21 President mentioned the Office of Labor.
22 I have a couple of questions on that. I
23 don't know if Rich wants to come back up.

24 MS. SLUSSER: It might be --

25 COUNCILMAN GREENLEE: If he

1 4/5/16 - WHOLE - BILL 160170, etc.

2 wants to answer that.

3 Okay. I sent some questions
4 over earlier, and I got the answers. I
5 appreciate that very much. I know
6 there's \$50,000 set aside to hire a staff
7 person. That's an additional staff
8 person? Because I know Crystal Miller is
9 over there trying to, by herself, deal
10 with this issue right now.

11 DEPUTY MAYOR LAZER: Yes, it is
12 an additional person.

13 COUNCILMAN GREENLEE: So one
14 more person.

15 DEPUTY MAYOR LAZER: Yes.

16 COUNCILMAN GREENLEE: Now, will
17 that person also deal, besides with paid
18 sick leave, with wage theft?

19 DEPUTY MAYOR LAZER: So that
20 office -- right now we're budgeted for
21 one additional person. So that office
22 with Crystal and this new person would
23 handle sick leave and also wage theft as
24 well.

25 COUNCILMAN GREENLEE: So two

1 4/5/16 - WHOLE - BILL 160170, etc.
2 people would handle that?

3 DEPUTY MAYOR LAZER: Yes.

4 COUNCILMAN GREENLEE: Just one
5 other thing, and this is, I guess, more
6 of a comment. I know there's no more
7 additional money for community outreach,
8 but we have found, at least on sick
9 leave, that a lot of people even though
10 it seems like we've talked about it all
11 the time, a lot of people still aren't
12 aware of it, both employers and
13 employees. In fact, it was mentioned
14 that there was a survey done of
15 restaurant workers and 80 percent were
16 not aware of this law. So I think we all
17 need to keep working together to try to
18 do whatever we can to get that word out,
19 because restaurant workers obviously was
20 something we talked a lot about during
21 the many hearings that we had on this
22 issue, and they're ones that we use as an
23 example why this law was needed. So I
24 think we really need to keep working to
25 try to get that community outreach in

1 4/5/16 - WHOLE - BILL 160170, etc.

2 whatever way we can do it.

3 DEPUTY MAYOR LAZER: Yeah, I
4 agree, and we can sit down with your
5 office and go through our plan and if we
6 can make adjustments anywhere.

7 COUNCILMAN GREENLEE: Okay. I
8 appreciate it, and I appreciate the work
9 you've done so far.

10 DEPUTY MAYOR LAZER: Thank you.

11 COUNCILMAN GREENLEE: Thank you
12 both. Thank you very much.

13 Thank you, Mr. President.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilman.

16 The Chair recognizes
17 Councilwoman Parker.

18 COUNCILWOMAN PARKER: Thank
19 you, Mr. President.

20 And good morning to you.

21 MS. SLUSSER: Good morning.

22 COUNCILWOMAN PARKER: If you
23 would turn to Page 7 of your testimony.
24 I am looking at an overview of FY16
25 contracts. Now, I know although these

1 4/5/16 - WHOLE - BILL 160170, etc.
2 contracts were sort of not issued under
3 your Administration, I'm just looking at
4 three immediately, and one is for 10,000,
5 one 87,000, another 28,000 that clearly
6 fail to be meeting the M/W/DBE goals that
7 are set forth in the RFP. So, for
8 example, the ranges in RFP list for some
9 best efforts, but then there are some
10 very specific goals, 10 to 15 percent for
11 most, and, in essence, they're just not
12 meeting them. And I'm wondering
13 whether -- now, this is particularly as
14 it references language access services.
15 Is there a specific challenge and/or
16 reason why that is the case, and what are
17 the potential remedies? What happens
18 when a firm is not meeting?

19 MS. SLUSSER: So you're talking
20 about the contracting on Page 7 of my
21 testimony with the language access --

22 COUNCILWOMAN PARKER: Yes.

23 MS. SLUSSER: -- providers?

24 COUNCILWOMAN PARKER: Yes. And
25 then it lists the ranges, 10 to 15

1 4/5/16 - WHOLE - BILL 160170, etc.
2 percent, and then it actually lists the
3 meeting of the goals and where it's zero.
4 So, again, not issued under your
5 Administration, but what is the course of
6 action when that occurs?

7 MS. SLUSSER: I could have the
8 Office of Immigrant Affairs look into
9 that to get further answers back to you.
10 I don't actually have an answer, partly
11 because we did not issue those contracts
12 and also I'm not as familiar with the
13 language access contracting process.

14 COUNCILWOMAN PARKER: Thank
15 you. If you would --

16 MS. SLUSSER: We can get back
17 to you with those numbers.

18 COUNCILWOMAN PARKER: -- just
19 for an information perspective. That
20 would be very --

21 MS. SLUSSER: We will
22 definitely get that to you.

23 COUNCILWOMAN PARKER: Great.

24 In addition to that, the
25 Council President referenced several

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Executive Orders, and one in particular
3 regarding MBE/WBE participation expires
4 on September the 4th of this year and
5 another regarding project labor
6 agreements as it relates to public works
7 and the threshold.

8 Tell me what is the current
9 threshold for public works projects right
10 now. Do you know what the dollar amount
11 threshold is?

12 (Witnesses approached witness
13 table.)

14 DEPUTY MAYOR LAZER: So for the
15 current -- the Executive Order currently
16 for PLA is 3 million.

17 COUNCILWOMAN PARKER: So it's 3
18 million. Now, when does that expire?

19 DEPUTY MAYOR LAZER: I don't
20 believe -- I don't think there's a sunset
21 date on it. I think it's active. It was
22 the PLA that was signed at the end of the
23 last Administration.

24 COUNCILWOMAN PARKER: Okay. So
25 would that have been in 2015 or --

1 4/5/16 - WHOLE - BILL 160170, etc.

2 DEPUTY MAYOR LAZER: Yeah. I
3 think it was in December.

4 COUNCILWOMAN PARKER: Okay, in
5 December 2015.

6 Okay. So are we in line now?
7 Is that something that's done on an
8 annual basis or -- again, you said there
9 is no sunset date. Are we expected to
10 enter into a new agreement?

11 DEPUTY MAYOR LAZER: Not to my
12 knowledge. Not currently.

13 COUNCILWOMAN PARKER: Thank
14 you. So if we could just get a listing,
15 particularly for newcomers like myself,
16 an overview of mayoral Executive Orders
17 and sort of the expiration dates, those
18 that will have to be reauthorized, some
19 that may not be reauthorized, just for an
20 information perspective.

21 MS. SLUSSER: Yes.

22 COUNCILWOMAN PARKER: Thank
23 you, Mr. President.

24 COUNCIL PRESIDENT CLARKE:
25 Thank you, Councilwoman.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 The Chair recognizes Councilman
3 Jones.

4 COUNCILMAN JONES: Thank you,
5 Mr. President.

6 You might as well sit back
7 there.

8 So a couple of things. Number
9 one, we spent a considerable amount of
10 time after the Market Street collapse and
11 the deaths that came from that. As we
12 look at labor agreements, we also in the
13 demolition field ask for certain
14 assurances about safety, OSHA training,
15 OSHA 10, OSHA 30. Is it going to be
16 under prevailing wage, under you? Who is
17 going to monitor that in addition to L&I?
18 I'm hoping -- so have we decided whether
19 Fire Department, whether L&I? Who is
20 going to structurally implement that?

21 DEPUTY MAYOR LAZER: I would
22 think on the safety end of stuff, it
23 would be L&I. Like I said, our unit
24 would look at prevailing wage, but L&I
25 would be handling all safety issues.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN JONES: Okay. But
3 somebody on a work site is going to
4 examine it.

5 DEPUTY MAYOR LAZER: Yes.

6 COUNCILMAN JONES: Second part
7 is, we fought also as hard -- and I thank
8 my colleague, still colleague, Wilson
9 Goode for leading that charge. How are
10 we monitoring the airport's prime
11 contractor, subcontractor prevailing wage
12 issues and how well are we doing?
13 There's 5,000 workers out there that are
14 impacted by that that can get their own
15 stimulus package if done correctly.
16 Where are we with that?

17 DEPUTY MAYOR LAZER: So when we
18 came in, we had the Office of Labor
19 Standards, they're doing an audit.
20 They're interviewing workers down at the
21 airport and were putting something
22 together. They're doing interviews to
23 see what people are being paid currently,
24 and we are in constant contact with the
25 labor groups in the airport and also with

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the airport administration on how we
3 could work this out. But we are doing an
4 official interviewing process of workers
5 down at the airport.

6 COUNCILMAN JONES: And then,
7 finally, we spent a lot of time in this
8 Chamber on ban the box, which is
9 non-discriminatory interviewing practices
10 for returning citizens that may have been
11 convicted. So how is that being
12 incorporated into your monitoring
13 internally and externally?

14 DEPUTY MAYOR LAZER: I think --
15 go ahead.

16 MS. SLUSSER: So for the most
17 part, that's going through the Human
18 Relations. So Rue Landau. I don't know
19 if she actually has a hearing to come up
20 to testify about that, but they're
21 focused a lot right now on training
22 around ban the box so the City and
23 employers can be in compliance with that
24 and understand what being in compliance
25 is. And I can get back to you on what

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the enforcement mechanisms are, whether
3 those are just through the Human
4 Relations Commission or elsewhere.

5 COUNCILMAN JONES: Those are
6 important questions, because you can put
7 a law on the books. If nobody checks, a
8 tree falls in the woods and no one hears,
9 was there a sound. So we need to have,
10 A, marketing to let people, employers
11 know. They may not know that that's an
12 illegal question and things like that.
13 So we would like to see reflected in the
14 budget somewhere marketing for those kind
15 of changes that have occurred based on
16 labor practices.

17 MS. SLUSSER: Yeah.

18 COUNCILMAN JONES: Thank you,
19 Mr. Chairman.

20 COUNCIL PRESIDENT CLARKE:
21 Thank you, Councilman.

22 The Chair recognizes Councilman
23 Domb.

24 COUNCILMAN DOMB: Thank you,
25 Council President.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Good morning. I'm going to ask
3 a few questions, and you have to bear
4 with me because I'm new at this. So let
5 me start with the first question, though.
6 I think it's on Page 5 of the proposed
7 budget overview, and it says that the
8 budget was decreased by 770,000 because
9 we took out the Office of Sustainability,
10 Office of Arts and Culture, Office of
11 Immigrant Affairs. Do you know the exact
12 amount of those three budgets for Fiscal
13 Year 2017 that were taken out of this
14 budget?

15 MS. SLUSSER: So those -- I
16 believe that that is the total number
17 that adds up of both staff and contracts,
18 and those are out of our budget. They
19 are still somewhere in the budget.
20 They're just over either in their own
21 office section or in the Managing
22 Director's Office.

23 COUNCILMAN DOMB: What was the
24 reason to move that 770,000? What was
25 the reason to move that?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. SLUSSER: So we wanted to
3 put those offices in with the departments
4 where -- in with other departments where
5 there was the most interaction. So as we
6 went through our overall review of what
7 our Administration would look like and
8 where different departments would live,
9 which was a fairly long process and
10 deliberative process, we wanted to put
11 each of these departments in line with
12 the areas where they would be
13 collaborating most with other departments
14 and reporting up to a deputy managing
15 director, where there would be more
16 oversight and investment in each of those
17 individual areas. So that's why those
18 were moved over into the Managing
19 Director's Office and to put them more
20 closely tied in with actual operations.

21 COUNCILMAN DOMB: Okay. Good.

22 I have another question on
23 the -- I think Councilwoman Parker
24 brought this up, I think -- regarding
25 some of our outside contracts to all

1 4/5/16 - WHOLE - BILL 160170, etc.
2 these different vendors that total
3 800-something thousand dollars. Can we
4 add a column as to what the results -- if
5 we were in business and we pay people
6 these figures, we'd say what were the
7 results of what we paid them. Is it
8 possible to get the results of the
9 dollars we expended for each one to see
10 if it's worth it?

11 MS. SLUSSER: For the language
12 access services, we would be able to -- I
13 actually have, I think, real clear
14 results in that. For the lobbying
15 services, I think that we could have a
16 softer breakdown that could include, you
17 know, monies that they helped us secure
18 through federal grants or elsewhere. But
19 I do think it would be a little less
20 concrete, but we could get that
21 information over to the services they
22 provided in last year.

23 COUNCILMAN DOMB: Just to see
24 we have a quantitative benefit of that
25 investment.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 And the other question, in the
3 budget, just as a general comment, I'm
4 just trying to understand, some of the
5 areas your Administration goes up in '16,
6 but then goes down in '17, the number of
7 staff. Is there any reason why that
8 happens?

9 MS. SLUSSER: The increase in
10 staff in '16?

11 COUNCILMAN DOMB: It increases
12 in '16, goes down in '17.

13 MS. SLUSSER: That's mostly
14 because we've moved those staff over into
15 other departments. And for the reason
16 for any increase in '16, I don't have a
17 clear answer on that, and I can get a
18 breakdown of what those additions were.

19 COUNCILMAN DOMB: Thank you
20 very much. Thank you.

21 COUNCIL PRESIDENT CLARKE:
22 Thank you, Councilman.

23 The Chair recognizes
24 Councilwoman Gym.

25 COUNCILWOMAN GYM: Thank you

1 4/5/16 - WHOLE - BILL 160170, etc.
2 very much, Council President.

3 And I was glad to hear that the
4 Mayor's Office created the Office of
5 Diversity and Inclusion, but one of the
6 questions that I had was a little bit
7 about some of the end products and, you
8 know, work of the office, and I was
9 particularly interested in whether the
10 office is willing to do a comprehensive
11 analysis of diversity at all levels of
12 City government, including looking at
13 ethnicity, language access capacity.

14 So New York City and Boston
15 have done this on an annualized basis in
16 a really good way, and we've already --
17 we already have a certain amount of data,
18 but I feel like that data hasn't been
19 really aggregated or analyzed. It isn't
20 looked at longitudinally over time, as
21 far as I know about it, and I'm
22 interested in whether such an analysis of
23 our City workforce could be a priority.

24 MR. ATKINSON: Good morning,
25 Councilwoman. Nolan Atkinson, Chief

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Diversity and Inclusion Officer.

3 We agree with you that a
4 transparent document which gives a good
5 analysis of our workforce and where the
6 disparity is is something that the
7 citizens of Philadelphia deserve, and we
8 are working towards a goal of having a
9 document that is a deliverable by the end
10 of this year. So we are working on that.

11 I had a long conversation with
12 the Chief Diversity Officer of Boston and
13 talked about the kind of resources that
14 they put in preparing a document that had
15 the kind of analysis that you mentioned,
16 and we got some very good feedback from
17 him. So it is very much on our radar.

18 The other issue that you raise
19 was just sort of a really in-depth
20 analysis. We're looking at working with
21 a major foundation that's going to look
22 at our civil service examination and how
23 it is given and whether there are any
24 issues in the test and the end results of
25 what our workforce looks like. That is

1 4/5/16 - WHOLE - BILL 160170, etc.
2 something that -- the process will begin
3 this month. And I can't tell you,
4 because it's a lot of data, when the end
5 result will be completed, but it is
6 something that we will start and it is a
7 priority to get that information, again,
8 to the citizens of Philadelphia.

9 COUNCILWOMAN GYM: Thank you.
10 And do you expect that such an analysis
11 would be able to be conducted annually on
12 a regular basis once it's completed in
13 December?

14 MR. ATKINSON: That was the
15 first question, which is not the
16 foundation study, but the first question
17 I think is something -- I think our
18 present thought is that we would deliver
19 that analysis on an annual basis, yes.
20 Correct.

21 COUNCILWOMAN GYM: And then
22 secondly on the civil service exam, are
23 there some basic recommendations that
24 could go forward on a more -- like do you
25 want to wait for a complete overhaul of

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the civil service exam or are you looking
3 for incremental changes that might be
4 implemented on a quicker basis to take a
5 look at improving the exam as opposed to
6 just waiting for the full overhaul?

7 MR. ATKINSON: The process
8 starts this month, and I don't want to
9 predict exactly how it will be delivered,
10 but those involved in the Office of Human
11 Relations will be meeting on a monthly
12 basis with the foundation consultants to
13 develop the best mechanisms. Some of the
14 deliverables may be in a shorter term
15 than a year. So that's our goal.

16 COUNCILWOMAN GYM: All right.
17 Thank you very much.

18 MR. ATKINSON: Thank you.

19 COUNCIL PRESIDENT CLARKE: Real
20 quick, before I call the next, I just
21 want to do a follow-up. Members of
22 Council, we had an opportunity to visit
23 the DNC's headquarters for the convention
24 the other day and, frankly -- I can speak
25 personally -- I was amazed at in such a

1 4/5/16 - WHOLE - BILL 160170, etc.
2 short a period of time what they were
3 able to put together with respect to the
4 upcoming event, the DNC convention, in
5 terms of participation. I mean, I know
6 they may not have certain rules and regs
7 associated with government, but the fact
8 that they were able to get -- I was
9 talking to Councilwoman yesterday. They
10 had a Latino printer. They have a
11 construction manager who is an African
12 American contractor, and it just went on
13 and on and on, and I'm saying, how could
14 these people come in the City of
15 Philadelphia and, frankly speaking,
16 clearly are not from here and able to put
17 together such an aggressive approach to
18 having full inclusion in a short period
19 of time?

20 So maybe you just want to go
21 down and talk to Reverend Leah Daughtry,
22 who is the person who in charge of the --
23 the Executive Director of the DNC
24 convention. Because I was like extremely
25 impressed.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MR. ATKINSON: President

3 Clarke, I have served on the DNC Host

4 Committee, Outreach Committee. They

5 started last May, had monthly meetings.

6 And so I've been a part of this process.

7 COUNCIL PRESIDENT CLARKE: I

8 actually knew that. So because you're

9 aware of how that was done, it's our hope

10 that you're in a position to implement

11 such a strategy in the City of

12 Philadelphia in an aggressive pace,

13 because we are actually from here and we

14 recognize the issue. And I want to thank

15 you for what you did there, but it's

16 clear that it can be done. And I

17 understand it's a different venue, but it

18 is clear that it can be done if we're

19 interested in getting it done.

20 MR. ATKINSON: I will do my

21 best, sir.

22 COUNCIL PRESIDENT CLARKE:

23 Thank you.

24 The Chair recognizes

25 Councilwoman Reynolds Brown.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN BROWN: Good

3 morning, Mr. President.

4 COUNCIL PRESIDENT CLARKE: Good

5 morning.

6 COUNCILWOMAN BROWN: Good

7 morning to the testifiers. I want to

8 underscore Helen Gym's, Councilwoman

9 Gym's, request regarding the anticipated

10 document, and to the extent possible, if

11 you could share with us trends that have

12 happened over X number of years across

13 departments, that will give us a picture

14 of what departments are doing well and

15 what departments still need assist in how

16 we level this playing field called

17 inclusion.

18 With regards to the billions of

19 dollars -- no. Let me back up. On Page

20 2 of the testimony at the top, it states,

21 and I quote, "a procurement system that

22 equitably serves everyone and a

23 government that functions with heightened

24 efficiency." Stack that statement

25 against the anticipated -- right now I'm

1 4/5/16 - WHOLE - BILL 160170, etc.
2 told it's an idea, but there's been a lot
3 of discussion around a third-party
4 external entity that is going to be
5 responsible for the oversight of MBE/WBE
6 activity with the massive infrastructure
7 capital projects.

8 MR. ATKINSON: And your
9 question is about the third --

10 COUNCILWOMAN BROWN: About the
11 current procurement system. The goal is
12 to augment the current procurement system
13 that equitably serves everyone. So
14 that's a goal. Yet there is discussion
15 on the other side of the ledger that we
16 want a third-party non-profit to do what
17 we would hope our own Procurement
18 Department can and should do. How do we
19 reconcile the two?

20 MR. ATKINSON: Well, obviously
21 the conversations about major
22 constructions and the Kenney
23 Administration's realization that we have
24 got to do better in the overall
25 construction process is something which

1 4/5/16 - WHOLE - BILL 160170, etc.
2 we're committed to and which we're going
3 to vigorously put together in a way that
4 brings hopeful change in the City of
5 Philadelphia.

6 With regard to the existing
7 structure that is managed or overseen by
8 the Office of Economic Opportunity, their
9 goals are -- were better in FY15 than
10 they had been previously. We realize
11 that on the issue of compliance, we've
12 got to be vigorous to make sure that what
13 people promise they actually do. And to
14 date, I have been trying to understand
15 how these computer systems talk to each
16 other so that we can find out when a
17 contractor gets a contract and there's a
18 subcontractor involved and when somebody
19 gets paid and making sure that somebody
20 let's the City know that those payments
21 have been made, and I think we can do a
22 better job on that. But with regard to
23 what we're currently doing, I think we
24 have a structure, but we can do it
25 better.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN BROWN: Okay.

3 With regards to the -- focusing still on
4 the rebuild project, the capital projects
5 with our public buildings, will you be
6 intimately involved overseeing the
7 participation rates or is that going to
8 be strictly OEO or is that going to be
9 the third party? All roads will lead to
10 where in terms of accountability?

11 MR. ATKINSON: Councilwoman, my
12 credibility is already on the line. The
13 Administration's credibility is on the
14 line. I think this is an Administration
15 proposal, and all of us are going to be
16 intimately involved in the rebuild
17 process if it is funded by City Council.
18 And I intend to be involved from the
19 beginning of going into the pipeline, not
20 at the end.

21 COUNCILWOMAN BROWN: Thank you.

22 Could we please invite up or
23 maybe you should tell us, I have
24 questions regarding the Women's
25 Commission.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. SLUSSER: I think I'll
3 probably be able to answer that, but if
4 not, I'll have Nina come up.

5 COUNCILWOMAN BROWN: Forgive
6 me. What did you say?

7 MS. SLUSSER: I said I'll be
8 able to answer that.

9 COUNCILWOMAN BROWN: Okay. So
10 where do we currently stand with regards
11 to the ten commissioners and the interim
12 executive director?

13 MS. SLUSSER: So we are
14 currently considering candidates for the
15 interim director, and I believe that we
16 are reviewing our candidates, as we are
17 for all the various commissions, and are
18 still perhaps waiting for a few
19 Councilmembers, who I will not name, who
20 are getting their nominations in. But
21 we're on set, we're on track to have our
22 first meeting by the end of the month.
23 The appointments will be made, and I
24 believe we have to have the first meeting
25 by April 30th. So it will probably be

1 4/5/16 - WHOLE - BILL 160170, etc.
2 close to April 30th in order to get
3 everybody appointed officially and able
4 to get together.

5 COUNCILWOMAN BROWN: That's
6 very encouraging. Thank you.

7 I'll leave it there,
8 Mr. President, for now. Thank you.

9 COUNCIL PRESIDENT CLARKE:
10 Thank you, Councilwoman.

11 The Chair recognizes
12 Councilwoman Bass.

13 COUNCILWOMAN BASS: Thank you,
14 Mr. President.

15 COUNCIL PRESIDENT CLARKE:
16 You're welcome.

17 COUNCILWOMAN BASS: Good
18 morning.

19 MS. SLUSSER: Good morning.

20 COUNCILWOMAN BASS: How are
21 you?

22 MS. SLUSSER: Good.

23 COUNCILWOMAN BASS: Just a
24 couple of questions. Following up on
25 Councilman Domb's question earlier

1 4/5/16 - WHOLE - BILL 160170, etc.
2 regarding the Office of Sustainability,
3 Arts and Culture, and Immigrant Affairs
4 being moved out of the Mayor's Office
5 budget, and you said that they were
6 placed elsewhere because it was just
7 better placement, it sort of made more
8 sense. Can you give us an idea of what
9 departments they are now going to be
10 under?

11 MS. SLUSSER: Yes. So for the
12 Office of Arts and Culture, they report
13 to Dave Wilson, who is the Deputy
14 Managing Director for Community and
15 Culture. So that allows for greater
16 coordination with Parks and Recs, with
17 the Library, and with the Mural Arts
18 Program, all of which report up to him.
19 And I might have forgotten one other
20 department. No. I think that's it that
21 reports to him.

22 For Immigrant Affairs and for
23 the Chief Service Officer, those both
24 report up to Joanna Otero-Cruz, who is
25 the Deputy Managing Director for

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Community Services, and they're able to
3 interact more and get more access, I
4 think, to the other departments that they
5 work with through coordination with her.

6 And then, finally, the Office
7 of Sustainability reports either directly
8 to the Brian Abernathy, First Deputy
9 Managing Director, or to Mike
10 DiBerardinis, the Managing Director, so
11 that -- there's obviously areas where
12 they coordinate with all operating
13 departments.

14 COUNCILWOMAN BASS: Okay.
15 Great. Thank you.

16 Quick question on Page 5 of
17 your testimony, the second bullet point,
18 which is indicating in the last sentence
19 that they'll be requesting a transfer of
20 186,000 and some change from Class 200 to
21 100, and I was wondering if you could get
22 some clarity on that.

23 MS. SLUSSER: That was just an
24 error made in the new budgeting system
25 that didn't put money in Class 100 and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 put it in Class 200. And I think you'll
3 see in the budget book it's marked as
4 undesignated something, and that should
5 be over in Class 200 -- or Class 100 for
6 salaries.

7 COUNCILWOMAN BASS: Okay. So
8 it was just a clerical mistake?

9 MS. SLUSSER: It was just a
10 clerical error, yeah.

11 And I apologize, Council
12 President, for that being in a public
13 document.

14 COUNCILWOMAN BASS: And I
15 wanted to go back, and, Nolan, if you
16 could join us and just talk about
17 diversity and inclusion and ensuring
18 diversity. We've talked extensively
19 about the issues that we have with the
20 lack of diversity, the lack of
21 participation from people of color in
22 various projects, and I'm wondering
23 despite what the City has done to date,
24 this problem exists. And, Nolan, I guess
25 I just wanted to really hear your

1 4/5/16 - WHOLE - BILL 160170, etc.
2 thoughts or philosophy on why this
3 problem continues to exist despite all
4 that has been done. So I wanted to just
5 really get a feel for what you see as the
6 problem here.

7 MR. ATKINSON: Well, certainly
8 it takes absolute commitment from the
9 top. That top is the executive and
10 legislative branches of this government,
11 and it has to be a commitment which is
12 followed through on. It can't be
13 forgotten about.

14 One of the things is that I
15 like to say when I'm talking to people is
16 I want to see diversity go to the top of
17 the list, not being number seven on the
18 list.

19 COUNCILWOMAN BASS: Right.

20 MR. ATKINSON: Lots of people
21 will say diversity is something that they
22 believe in, but when I talk to department
23 heads in the government and others, I try
24 and emphasize that my job is to get it
25 from being something that you plan to do

1 4/5/16 - WHOLE - BILL 160170, etc.

2 to something that you have to do. So I
3 think that is just sort of the culture.

4 And then I think one of the
5 reasons why there needs to be a Diversity
6 and Inclusion Officer in government like
7 in private industry is, I need and I am
8 trying to co-op allies, get more allies.
9 And as you talk to people in the
10 government and they understand what
11 you're doing and why you're trying to do
12 it, they become your allies and they --
13 when I walk into a room, they know why
14 I'm there. They know it's going to be a
15 diversity discussion. And if there's an
16 appointment or something on the schedule,
17 then they want to be sure that they've
18 done what they plan to do.

19 So those are some of just the
20 intangibles. The hard part about
21 diversity, like a lot of subjects, is
22 you're not going to get -- you can't set
23 a specific timetable. You can try, but
24 it's taken generations for us to be where
25 we are. And for us to change, we have to

1 4/5/16 - WHOLE - BILL 160170, etc.

2 begin and take our first steps, but we
3 have to have a commitment. And we will
4 see sooner, I'm sure, than others might
5 think that there will be change. That's
6 my commitment. That's my belief.

7 COUNCILWOMAN BASS: And I guess
8 that's -- I'm glad to hear of your
9 commitment and your belief. I have some
10 concern that, as you said, it's taken us
11 generations to get here, and here is not
12 very far. And so over the next four
13 years, eight years, that here has to move
14 forward exponentially. Like we cannot
15 afford to stay where we are, the here
16 that we're at right now. And I do think
17 that the Mayor has spoken of his
18 commitment to increasing diversity and
19 participation, but I'd like to see more
20 from the office and more of an action
21 plan, I should say.

22 MR. ATKINSON: I'm very
23 cognizant of time and that I have what I
24 consider little time to accomplish what I
25 would like to accomplish, and I will

1 4/5/16 - WHOLE - BILL 160170, etc.
2 spend every day that I am here working on
3 doing that, and we will begin to
4 develop -- the first thing -- and I said
5 this to others -- that is so important in
6 developing a diversity plan is to
7 understand all the issues. And three
8 months into the government, I have tried
9 to understand more, and I think you will
10 see a more tangible plan developed as we
11 get towards -- as we go further into this
12 calendar year.

13 COUNCILWOMAN BASS: Okay.

14 Thank you very much.

15 I'll come back.

16 COUNCIL PRESIDENT CLARKE:

17 Thank you, Councilwoman.

18 The Chair recognizes Councilman
19 Henon.

20 COUNCILMAN HENON: I'm fine.

21 Thank you.

22 COUNCIL PRESIDENT CLARKE: You
23 changed your mind? Okay. Thank you,
24 Councilman.

25 The Chair recognizes

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Councilwoman Quinones-Sanchez.

3 COUNCILWOMAN SANCHEZ: Thank
4 you.

5 Good morning. First of all, I
6 really appreciate the articulation of
7 kind of the structure of the government.
8 I think that it does streamline and helps
9 us see kind of the direct reporting
10 pieces, and I think it will be clearer as
11 we interface with it.

12 I want to stay on the diversity
13 inclusion. So we want to have
14 Mr. Atkinson come back. We often say
15 here if it ain't measured, it's not
16 managed, and you talked about a December
17 2016 plan or an articulation of a plan.
18 What are we doing today -- what is the
19 current protocol as departments staff up
20 in terms of trying to ensure -- because
21 we have in this budget authorized several
22 new hires. What is the protocol today
23 with departments to make sure that as
24 they post and staff up, that some work is
25 being done while we wait for the plan?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. SLUSSER: So that's really
3 a conversation that exists over with the
4 Human Resources Department. And so I
5 think that that would be better for them
6 to answer in their testimony. But part
7 of the purpose of creating this office is
8 to make sure that those types of
9 conversations and those metrics and those
10 guidelines are being implemented, so that
11 if departments are consistently having
12 problems, that we understand is it a
13 civil service exam issue that we're
14 having, and with exempt employees, where
15 clearly you do not have those same
16 barriers, are departments paying
17 attention to those metrics as well. So
18 that's something that we're working with
19 them to develop, and also having the
20 power of this new office and the support
21 of that office means that people actually
22 now have somebody to reach out to who is
23 specifically focused on that.

24 So, for instance, in the Law
25 Department, I know that the City

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Solicitor and the Chief Diversity and
3 Inclusion Officer have already been
4 focusing on various ways that -- because
5 there are largely like 100 percent
6 examples or close to that over there able
7 to get candidates in that bring more
8 diversity to that department, because
9 that's a huge opportunity for us. And
10 it's a challenge in some ways, but it's
11 an opportunity. And so they've already,
12 I think, had some success in summer hires
13 and also looking at a summer internship
14 program that can then feed a pipeline of
15 candidates into that department.

16 COUNCILWOMAN SANCHEZ: Okay.
17 So when the Office of Personnel comes in,
18 they'll be able to tell us a little bit
19 about what's the interim protocol while
20 we get a report?

21 MS. SLUSSER: Yes.

22 COUNCILWOMAN SANCHEZ: And what
23 are we building it as we move to
24 performance-based budgeting? How are we
25 building in an incentive? Where we've

1 4/5/16 - WHOLE - BILL 160170, etc.
2 seen the resistance is the administrative
3 deputy commissioners are the ones that
4 ultimately solicit the jobs from the
5 Finance Department, post the jobs, are
6 the ones that come before the Civil
7 Service Commission around the job
8 specifications. How are we incentivizing
9 those folks who have heard us say the
10 same stuff for the last -- I've been here
11 eight, Councilwoman Reynolds Brown and
12 others 15, have been saying -- how do we
13 build incentives?

14 MS. SLUSSER: So --

15 COUNCILWOMAN SANCHEZ:

16 Particularly for the cost of the reports,
17 how do we analyze and all as we move to
18 performance-based budgeting? Because I
19 think if we isolate and people don't see
20 it in their budget, then there's a
21 disconnect with that's Nolan's job, not
22 everybody's responsibility.

23 MS. SLUSSER: So I think that
24 one of the important things is that it's
25 not something that we do see just as

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Nolan's job, but it's something where
3 Nolan is able to work with each of the
4 individual commissioners, that they
5 understand how to convey this to their
6 employees and to all of the staff
7 necessary, that this is an important
8 metric that they will be looking at. So
9 I think that it's not that it's Nolan
10 comes in or, you know, Nolan or Mary or
11 Gevita or anybody else in their office
12 isn't coming in and now you pay attention
13 to it, but we're going to help those
14 commissioners institute how they want to
15 measure it in their particular
16 departments so that it's coming up
17 through the Commissioner who you report
18 to, not just this person who is over in
19 the Mayor's Office. Although having that
20 over in the Mayor's Office obviously
21 makes it clear to people that it's a
22 priority.

23 COUNCILWOMAN SANCHEZ: So for
24 the last three years, we've been asking
25 for the datasets around staffing,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 executive level, so forth and so on, and
3 we've had commissioners come and say they
4 don't need a plan and they don't need a
5 goal. So for me, again, why we put
6 together -- there is data. The last
7 three years we've seen it department by
8 department, some of it very glaring, but
9 people continue to staff up as business
10 is usual. So unless -- just like
11 language access, unless it's reflected as
12 part of their budgets and the work that
13 they do, it becomes an isolated cause
14 where you have to get allies when this
15 shouldn't be about allies. This should
16 be about a mandate, as the Mayor has
17 articulated and continues to articulate,
18 and I'm glad I continue to see it as some
19 of your major goals. But if it's not in
20 people's budgets, you know, it's always
21 going to be a disconnect. And I don't
22 want -- Mr. Atkinson talked about needing
23 to do a report and all this stuff. I
24 don't want us to be sitting here and
25 saying we need to find new money when it

1 4/5/16 - WHOLE - BILL 160170, etc.
2 should come out of people's budgets about
3 how they manage their workforce.

4 MS. SLUSSER: And I think that
5 that's something --

6 COUNCILWOMAN SANCHEZ: I'm not
7 kind of --

8 MS. SLUSSER: This is something
9 that we can definitely look into and I
10 think have a conversation about how we
11 have that happen on an individual
12 department level and have real
13 accountability measures that don't just
14 include looking at a chart once a week
15 either when we provide it to them or when
16 they come before Council. I think it's
17 important.

18 COUNCILWOMAN SANCHEZ: So that
19 leads me to language access. Again, as
20 we move to performance-based budgeting,
21 right now there's a very limited budget
22 at MOIMA. I'm interested in -- am I
23 going to hear from the different
24 departments tell me how they're looking
25 at budgeting and managing the language

1 4/5/16 - WHOLE - BILL 160170, etc.
2 access requirements? And I know we've
3 been meeting around plans and June 1st
4 we'll have a plan, but are departments
5 going to be able to report out some of
6 that?

7 MS. SLUSSER: Some of the
8 departments I think are unfortunately
9 going to be a little bit further behind
10 schedule, and I think that much of that
11 is sort of cost of the transition where
12 we have certain new commissioners who are
13 not -- were not as immediately up to
14 speed on all the language access. So I
15 do think that when they're up giving
16 their testimony, they can talk more about
17 where those plans are at right now and
18 what their timeline is for the rollout,
19 because I think it will be a little bit
20 delayed, and I think that's an
21 unfortunate cost of transition where we
22 have new people in and we're picking up
23 plans that were in various levels of
24 completion before they got there.

25 COUNCILWOMAN SANCHEZ: Okay.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 So --

3 MS. SLUSSER: But I'm also
4 happy to announce that we did just hire
5 our new language access coordinator,
6 because that position, I think, was empty
7 for about two or three months.

8 COUNCILWOMAN SANCHEZ: Okay.
9 So it is our expectation -- and I'll end
10 with that -- that whatever the plan is
11 December 2016 will set a framework for
12 goal-setting and the management of that?

13 MS. SLUSSER: Yeah.

14 COUNCILWOMAN SANCHEZ: Okay.

15 Thank you.

16 Thank you, Mr. President.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you, Councilwoman.

19 The Chair recognizes Al
20 Taubenberger.

21 COUNCILMAN TAUBENBERGER: Thank
22 you very much, Mr. Chairman.

23 I do have a question for
24 Mr. Atkinson.

25 MS. SLUSSER: He's very popular

1 4/5/16 - WHOLE - BILL 160170, etc.
2 today.

3 COUNCILMAN TAUBENBERGER: I
4 know it is a goal of everyone in this
5 Council to have a diverse workforce, but
6 I was wondering if there are any figures
7 or information that you keep on age, how
8 many people are older, senior citizens
9 possibly? Age discrimination has become
10 a major problem for people that have gray
11 hair.

12 MR. ATKINSON: Yes, and I think
13 that the appropriate department would
14 have information in terms of retirement
15 age and what percentage of the workforce
16 will be leaving and what percentage will
17 be going into retirement. I have no
18 specific figures as to exact age at this
19 time.

20 COUNCILMAN TAUBENBERGER: Okay.
21 Thank you.

22 Mr. President, thank you.

23 COUNCIL PRESIDENT CLARKE:
24 Thank you, Councilman.

25 Before we go to the next round,

1 4/5/16 - WHOLE - BILL 160170, etc.

2 can I ask Mr. Lazer to come back up. I
3 had a question about Labor Standards.

4 (Witness approached witness
5 table.)

6 COUNCIL PRESIDENT CLARKE: Good
7 morning.

8 DEPUTY MAYOR LAZER: Good
9 morning.

10 COUNCIL PRESIDENT CLARKE: In
11 the testimony and the responses, I
12 believe that you will have the Department
13 of Labor Standards in your portfolio?

14 DEPUTY MAYOR LAZER: Correct.

15 COUNCIL PRESIDENT CLARKE: So
16 we just passed legislation -- I'm not
17 sure if the Mayor signed it yet, but I
18 anticipate that he will -- with respect
19 to the enforcement mechanism established
20 as it relates to compliance with EOP
21 goals/commitments, and in the department
22 there was a request for additional
23 workforce to take on that new
24 responsibility. Is that something that's
25 going to be a part of this budget

1 4/5/16 - WHOLE - BILL 160170, etc.

2 process?

3 DEPUTY MAYOR LAZER: Yes.

4 COUNCIL PRESIDENT CLARKE: So

5 we're going to move people -- what, add

6 additional people?

7 DEPUTY MAYOR LAZER: Yeah. I

8 mean, what we're looking to do is add

9 additional folks to specifically handle

10 the workforce diversity piece. When we

11 go out to -- when they go out to sites,

12 to look and make sure that good-faith

13 effort is being upheld. And if there's

14 not, then we would have to go through the

15 process in the bill to enforce that bill.

16 COUNCIL PRESIDENT CLARKE: So

17 that would be different people than the

18 wage compliance?

19 DEPUTY MAYOR LAZER: Yeah. Our

20 thought is to look for -- have different

21 people do that. So it was a priority

22 instead of having one person do -- one

23 type of officer, because they're looking

24 for specifically wage. We were looking

25 for people that will handle this part of

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the enforcement directly.

3 COUNCIL PRESIDENT CLARKE:
4 Okay.

5 DEPUTY MAYOR LAZER: I mean, we
6 could look at it if you have other ideas,
7 but our goal was to have specific so it's
8 some priority.

9 COUNCIL PRESIDENT CLARKE: I'm
10 actually a fiscal conservative, and some
11 of my colleagues know I'm kind of tight
12 on the money. So I'm saying if there's
13 an opportunity to consolidate
14 responsibilities of workforce, then --

15 DEPUTY MAYOR LAZER: We're
16 looking at it.

17 COUNCIL PRESIDENT CLARKE:
18 Persons out there asking for payroll
19 numbers and compliance, it was the
20 thought that maybe that person would also
21 ask questions about the issues relating
22 to commitments for EOP. But if you
23 think --

24 DEPUTY MAYOR LAZER: We were
25 thinking of it, but we could also

1 4/5/16 - WHOLE - BILL 160170, etc.
2 consolidate -- we can talk about it, but
3 we just want to make sure that we have
4 people that are specifically handling it
5 to make sure it's a priority.

6 COUNCIL PRESIDENT CLARKE:
7 Okay.

8 DEPUTY MAYOR LAZER: It's
9 addressed.

10 COUNCIL PRESIDENT CLARKE:
11 Well, I'm glad that we're going to
12 increase the capacity, because that's
13 very important for us. Thank you.

14 The Chair recognizes Councilman
15 Jones.

16 COUNCILMAN JONES: Thank you,
17 Mr. President.

18 Nolan -- don't go nowhere.
19 Stop leaving when I come up.

20 So if I were -- first of all,
21 let me start by saying I absolutely trust
22 that our Mayor, who came from this
23 Chamber, his intentions are to do the
24 right thing. I absolutely believe that.

25 Having said that, wanting to do

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the right thing and knowing how to do the
3 right thing are two separate things. So
4 I'm going to ask a rhetorical question
5 first.

6 By the third budget cycle, you
7 will no longer be new, and when you look
8 back -- and I asked the head of the
9 School District this same question --
10 what will be your measurements to say
11 that we are successful? And don't take
12 up all my time answering it. Just give
13 me the general things, because I'm going
14 to then come back with that.

15 MR. ATKINSON: Would you like
16 me to start, sir?

17 COUNCILMAN JONES: You can
18 start.

19 MR. ATKINSON: The first is
20 that we've got a baseline in terms of our
21 governmental workforce and what the
22 metrics are and where the disparities are
23 and a plan for addressing them.

24 With respect to contracting, we
25 have hopefully passed rebuild and that we

1 4/5/16 - WHOLE - BILL 160170, etc.
2 have a contracting plan which provides
3 better opportunities and more extended
4 opportunities to minority, women, and
5 disabled businesses, as well as
6 workforce.

7 And, thirdly, that we have
8 worked and really made the government and
9 the operating departments more inclusive.

10 Those would be the three that I
11 would point out right now, and I tell you
12 I think about those three every night,
13 because I know one day I may very well
14 have to come back and answer that
15 question.

16 COUNCILMAN JONES: So I'm going
17 to tell you what I'm going to judge you
18 on, and you should write this. Number
19 one, I want to know how many prime
20 contracts we have now, and when you move
21 the needle in the right direction in
22 three years, minority, female,
23 disadvantaged. So I want to know the
24 what the baseline is now and how we moved
25 it in the right direction.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 The second thing I want to know
3 is how much technical assistance you've
4 provided minorities, females, and
5 disadvantaged business. How much we give
6 them now, how much you're going to move
7 the needle in the right direction.

8 I want to know how many of your
9 bids, hundreds of them a year, have been
10 moved to a sheltered market system, which
11 means, hey, we're going to let local
12 firms, we're going to let minority firms
13 bid on these level of contracts below
14 this amount or over this amount,
15 whichever you decide, but I want to
16 quantify how many we have now and how
17 many we'll have under you.

18 I want you to be able to tell
19 me, Councilman, I've looked at all of the
20 bids and how we write them up and we took
21 every bit of discriminatory language out
22 of it, every grandfather clause that if
23 you haven't done this in five years, you
24 can't do it in the future rhetoric. So I
25 want those reviewed and for you to say

1 4/5/16 - WHOLE - BILL 160170, etc.
2 systematically we went through all of
3 those contracts and did the best we could
4 to remove and level the playing field.

5 I want you to tell me that we
6 have designed through our financing
7 systems, like PIDC, a path to growth so
8 that there's not stagnation. Once you
9 get this maintenance contract, you will
10 always be a maintenance worker. No; now
11 you're producing a product in
12 Philadelphia that you used to clean the
13 facilities, that there was a growth
14 process.

15 And one contract that bugs me
16 to no end -- and I don't know if it still
17 exists. The Philadelphia summer feeding
18 program contract goes to a firm in New
19 York. Now, if you solve that one
20 problem, you will get at least marked on
21 a curve with me. All right?

22 I want to know that those
23 people who violated the good-faith
24 efforts and were found to discriminate
25 against minorities and females got

1 4/5/16 - WHOLE - BILL 160170, etc.
2 debarred, that you actually said what you
3 meant and meant what you said and
4 reinforced it with a debarment.

5 And I want you to then look at
6 two other things. One is to promote your
7 successes, that this is what we did,
8 these are the top firms we grew, they
9 live in your district, that district 9th,
10 4th, 5th, whatever, that you point them
11 out and make them an example, that you
12 don't have to pay more, you don't have to
13 wait longer for minority and female
14 participation. It doesn't have to cost
15 the taxpayer more.

16 And then, finally, we make it,
17 we buy it. We make it, we buy it. You
18 have trade schools like Randolph that
19 could be putting up the scoreboard in my
20 rec center. Instead of us paying \$40,000
21 for it, maybe getting it for somewhat
22 less than that, and so my rec budget
23 lasts longer, and to look at the analysis
24 of what we can produce in Philly in our
25 CTE programs. Councilman Henon has been

1 4/5/16 - WHOLE - BILL 160170, etc.
2 a champion of the Manufacturers Advanced
3 School in North Philadelphia, to look at
4 those opportunities and inculcate them
5 into our purchasing process. You do half
6 of that, I'll give you a passing grade.

7 Thank you, Mr. Chairman.

8 MR. ATKINSON: Thank you,
9 Councilman.

10 COUNCIL PRESIDENT CLARKE:

11 Thank you, Councilman.

12 The Chair recognizes Councilman
13 Green.

14 COUNCILMAN GREEN: Thank you,
15 Council President.

16 We've been having a
17 conversation today regarding a number of
18 issues, one principally being diversity
19 and inclusion, and I think the Mayor's
20 Office provides a good snapshot of the
21 entire city as a whole from the
22 Administration perspective.

23 So in reference to some of the
24 goals that the Administration has -- and
25 I think they are laudable and things

1 4/5/16 - WHOLE - BILL 160170, etc.
2 they're trying to achieve -- I'm curious
3 in reference to within the Mayor's Office
4 what's the interaction between some of
5 the areas, especially between the Deputy
6 Mayor of Public Engagement regarding the
7 Black Male Engagement, Youth Commission,
8 and Women's Commission, as well as under
9 the Chief Diversity Officer with the
10 Commission on Disabilities and also Pre-K
11 and Community Schools? Because I think
12 how those various entities interact among
13 each other, especially in reference to
14 Pre-K and Community Schools, will be
15 indicative going forward of how things
16 will go well for the Administration going
17 forward.

18 MS. SLUSSER: So in regards to
19 the offices that you mentioned that are
20 in the public engagement sphere, part of
21 the goal and the hope of actually giving
22 some more staffing support there is to
23 really be able to utilize those
24 commissions and the input that we can
25 receive from those commissions and the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 members of those who represent different
3 communities, to really give some greater
4 feedback to the Administration on how
5 we're thinking about rolling out things,
6 whether that is pre-K or community
7 schools or anything else, so that we
8 actually have feedback on the front end
9 from those various groups and there was a
10 place to take that in and to deliver it
11 over to the respective offices that are
12 in charge of rolling out those
13 operations.

14 I think it's also a two-way
15 street, where we can also use those
16 commissions to help figure out the best
17 way to get the word out to various
18 communities about various programs that
19 we have going on. And so that is really
20 much more of the public-facing piece of
21 how we include the community and make
22 them aware of various programs that we
23 will be rolling out, which is slightly
24 different from Nolan's role, which is in
25 some ways much more internally facing to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 make sure that everything that's
3 happening internally is inclusive and
4 puts a better face to the external
5 community.

6 MR. ATKINSON: Councilman, I've
7 had direct responsibility with peoples
8 with disabilities and the Executive
9 Director and in populating the Commission
10 with people who have absolute concern
11 with people with disabilities. And so
12 that is just one internal operation that
13 I am directly involved with, and
14 hopefully we'll have a much more visible
15 presence that has occurred in the past
16 insofar as that particular Executive
17 Director and a large segment of the
18 Philadelphia population.

19 COUNCILMAN GREEN: And also
20 what in reference to your interaction
21 with Deputy Mayor for Labor on some of
22 the issues we've been talking about today
23 regarding the concerns members of Council
24 have had as well?

25 MR. ATKINSON: He's around the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 corner from me. And so if he doesn't
3 walk around to my office, I'll walk
4 around to his, but we have good dialogue
5 and communication.

6 COUNCILMAN GREEN: And through
7 these various different offices, do you
8 have regular scheduled meetings with each
9 office as we talk about these issues?

10 MR. ATKINSON: I have regular
11 and scheduled meetings with the Mayor's
12 Chief of Staff and based upon whatever
13 issue I communicate with the appropriate
14 person. With people with disabilities
15 and the Executive Director, that's a
16 regular communication which occurs, I
17 would say, weekly.

18 COUNCILMAN GREEN: And then the
19 issues regarding M/W/DBE participation,
20 is that also -- are you also interacting
21 with the Chief Education Officer as well
22 in reference to community schools and
23 pre-K as well?

24 MR. ATKINSON: I do not
25 interact regularly with the Chief

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Education Officer. I interact regularly
3 with the Office of Economic Opportunity.

4 COUNCILMAN GREEN: Okay. I
5 guess I raise the question considering
6 that we embarked on this major initiative
7 for pre-K and community schools making
8 sure that the issues of inclusion from
9 all perspectives are going to be part of
10 that conversation and dialogue as we are
11 being asked as a body to expend
12 significant dollars for this initiative.

13 MS. SLUSSER: Yeah. And I
14 believe as we get more into the
15 discussions around the operations and the
16 rollout, that that will be something that
17 we will definitely do and bring Nolan's
18 office into the working group so we have
19 it for education.

20 COUNCILMAN GREEN: And is that
21 type of interaction also occurring with
22 the rebuild initiative as well?

23 MS. SLUSSER: Yeah.

24 Nolan, you're in those meetings
25 anyway?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MR. ATKINSON: Yes.

3 MS. SLUSSER: Yeah. He's
4 already in those meetings.

5 (Pause.)

6 COUNCIL PRESIDENT CLARKE: I'm
7 sorry. Mr. Christmas had me deeply
8 engrossed.

9 The Chair recognizes Councilman
10 Domb.

11 COUNCILMAN DOMB: Thank you,
12 Council President.

13 Another question. This is not
14 really a question, just a statement.
15 Because I'm looking at these books that
16 you guys gave us, and if you're having
17 trouble sleeping, these books are great
18 for that.

19 But part of my trying to
20 understand this learning curve is, it
21 would be really helpful -- maybe this
22 isn't the place, but it will be helpful
23 to me at least and maybe my colleagues --
24 that if we have within each chapter the
25 goal of that department, the resources

1 4/5/16 - WHOLE - BILL 160170, etc.
2 needed for that department, the
3 accomplishments of the prior year, and
4 some accountability and even on a
5 reporting basis of every three or four
6 months of that department. So that when
7 we come to these meetings, we can say,
8 you know, that was great, this didn't
9 work. But we have some measure of
10 accountability, because otherwise I am
11 sensing we're going to approve money here
12 today and we're not going to hear
13 anything until next year, and you would
14 never do that in the private world. You
15 would have accountability of quarterly
16 reports, you have information being
17 processed, and that would be really -- by
18 the way, for 90 percent of the people in
19 government, they would love that, because
20 they're doing a great job and they would
21 be recognized. And so I think it would
22 be a good suggestion for maybe next year.
23 I don't know if you can do it this year,
24 but it will be helpful to someone like
25 myself.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. SLUSSER: Well, this will
3 always exist in this format in some way,
4 but Anna can talk a little bit about ways
5 that we might -- it might look a little
6 different next year.

7 MS. ADAMS: Hi. I'm Anna
8 Adams. I'm the Budget Director.

9 We actually already produce a
10 quarterly report every quarter. We
11 report that to PICA, and we include
12 performance measures for each department
13 in that report, as well as a variety of
14 things about sick leave, any usage. We
15 can -- and I can happily report -- that's
16 in the quarterly report that we do with
17 PICA.

18 When we move to program-based
19 budgeting, one of our goals will be for
20 each department's programs, we will have
21 very specific measures that are attached
22 to that. And so hopefully we'll go
23 through a much more transparent, open
24 process so you can see that for each
25 program under each department, you will

1 4/5/16 - WHOLE - BILL 160170, etc.
2 see one of the goals of that program, how
3 we're going to measure the success of
4 that program, and then also all the costs
5 that are associated with that program.

6 So we'll be going through --
7 it's going to be a bit of a long process
8 to get there. I don't know if next
9 year's budget will be perfect in any way
10 in terms of how we will get there, but
11 eventually that's the aim of it. You'll
12 be able to see by department, by program
13 what are we all trying to accomplish and
14 what the program is trying to accomplish
15 and the cost of that program.

16 (Councilman Domb talking
17 without microphone on.)

18 MS. ADAMS: Yeah. So one of
19 the things that we're working on -- yes.
20 The book will look different, because it
21 will actually be a program-based budget
22 instead of -- this is a division-based
23 budget by -- each department has
24 divisions. We will be doing it by
25 program instead of by division. And so

1 4/5/16 - WHOLE - BILL 160170, etc.
2 it would look different, and then it will
3 have goals associated with each of those
4 and measures associated with each of
5 those programs.

6 COUNCILMAN DOMB: That's great.
7 Thank you very much.

8 Thank you.

9 COUNCILMAN GREENLEE: Thank
10 you, Councilman.

11 Councilwoman Gym.

12 COUNCILWOMAN GYM: Hi. I had a
13 few questions for the City's Chief
14 Integrity Officer.

15 (Witness approached witness
16 table.)

17 COUNCILWOMAN GYM: So, hello,
18 Ms. Kaplan. So I was glad to hear that
19 the City's Chief Integrity Office is
20 working on a few things, but could you
21 give me an overview of where your top
22 priorities are for this short-term year
23 until the end of the year, until
24 December, what you're looking at and some
25 of the things that you'll be focusing on

1 4/5/16 - WHOLE - BILL 160170, etc.
2 for your office.

3 MS. KAPLAN: Sure. I'm Ellen
4 Mattleman Kaplan, the Chief Integrity
5 Officer.

6 The role of the Chief Integrity
7 Officer is really to make sure that every
8 City employee in the executive and
9 administrative branch knows about the
10 City's ethics and conflict of interest
11 rules, gets adequately trained. And you
12 know every new employee must get trained
13 within 120 days of his or her start date,
14 and then there are annual training
15 requirements that we oversee. And my
16 goal is to make sure that every City
17 employee that has to get ethics training
18 in fact gets it, and we're also working
19 on a process that I hope will be ready
20 shortly which is for those people who
21 need annual ethics training, which
22 includes everybody on City Council of
23 course as an elected official, that there
24 will be online training. So I think
25 everybody will appreciate that. We're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 working on that with the Chief
3 Administrative Officer's department.

4 The other thing that as Chief
5 Integrity Officer is my goal is to talk
6 to the head of every City department to
7 make sure that anything in their internal
8 rules and operations that have any
9 bearing on ethics, that those procedures
10 are transparent, they're fairly applied,
11 and implemented. So that's the goal.

12 COUNCILWOMAN GYM: So I think I
13 made a request actually that the City
14 take a look at the School District of
15 Philadelphia and specifically the School
16 Reform Commission. The City of
17 Philadelphia has two representatives on
18 the School Reform Commission. It seems
19 that the Commission has a number of areas
20 where it's been extremely gray and
21 lacking in terms of ethics training and
22 conflicts of interest in particular, and
23 I know that you've expressed that you may
24 be doing a review of the SRC's ethical
25 practices and what their format is. I

1 4/5/16 - WHOLE - BILL 160170, etc.
2 know that I've been a loud voice on the
3 need for the School Reform Commission in
4 particular to have ethical standards that
5 are different from those of other
6 employees. I think that they are a
7 unique body and that they need to be
8 clarified in a lot clearer way. And it's
9 not clear to me that members of the
10 School Reform Commission actually have to
11 publicly -- I mean, I know that they are
12 publicly available, but it's not clear
13 where their conflict of interest
14 statements and financial statements are
15 actually housed, because it's not at the
16 state Ethics Board, for example, and it's
17 not clear that it's here at the local
18 Ethics Board. They may be available
19 through the District, but I think that
20 that shows an area where there may be a
21 gap in terms of understanding conflicts
22 of interest in particular, financial
23 disclosure statements, and I don't know
24 if that's something that you've -- or
25 kind of have taken a look at in the

1 4/5/16 - WHOLE - BILL 160170, etc.

2 course of your work.

3 MS. KAPLAN: We have already
4 looked at that. There was a report, as
5 you know, that was issued by an Ethics
6 Task Force in December 2012 that made a
7 number of recommendations to improve
8 ethics practices at the School District,
9 including hiring a Chief Integrity
10 Officer. That has not happened. And one
11 of the recommendations was that the
12 School Reform Commission members and all
13 the top administrators over at the School
14 District make public online their
15 financial disclosure statements.

16 COUNCILWOMAN GYM: Which they
17 don't do currently, correct?

18 MS. KAPLAN: Five members of
19 the School Reform Commission do file them
20 with the state Ethics Commission, and the
21 state Ethics Commission makes public the
22 financial disclosure statements of the
23 three state-appointed members of the
24 School Reform Commission. The financial
25 disclosure statements of the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Mayor's-appointed School Reform
3 Commission members are in the HR office
4 of the School District, and my office
5 actually had to go over and get them.
6 They are not online, and I recently spoke
7 to four of the five members of the School
8 Reform Commission and requested that all
9 the statements be made public online at
10 the School District.

11 COUNCILWOMAN GYM: Excellent.

12 And just one last question,
13 which is do you believe the School Reform
14 Commission is in need of an overhaul or a
15 review of its current ethical practices
16 and especially around training regarding
17 conflict of interest? Is that something
18 that is a serious need for the School
19 Reform Commission?

20 (Applause.)

21 MS. KAPLAN: I do. I do. As
22 somebody who participated in the --

23 (Applause.)

24 MS. KAPLAN: -- in the Ethics
25 Task Force report, I testified at that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 time, and I don't think that there would
3 be anybody who could say that there is
4 not substantial room for improvement.

5 COUNCILWOMAN GYM: And I hope
6 you'll see City Council and many of us
7 here as partners in helping ensure that
8 some change comes to the School Reform
9 Commission in particular very soon.

10 MS. KAPLAN: Thank you.

11 COUNCILWOMAN GYM: Thank you.

12 MS. KAPLAN: I will do so.

13 COUNCILMAN GREENLEE: Thank
14 you, Councilwoman.

15 Councilwoman Bass.

16 COUNCILWOMAN BASS: Thank you
17 very much.

18 A couple of quick questions
19 just going back to workforce diversity.
20 Nolan, if you could join us once again.

21 I wanted to follow up on
22 Councilman Curtis Jones' questions from
23 earlier, and he asked how would we
24 quantify to show that we have made
25 improvement from where we are today to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 where we're trying to get to and went
3 through a number of questions, but just a
4 question that sort of comes before the
5 question, which is -- and you listed a
6 number of things that we were going to do
7 differently. How do those things differ
8 from what we're doing at this moment, I
9 guess is one of the things I wanted to
10 know.

11 MR. ATKINSON: Well, I think,
12 first of all, your metrics would be
13 transparent and available to everyone
14 where you had significant disparities of
15 a --

16 COUNCILWOMAN BASS: So is that
17 not the case now; is that what you're
18 saying?

19 MR. ATKINSON: What I'm saying
20 is that I do not believe that we publish
21 publicly a report which gives the
22 baseline of where our -- what our
23 workforce looks like in a transparent
24 manner so that all people can view it.
25 And I think once you start with your

1 4/5/16 - WHOLE - BILL 160170, etc.
2 baseline, then you begin your programs or
3 you execute programs to change that
4 baseline. I believe he initially said
5 two years from now when I was sitting
6 before this Council would he see various
7 changes that had occurred, and I think
8 the first place in order to understand
9 what changes have been made, you got to
10 know exactly where we are.

11 COUNCILWOMAN BASS: Absolutely.
12 Okay. So basically publishing the
13 information and making it available,
14 transparency.

15 MR. ATKINSON: That's correct.

16 COUNCILWOMAN BASS: All right.
17 One of the things that we have offered,
18 because recognizing that there's a lot of
19 different issues when it comes to
20 workplace diversity, there are a lot of
21 sort of, for lack of a better term, games
22 that are played in terms of trying to
23 meet numbers or quotas. And I'm not a
24 construction professional, and so because
25 I'm not, you could fudge around and move

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the numbers around, and I'll catch up but
3 it will take me a minute to catch up,
4 because that's not my area of expertise.
5 And so I'm wondering, what professionals
6 do we have within the office that are
7 going to be paying attention to these
8 sorts of things who know exactly what's
9 been done, how it's done, how to get in
10 front of it? Who will know how to red
11 flag these sorts of things when they
12 happen?

13 MR. ATKINSON: Are you talking
14 about construction or workforce
15 diversity?

16 COUNCILWOMAN BASS: I'm sorry.
17 I'm talking specifically about the
18 construction end of things.

19 MR. ATKINSON: At the
20 construction end, I would rely upon the
21 judgment of those who are in the Office
22 of Economic Opportunity.

23 COUNCILWOMAN BASS: All right.
24 And I think that's it for right
25 now. Thank you.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MR. ATKINSON: Thank you.

3 COUNCILMAN GREENLEE:

4 Councilwoman Reynolds Brown.

5 COUNCILWOMAN BROWN: Thank you.

6 The record should reflect that
7 Mayor Kenney said to Councilwoman Sanchez
8 in one meeting and me in another meeting
9 that he was very, very intentional in
10 seeking out Latina and African American
11 men and women with exceptional
12 credentials to work in his Administration
13 and very often he ran into the dilemma of
14 finding non-profit executives of color
15 who were at a different salary level in
16 their careers and said thank you, but no
17 thank you with regards to working in
18 government. So that needs to be
19 highlighted, because it matters that he
20 was intentional about bringing Hispanic
21 and women of color into his
22 Administration.

23 So that being said, I had my
24 office do an analysis of the salaries for
25 your average full-time staff, minority

1 4/5/16 - WHOLE - BILL 160170, etc.
2 employees, and for the average salaries
3 for executive staff, and here are the
4 findings. So let me put this in further
5 context. We just finished celebrating
6 Women's History Month and we know that
7 women make 78 cents on the dollar to men.
8 That's gone up 2 cents in the last 15
9 years, and my 19-year-old daughter will
10 be 75 years old before there's equity in
11 terms of pay equity for men and women.

12 So consider this, which is
13 based on the numbers that you shared with
14 Councilmembers: Average full-time staff,
15 minority employee, makes 75 percent of
16 their white counterparts. For average
17 salary executive staff, minority
18 employees make 74 percent of their white
19 counterparts. Let me repeat that. For
20 average salary executive staff, minority
21 employees make 74 percent of their white
22 counterparts.

23 So given this reality based on
24 the numbers that you've shared with us,
25 that actually mirrors what we know, that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 women make 78 cents to that of men across
3 the board nationally. So help me
4 understand. If we say in one breath
5 we're committed to a diverse workforce
6 where pay equity is pay equity, yet we
7 have those numbers as I just presented
8 them.

9 MS. SLUSSER: So you're talking
10 about the Mayor's Office numbers, right?

11 COUNCILWOMAN BROWN: Forgive
12 me?

13 MS. SLUSSER: You're talking
14 about the Mayor's Office numbers,
15 correct, not the Administration-wide?

16 COUNCILWOMAN BROWN: Right.

17 MS. SLUSSER: Yeah. So one
18 issue with the Mayor's Office budget in
19 terms of salaries is that the Mayor
20 himself is also -- his budget is included
21 in all of these numbers, and his salary
22 is higher than the salaries of the other
23 members. So that does skew it slightly.
24 But it does remain a problem that we're
25 committed to in future hiring and in

1 4/5/16 - WHOLE - BILL 160170, etc.
2 raises and all of that. But part of the
3 issue for our numbers looking that way is
4 because of the Mayor's salary himself,
5 and I tried to negotiate hard with him,
6 but it didn't work out.

7 COUNCILWOMAN BROWN: That's
8 very, very helpful.

9 MS. SLUSSER: And also I think
10 the lowest salary is the Youth
11 Commission, which just has always been a
12 significantly lower salary that's still
13 counted as executive staff. So those
14 make those numbers slightly better, but I
15 don't think that I would ever say that
16 I'm happy with where they are, and that
17 we need to do better.

18 COUNCILWOMAN BROWN: And I know
19 for sure having done this earlier in my
20 career, job experience matters and
21 credentials matter and the like, and that
22 certainly factors into where you land
23 with regards to salaries. So it was
24 important simply to state what the facts
25 are and then hear what the explanation

1 4/5/16 - WHOLE - BILL 160170, etc.

2 is.

3 Thank you very much.

4 MS. SLUSSER: Thank you.

5 COUNCILWOMAN BROWN: Thank you,
6 Mr. President.

7 COUNCIL PRESIDENT CLARKE:

8 Thank you, Councilwoman.

9 The Chair recognizes Councilman
10 Domb.

11 COUNCILMAN DOMB: Thank you,
12 Council President.

13 One other thought. It would be
14 helpful in the future if you picked a
15 number, what could be 3 percent or 4
16 percent, whenever there's a variance in
17 the budget from last year to this year,
18 if we put an explanation right on that
19 statement as to why there's a variance
20 and what the reason is so we won't have
21 to ask you any questions.

22 MS. SLUSSER: Okay. We'll do
23 that.

24 COUNCIL PRESIDENT CLARKE:

25 Good, Councilman?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN DOMB: Yes.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you. Thank you very much.

5 MS. SLUSSER: Thank you.

6 COUNCIL PRESIDENT CLARKE: Next
7 up we have Office of Education and Pre-K.

8 (Witnesses approached witness
9 table.)

10 COUNCIL PRESIDENT CLARKE: Good
11 morning.

12 MR. HACKNEY: Good morning.

13 MS. GEMMELL: Good morning.

14 MR. HACKNEY: We're just
15 waiting for one more member.

16 COUNCIL PRESIDENT CLARKE:
17 Sure.

18 MR. HACKNEY: Good morning,
19 President Clarke and members of City
20 Council. I am Otis Hackney, Chief
21 Education Officer for the Mayor's Office
22 of Education. Joining me today are Anne
23 Gemmell, Director of Pre-K, and Susan
24 Gobreski, Community Schools Director.
25 Also James Engler, Deputy Mayor for

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Legislation and Policy, and Michael
3 Galvan, Policy Director for the Mayor's
4 Office of Education, are present to
5 answer questions as they arise.

6 I am pleased to provide
7 testimony on the Mayor's Office of
8 Community Schools and Pre-K Fiscal Year
9 2017 Operating Budget. I would like to
10 read a shorter version of what has been
11 submitted today.

12 The quality of education that
13 children receive shapes their access to
14 resources and opportunities that affect
15 quality of life and health outcomes.
16 Increased access to quality pre-K and
17 community schools are among Jim Kenney's
18 top initiatives for Mayor, as well as
19 increasing access to career and technical
20 education for high school students. The
21 Kenney Administration is dedicated to
22 providing a quality education to every
23 Philadelphia child as well as preparing
24 every student for the economy of the 21st
25 century.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 The Mayor's Office of
3 Education, which oversees the Mayor's
4 Office of Community Schools and Pre-K, is
5 focused on improving the outcomes of
6 children in Philadelphia and will work
7 over the next five years to implement
8 these programs, with the goal of ensuring
9 a better future for our city. This will
10 require an investment from the City,
11 School District, philanthropy, and
12 business to increase collaboration and
13 secure stable funding for our children
14 and communities.

15 With the expansion of quality
16 pre-K seats, the development of community
17 schools, and supporting critical career
18 and technical training, the Mayor's
19 Office of Education will ensure that
20 successful collaboration improves
21 outcomes for children in every
22 neighborhood.

23 The Mayor's Office of Community
24 Schools and Pre-K has two core
25 initiatives. The first is to increase

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the number of children enrolled in
3 publicly funded quality pre-K with a
4 stronger, more stable and sustainable
5 network of early education providers
6 committed to providing a quality
7 education.

8 The second is to implement a
9 comprehensive community schools strategy
10 to increase access and the availability
11 of City and private provider services to
12 children, families, and communities,
13 including health services and expanded
14 family and community supports.

15 Priorities for specific
16 services to meet the specific needs will
17 be determined through community
18 decision-making, educators, students,
19 parents, and community members working
20 together. This Administration believes
21 that strengthening schools strengthens
22 neighborhoods.

23 Currently, just about half of
24 Philadelphia's children arrive to
25 kindergarten ready to start the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 appropriate curriculum. In large part,
3 this reflects the lack of opportunity for
4 children to participate in quality
5 kindergarten. Over 75 percent of our
6 city's children qualify for publicly
7 funded pre-K, yet the need for
8 affordable, quality pre-K far outweighs
9 the current supply of publicly funded
10 programs.

11 To meaningfully change the life
12 trajectory of our children and the
13 academic outcomes of our schools, the
14 single most important investment the City
15 can make is quality in pre-K. The
16 investment is one that saves the City
17 money in the long term. We can save from
18 \$4 to \$16 in future costs of social
19 services, special education, and
20 remediation and more for every dollar
21 invested in quality preschool, while we
22 are improving economic opportunities for
23 working families and local childcare
24 providers and staff, many of whom are
25 African American women and single heads

1 4/5/16 - WHOLE - BILL 160170, etc.
2 of households.

3 After considering several
4 financing models, our office will seek to
5 fund quality pre-K slots for the
6 traditional school day and school year.
7 The City will fund these slots at the
8 same rate as the state's per child rate
9 of \$8,500 used in the Pre-K Counts
10 program. Program costs will begin at \$26
11 million for FY17 and increase to \$60
12 million over the progression of the Five
13 Year Plan. The number of new pre-K slots
14 will grow from 2,000 per annum to 6,500
15 per annum over the next three years. Our
16 office will also work to connect family
17 state funding to get to full-day and
18 full-year pre-K.

19 This proposal will work to
20 increase the number of quality pre-K
21 providers by including funding for
22 workforce development, which includes
23 both instructional coaching, training,
24 and technical assistance for select
25 non-STAR, STAR 1, and STAR 2 providers.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Additionally, funding will go
3 to support the fiscal administration for
4 providers. The support will be directed
5 at STAR 3 and STAR 4 providers as they
6 enroll students in new seats with City
7 funds, while working to provide
8 additional funding through the state's
9 Child Care Works program, CCIS, to cover
10 full-day, full-year costs of quality
11 care.

12 Finally, the City will partner
13 with the business and philanthropic
14 communities for additional support with
15 start-up costs related to the facility
16 improvement, the online enrollment and
17 access center, workforce development, and
18 additional supports for providers who
19 rank low on or who do not participate in
20 the state's quality rating system.

21 For community schools, the
22 Community School initiative will provide
23 additional resources to children and
24 their families based on local priorities
25 identified by the parents, educators, and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 community stakeholders for a specific
3 school. This can include health and
4 wellness resources as well as
5 opportunities for expanded learning
6 through tutoring or after-school
7 programs. It can also include activities
8 that support and build connections with
9 families such as parent workshops, GED
10 classes, and workforce development, which
11 in turn can strengthen the surrounding
12 communities.

13 The Community Schools strategy
14 will have three main components. One,
15 each community school will have a
16 full-time community school coordinator,
17 whose job will be to facilitate the
18 planning process and provide ongoing
19 coordination with families, service
20 providers, and the community.

21 Two, each community school will
22 have a local strategic planning process
23 where community and school stakeholders
24 work together to identify and prioritize
25 the needs of the community.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 And, three, coordination of
3 City services and the leveraging of
4 additional community partners will result
5 in access to increased resources that
6 support child and family well-being
7 through direct delivery of services.

8 We would like to thank Council
9 President Clarke for his leadership on
10 this initiative and the many other
11 members of Council who have provided
12 valuable input on the development of the
13 Community Schools strategy. Improved
14 access to health services, social and
15 emotional supports are all critically
16 important to the long-term health and
17 well-being of children, and we look
18 forward to continuing to work with you.

19 For FY17, the Community Schools
20 budget will be \$3,587,000, which will be
21 used to develop five to seven fully
22 realized community schools in one year,
23 provide technical assistance for
24 neighborhood schools to provide -- to
25 support local efforts to increase

1 4/5/16 - WHOLE - BILL 160170, etc.
2 readiness for this strategy, and
3 facilitate improved City services and
4 provide funding for improved access and
5 availability for the program and services
6 that have been identified as a priority
7 to the community school.

8 The FY17 proposed General Fund
9 budget for both initiatives is
10 \$29,702,500. The FY17 General Fund
11 budget as proposed includes \$1,302,500 in
12 Class 100 funds to provide compensation
13 for 23 full-time employees and no
14 part-time employees. The requested
15 Fiscal '17 budget also includes
16 \$27,750,000 in Class 200 for contracts;
17 \$400,000 in Class 300 and 400 for
18 supplies, materials, and equipment; and
19 \$250,000 in Class 500 for community
20 school grants.

21 I believe that you have my full
22 testimony that has been submitted in
23 writing, and at this time, I'm available
24 for questions. With me are a number of
25 people from the Administration who can

1 4/5/16 - WHOLE - BILL 160170, etc.

2 answer questions as well.

3 Thank you.

4 COUNCIL PRESIDENT CLARKE:

5 Thank you very much. I have a couple of
6 questions. Pre-K, early education, Head
7 Start, whatever the names have been over
8 the years, is obviously something that
9 people and the case has been made that we
10 need to have that. Community schools is
11 clearly something that Council likes
12 because it was a program that we have
13 been working on for a while. But I want
14 to get into some of the specifics of the
15 proposals.

16 Right now the School
17 District -- and correct me if I'm
18 wrong -- they currently run a pre-K
19 program to the tune of about 80 percent
20 of the pre-K slots; is that accurate?

21 MR. HACKNEY: Anne Gemmell.

22 MS. GEMMELL: Good morning.

23 Anne Gemmell, Director of Pre-K.

24 Yes, that's correct. They are
25 the primary grantee from the state for

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Pre-K Counts program and also the Head
3 Start program. So of all the money
4 that's invested in those two programs
5 from the federal and state government,
6 about 80 percent is turned to the School
7 District, and they in turn subcontract a
8 pretty hardy percentage. About 65
9 percent is then subcontracted to
10 community-based providers.

11 COUNCIL PRESIDENT CLARKE: And
12 I'm assuming those are all 3 and 4 STAR
13 programs?

14 MS. GEMMELL: Yes, as far as I
15 know, or they're committed to being STAR
16 3 within a specific timeline if they're
17 not.

18 COUNCIL PRESIDENT CLARKE: So
19 why would we opt to create a totally new
20 program or bureaucracy or administrative
21 entity to run a pre-K program as opposed
22 to simply increasing support for the
23 existing pre-K program or the
24 intermediary, as it's referenced? Why
25 won't we basically say, School District,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 you already do this, here's some
3 additional money to create some
4 additional slots. You're already
5 qualified because both your or the
6 subsidiary 3, 4 STAR designations. Why
7 wouldn't you just increase that role?

8 MS. GEMMELL: So we've been
9 collaborating with the School District
10 from the start, since the minute that
11 we've arrived, and it's clear in our
12 conversations that the School District is
13 primarily focused on the K to 12
14 education, and although they invest a lot
15 of time and energy and they're very good
16 at implementing the programs that they
17 have, there is a limit to what they can
18 do.

19 COUNCIL PRESIDENT CLARKE: Why
20 is there a limit?

21 MS. GEMMELL: For one thing,
22 facilities. As we all know, they have
23 been closing buildings and rejiggering,
24 but I suggest that their space is a
25 serious limitation.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Didn't you say that they subcontract out
4 some of the activity?

5 MS. GEMMELL: Yes.

6 COUNCIL PRESIDENT CLARKE: So
7 they're not all in School District
8 buildings? Are they all in School
9 District buildings?

10 MS. GEMMELL: No, they're not
11 all in -- they're in the communities as
12 well.

13 COUNCIL PRESIDENT CLARKE: So
14 if they have space limitations, why
15 couldn't they just simply subcontract
16 with additional providers?

17 MS. GEMMELL: I mean, that is
18 an excellent question, but there's limits
19 not just on facilities but also on the
20 capacity in the School District. I mean,
21 we're proposing adding almost the same
22 amount of money that the School District
23 is currently managing. We're proposing
24 almost that exact amount in addition to
25 what the School District is doing. So

1 4/5/16 - WHOLE - BILL 160170, etc.
2 it's an attempt to help and bolster what
3 the School District is already doing.

4 COUNCIL PRESIDENT CLARKE:

5 Well, why do you have to create an
6 entirely new entity to do that? If the
7 School District is currently functioning
8 as the intermediary -- and I'm assuming
9 that we're meeting the criteria
10 established for all the other funders --
11 why wouldn't we simply help expand their
12 existing function as opposed to creating
13 a new bureaucracy and then going out and
14 creating a program that would contract
15 out with other entities? I guess I just
16 don't understand the fundamentals
17 associated with that decision.

18 MS. GEMMELL: Well, the
19 decision on the intermediary isn't final
20 and we're open to further conversations
21 with City Council about it. I think you
22 raise a good point.

23 COUNCIL PRESIDENT CLARKE:

24 Well, we're kind of far along. I mean,
25 you know me, I'm just trying to make sure

1 4/5/16 - WHOLE - BILL 160170, etc.
2 that we have service delivery, and I know
3 there was one of the issues in some of
4 the language about -- actually in our
5 budget briefings about pre-K deserts and
6 things of that nature, but there are
7 schools in every neighborhood. So with
8 respect to being able to provide a level
9 of support in pre-K, we do have the
10 ability to do it in every neighborhood.
11 So I guess -- and you said -- I just
12 heard what you just said, there's the
13 willingness to have further conversation.
14 Always starting new programs tend to be
15 somewhat challenging sometimes.

16 MR. HACKNEY: What I think -- I
17 mean, the questions that you're raising
18 are very valuable, and that's something
19 that we will explore in terms of looking
20 at that entity. We're hearing what
21 you're asking, and I think that's
22 something that we have to take into
23 consideration.

24 COUNCIL PRESIDENT CLARKE: Is
25 there a timeline on the consideration and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the response? Because we got like two
3 months.

4 MR. HACKNEY: Yes. So, I mean,
5 we're still in terms of the planning
6 stages and even waiting for a final
7 draft, the final version of the
8 recommendations from the Commission, and
9 then shortly thereafter I think that we
10 will be able to roll out something in
11 terms of a better plan around looking at
12 the District. But also we have to be
13 mindful that the District is not --
14 they're the biggest player in town, but
15 they're not the only one. So we do want
16 to include many of those providers in our
17 neighborhoods that are existing and
18 offering quality programs. We want to
19 make sure that they're included as well.

20 COUNCIL PRESIDENT CLARKE:
21 Right. I understand that, and there's
22 like an additional 20 percent separate
23 and aside from the School District, and I
24 understand that three of the
25 organizations, PHMC, Norris Square, and

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Acelero, account for the 20 percent of
3 some of the funding? Is that just the
4 funding or is that the service delivery?

5 MS. GEMMELL: I think you're
6 referencing the Head Start grantees, if
7 I'm not mistaken. That's just a small
8 part of what the School District or the
9 program that we envision City pre-K
10 doing. There's about -- I think it's
11 about between 6,000 and 7,000 children in
12 Head Start, but what we're proposing is
13 to really move the needle towards the --
14 to eliminate some of the gap between the
15 children who can't access quality pre-K
16 right now.

17 COUNCIL PRESIDENT CLARKE: All
18 right. So the early conversation -- and
19 I acknowledged when I had the meeting in
20 my office that I had not been paying the
21 level of detail that I should have
22 probably early on. I was kind of doing
23 other stuff.

24 The conversation centered
25 around, from my perspective, the 1 and 2

1 4/5/16 - WHOLE - BILL 160170, etc.
2 STARS, the smaller service delivery
3 pre-K's, and I thought this was an
4 attempt and an opportunity both in terms
5 of facilities and in terms of skill sets
6 of some of the service delivery/the
7 employees to enhance their ability to
8 move up to 3, 4 STARS. But then as we
9 got into the crux of the conversation,
10 the first slots would go to the existing
11 3 and 4 STARS under the Mayor's proposal.
12 That was of concern, because it's not
13 necessarily putting any early money on
14 the table for the smaller entities, and
15 I'm like -- I kind of thought that's what
16 the objective was.

17 The other issue is -- and I'm
18 trying to get all these in here because I
19 don't want to take up too much time with
20 the back and forth. This issue with
21 respect to not having a financial
22 threshold on the applicants, that's of
23 significant concern, because I always
24 thought the issue had to do with those
25 that could least afford it. But I

1 4/5/16 - WHOLE - BILL 160170, etc.
2 understand that the Mayor's proposal does
3 not have a financial cap on it, and I
4 don't know why we're subsidizing slots
5 for people who can, frankly speaking,
6 afford to pay for slots.

7 So those are some of the real
8 concerns that I have.

9 MR. HACKNEY: So in terms of
10 the objective, our objective is -- that
11 I've outlined in my testimony is to
12 increase the number of children that are
13 going to quality slots. So we need to
14 make sure, I guess, in terms of in
15 languageing the work, but we want to make
16 sure that children have opportunities to
17 go into quality pre-K slots across the
18 City. So that's where our focus is.

19 In terms of conversations
20 around the income requirement,
21 children -- you are correct that there's
22 not an income requirement, but we are
23 taking children that are already on what
24 we would consider as I referred earlier,
25 the CCIS list. So those children that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 would already qualify for state resources
3 are the children that would be
4 prioritized and provided with slots
5 first.

6 COUNCIL PRESIDENT CLARKE: But
7 you're not limited to that.

8 MR. HACKNEY: No.

9 COUNCIL PRESIDENT CLARKE: All
10 right. So you could take -- I mean, if
11 you give slots to a 3 or 4 STAR provider,
12 they could take who they want to do.

13 MR. HACKNEY: But in terms of
14 the City -- the City-funded slots will
15 come off of that list first.

16 COUNCIL PRESIDENT CLARKE: But
17 "first" means what? I mean, you might
18 say 50 percent of the first slots come
19 off of the list that people have an
20 income threshold and the next 50 percent
21 don't. I guess fundamentally I'm trying
22 to understand why we're subsidizing
23 people that can afford to pay for slots.
24 That's not normally what government does.

25 MR. HACKNEY: No. I think in

1 4/5/16 - WHOLE - BILL 160170, etc.
2 terms of -- if we look at the children
3 that do qualify, if we know that over 70
4 percent of the families across the City
5 qualify for that, it would take a lot of
6 work to exhaust that list of children
7 that do qualify, and we would have to
8 create a number of seats for those
9 children. So to exhaust that list, that
10 means that we have -- actually we've done
11 our job really, really well because we've
12 engaged the community and we have
13 supported a number of providers to
14 increase the number of seats and slots
15 that are available that would be City
16 funded.

17 COUNCIL PRESIDENT CLARKE: Why
18 don't we have an income threshold on the
19 money that we're providing? I'm going to
20 ask you a basic question. There has to
21 be a reason. I mean, if you're saying
22 you're taking them from a location where
23 all these other entities have thresholds,
24 why don't we have a threshold on the
25 slots that we're going to provide?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MR. HACKNEY: But in terms of
3 the City slots, they would only -- the
4 only families that would be on our list
5 for the City-funded seats would be those
6 families that qualify for --

7 COUNCIL PRESIDENT CLARKE: Why
8 don't we have an income threshold on the
9 City's money? I mean, you could spin it
10 the way you want to spin it. I'm asking
11 you a basic question. There has to be a
12 reason or some thought as to why we don't
13 want to put an income cap on the City's
14 \$8,500.

15 MR. HACKNEY: So in terms of
16 what was initiated here and what was
17 asked for last year when the Commission
18 was put together, it was around universal
19 pre-K. So based upon the recommendations
20 that we -- in terms of that work that was
21 done by this body here -- and we thank
22 you for putting that commission together
23 to help guide this work, but the initial
24 questions were around the development of
25 universal pre-K. So those things that we

1 4/5/16 - WHOLE - BILL 160170, etc.
2 are -- those are part of the
3 recommendations that we are considering.

4 COUNCIL PRESIDENT CLARKE:
5 Okay. So I'll say it a different way.
6 So you want to now by virtue of the term
7 "universal" means that it's available to
8 everybody.

9 MS. GEMMELL: Right.

10 COUNCIL PRESIDENT CLARKE: So
11 why didn't you just say that, is my
12 question. Because by virtue of having
13 the income cap, you can't make it
14 available to everybody; am I correct?

15 MS. GEMMELL: Right.

16 MR. HACKNEY: Yes.

17 COUNCIL PRESIDENT CLARKE: So
18 that's -- I kept asking the question.
19 I'm like if you're saying that you want
20 to be able to have people of upper income
21 be able to access and have the City
22 subsidize those individuals, then you
23 need to say that. And that's some of my
24 concerns around this whole issue back and
25 forth about the Commission said, but this

1 4/5/16 - WHOLE - BILL 160170, etc.
2 is our program. I mean, is it the
3 Commission's program or it the Mayor's
4 program?

5 MS. GEMMELL: This is the
6 Mayor's program. We're, of course, very
7 mindful and grateful for the
8 recommendations and the research of the
9 Commission, but it is moving the City
10 towards universal pre-K. And if we
11 excluded the 25 percent of the City's 3-
12 and 4-year-olds that do not qualify
13 currently for existing programs, then it
14 wouldn't very well be moving the City
15 towards universal pre-K.

16 COUNCIL PRESIDENT CLARKE: But
17 if they can afford to pay for it, why are
18 we giving them money? Fundamentally I
19 don't understand that.

20 MS. GEMMELL: The reality is
21 that many families even around the 300
22 percent federal poverty guideline really
23 struggle to pay for quality pre-K, and in
24 our implementation and enrollment
25 strategies, we're adopting strategies to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 prioritize the children who already
3 qualify for Head Start and childcare
4 subsidy, and we don't imagine exhausting
5 that list in the first three years of the
6 rollout. The funding that we're asking
7 for is \$60 million a year, and that at
8 its maximum at the end of three years
9 will pay for 6,500 children to go to
10 pre-K. Right now in the City we have a
11 gap of 17,000 children that currently
12 qualify for existing pre-K programs that
13 aren't able to access it. So over the
14 next three years, we want to take a big
15 chunk out of that.

16 COUNCIL PRESIDENT CLARKE: Of
17 those 17,000 children, what is the income
18 threshold?

19 MS. GEMMELL: Those are the
20 children who qualify for existing
21 programs. So that 17,000 number of
22 children, 3- and 4-year-olds, that does
23 not include the 10,000 additional --
24 actually, it's closer to 9,000 additional
25 families above the 300 percent. So if we

1 4/5/16 - WHOLE - BILL 160170, etc.

2 counted --

3 COUNCIL PRESIDENT CLARKE: And
4 what is their income level?

5 MS. GEMMELL: It's above 300
6 percent.

7 COUNCIL PRESIDENT CLARKE: And
8 what is it?

9 MR. HACKNEY: It's about
10 \$73,000 a year.

11 MS. GEMMELL: For a family of
12 four.

13 MR. HACKNEY: For a family of
14 four.

15 COUNCIL PRESIDENT CLARKE:
16 73,000?

17 MS. GEMMELL: It's actually
18 72,500.

19 COUNCIL PRESIDENT CLARKE:
20 That's the max? So of those amount of
21 individuals, the family of four is
22 73,000. Is that an average?

23 MS. GEMMELL: No. That's a
24 hard line. That's the 300 percent
25 federal poverty guideline depending on if

1 4/5/16 - WHOLE - BILL 160170, etc.

2 your household is four people.

3 COUNCIL PRESIDENT CLARKE: So
4 you think those people need to be
5 subsidized?

6 MS. GEMMELL: Well, the state
7 has a program. We're using the
8 thresholds for existing programs. So
9 Head Start is 100 percent federal poverty
10 guideline. Childcare subsidy is 200
11 percent, 235 to be renewed.

12 COUNCIL PRESIDENT CLARKE: And
13 there's 300.

14 MS. GEMMELL: And then Pre-K
15 Counts is 300 percent. So because we
16 have so many 3- and 4-year-olds that
17 qualify, we really want to put them first
18 in line.

19 COUNCIL PRESIDENT CLARKE:
20 Okay. So is the 73,000 threshold the cap
21 on the City's money?

22 MS. GEMMELL: No.

23 COUNCIL PRESIDENT CLARKE: Why
24 not?

25 MS. GEMMELL: Because we're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 trying to move the City towards universal
3 pre-K.

4 COUNCIL PRESIDENT CLARKE: All
5 right. So I see you're not going to
6 change your response. I'm not going to
7 change my question.

8 MS. GEMMELL: I mean, we're
9 open to conversations.

10 COUNCIL PRESIDENT CLARKE: I
11 just don't understand why we're
12 subsidizing people that can pay. I just
13 fundamentally don't understand that.

14 MS. GEMMELL: Again, we don't
15 imagine actually subsidizing families in
16 the first three years.

17 COUNCIL PRESIDENT CLARKE: So
18 why don't we put a cap on it? You've now
19 raised the level to 73,000 for a family
20 of four. Why isn't that the cap?

21 MS. GEMMELL: Well, that's
22 something we can continue to talk about.

23 COUNCIL PRESIDENT CLARKE: All
24 right. Okay. I'm going to hand it off.
25 I'll come back.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 The Chair recognizes

3 Councilwoman Gym.

4 COUNCILWOMAN GYM: Hi. Thank
5 you very much, and thank you for those
6 questions, Council President.

7 So maybe -- first of all, I'm
8 very enthusiastic about having the three
9 of you here. I think it's great for the
10 City, and looking forward to working with
11 you.

12 But to reframe the Council
13 President's question, how can we
14 guarantee that your office will
15 prioritize -- and you have said that you
16 prioritize high-need children first, but
17 beyond the Head Start childcare subsidy
18 and this sort of like broad range of
19 people who fall within those priorities,
20 how can we ensure that those slots are
21 actually going to be used by high-need
22 children whom you've prioritized? And
23 maybe we could be more specific about
24 like specifically children who may be
25 homeless, experiencing homelessness or

1 4/5/16 - WHOLE - BILL 160170, etc.
2 who are in other foster care kinds of
3 situations. How can we ensure that those
4 children will be served within the
5 program, and what kind of oversight will
6 you have to make sure that providers are
7 adhering to that? And I have a lot of
8 questions, so I want to move quickly. I
9 won't grill you on all of them.

10 MR. HACKNEY: I think in terms
11 of the question around the income is a
12 question that we need to have further
13 discussions with with City Council
14 members. So I think after hearing the
15 line of questioning and things that are
16 moving forward, that's something that we
17 want to definitely engage all of your
18 offices in and getting further clarity on
19 your desires and needs so that way we can
20 meet them.

21 COUNCILWOMAN GYM: Okay. And I
22 do want to reiterate that I think that we
23 are fully supportive of universal pre-K,
24 but I think the priority has to go
25 towards the most vulnerable children in

1 4/5/16 - WHOLE - BILL 160170, etc.
2 our city and the neighborhoods and
3 communities that are so lacking in this
4 and that we know that they exist, and
5 that while we're generous about the
6 universal label, we don't want that to be
7 eaten up very quickly by families who are
8 very mobile and accessible about
9 accessing this. They'll already be
10 attuned to it right now. And I'm not
11 suggesting that any family of four at
12 \$70,000 couldn't use help when they're
13 paying lots of money for pre-K, but I
14 think that the need to really focus in on
15 those vulnerable families has been
16 unclear how we're going to make that
17 happen.

18 And then another question has
19 been, kind of going around lately, has
20 been around the interest in providing a
21 living wage for childcare workers. And I
22 guess this is going to be a difficult
23 area to think through, but I would like
24 to know some of your thoughts about how
25 you can provide or ensure a living wage

1 4/5/16 - WHOLE - BILL 160170, etc.
2 for our childcare workers, and will all
3 centers' workers make that living wage or
4 will it just be reserved for the
5 teachers?

6 MS. GEMMELL: Thanks for your
7 great questions. It's great to be here.

8 The living wage, it's
9 definitely the providers that contract
10 with the City would have to sit down and
11 create a plan of how to move their staff
12 to a place where everyone in-house is
13 making a living wage. That would be a
14 huge improvement on what's happening now
15 in a lot of childcare settings and even
16 in quality pre-K settings. So it would
17 definitely involve a partnership between
18 the Mayor's Office of Education and the
19 quality pre-K providers that we partner
20 with.

21 COUNCILWOMAN GYM: And can we
22 also ensure that Councilman Greenlee's
23 concern about wage theft is being
24 implemented throughout all the training
25 in terms of both people who are employees

1 4/5/16 - WHOLE - BILL 160170, etc.
2 as well as employers? Because this is
3 another area I think where there's been a
4 lot of concern about whether employees
5 are being paid the full amount that
6 they're due.

7 MS. GEMMELL: Mm-hmm.

8 COUNCILWOMAN GYM: So we can
9 have that?

10 MS. GEMMELL: Yes.

11 COUNCILWOMAN GYM: Thank you.

12 And then the other question I
13 had was a little bit around community
14 schools and, Ms. Gobreski, I was
15 wondering if you could elaborate a little
16 bit more on the process for how you're
17 choosing some of the schools or looking
18 at your options for choosing schools and
19 to what extent neighborhood high schools,
20 which average 30 percent special ed, high
21 numbers of system-involved youth and have
22 significant lack of resources, can kind
23 of factor into your process and criteria.

24 MS. GOBRESKI: Sure. Thank
25 you. Susan Gobreski, Director for

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Community Schools. Thank you.

3 First of all, we are looking at
4 all grade levels of schools. So it could
5 be K to 6, middle schools, high schools.
6 All schools are eligible.

7 On the criteria, we think it's
8 really important to get this right.
9 We're working with the School District,
10 educators, other stakeholders, community
11 members to develop criteria in broad
12 strokes. We understand the kinds of
13 things we want to be looking at, which
14 include the school personnel commitment
15 to the program, the need for innovation,
16 and the need to develop a program that is
17 tailored to the needs of schools, youth
18 and community wellness indicators and
19 risk indicators, poverty health rates,
20 geographic distribution. We think it's
21 important that over the first couple
22 years, we reach all parts of the City,
23 and we will be looking at all of the
24 grade levels. And then of course there
25 are facilities and campus opportunities

1 4/5/16 - WHOLE - BILL 160170, etc.
2 as well as integration with other
3 programs that are being piloted.

4 So we're really working with
5 academics. We think this is -- we've met
6 with members of Council. We think it's
7 very important to get this right. So
8 these criteria are in development, and we
9 want them to be something that has broad
10 support.

11 COUNCILWOMAN GYM: I think one
12 of the things that makes the community
13 schools model appealing is that there's
14 an opportunity to kind of reshape the
15 conversation that we traditionally had
16 about large urban public schools in very
17 underresourced cities with states that
18 don't have education formulas. Oh, I'm
19 sorry. There's only one of three in the
20 country that have that, and we're one of
21 them.

22 So the issue is sort of that
23 we're trying -- and I'm wondering if you
24 can talk a little bit about kind of what
25 you envision. I know that community

1 4/5/16 - WHOLE - BILL 160170, etc.
2 schools have often been seen as
3 partnerships. They've been seen as being
4 unique to every school. But in general,
5 like what kind of environment and climate
6 do you see community schools having that
7 are significantly different? And in
8 particular, I think that there's been a
9 lot of interest when you look at some of
10 our high schools that are so desperately
11 underresourced, that we're looking at
12 issues that involve trauma-informed care,
13 approaches towards school discipline that
14 are dramatically different, a real reach
15 and understanding about academics and
16 learning that aren't just rooted in
17 high-stakes testing, and learning and,
18 you know, like the lowest level of
19 teaching, which is just repeating what is
20 in a book, but really trying to go a
21 little bit deeper. And I'm wondering if
22 you can talk a little bit more about what
23 you envision a community school would
24 look like that would be significantly
25 different from what we currently have,

1 4/5/16 - WHOLE - BILL 160170, etc.

2 recognizing every school will be unique
3 in its partnerships along those lines.

4 MS. GOBRESKI: Well, I think
5 that is a key element, that schools are
6 getting to decide what their needs are.
7 So if the school needs restorative
8 practice, justice practices, they'll be
9 able to choose that and get support in
10 it. If a school needs trauma-informed
11 education, they'll be able to choose that
12 and get supported in doing that. So I
13 think it is really an opportunity to
14 envision what we do differently and
15 really thinking about meeting the needs
16 of the whole child so that we're
17 supporting them both in their school
18 environment and their family. And I
19 think that really focusing on those --
20 these are specific kids at a specific
21 place at a specific point in time, and
22 the more we can meet their individual
23 needs, the City provides a lot of
24 services and we have a great non-profit
25 sector that provides services, so we have

1 4/5/16 - WHOLE - BILL 160170, etc.

2 an opportunity to truly come in and
3 tailor a plan that is focused on not big
4 ideas but those people.

5 COUNCILWOMAN GYM: But are you
6 looking at like trauma, justice,
7 suspension rates, wraparound services,
8 coordination particularly?

9 MS. GOBRESKI: Yes. Actually,
10 part of the plan and development includes
11 things like professional development
12 training for coordinators on
13 trauma-informed care, restorative
14 justice, working with the staff and
15 faculty, all of those things.

16 COUNCILWOMAN GYM: Okay. All
17 right. Thank you very much.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you, Councilwoman.

20 The Chair recognizes Councilman
21 Jones.

22 COUNCILMAN JONES: Thank you,
23 Mr. President.

24 First of all, I took a picture
25 of you. It's already on Facebook. Y'all

1 4/5/16 - WHOLE - BILL 160170, etc.
2 look like the Dream Team of Education.
3 So I put that out there. I put that in
4 the caption.

5 I am excited about the
6 possibility of real substantial change in
7 public education, more so than I have
8 ever sitting in these seats, because I
9 never understood Imagine 2015, Help in
10 2010, Do It Again and -- I never
11 understood any of it. This I kind of
12 understand and appreciate the briefings,
13 because my colleagues are way ahead of me
14 on education and really focused on this,
15 so that when you dumb it down to the
16 challenged kid in the class and I can
17 understand it, I really appreciate it.
18 So that's the first thing.

19 And if anybody has not seen the
20 marshmallow test, if you YouTube that,
21 you will understand why it is important
22 to invest in pre-K, because many of the
23 developmental processes kick in in that
24 third year of life to make decisions,
25 executive decisions, such as delayed

1 4/5/16 - WHOLE - BILL 160170, etc.
2 gratification, and if you see that
3 marshmallow test, you will get it. And I
4 don't know if Councilmembers could pass
5 that.

6 But my questions are as
7 follows: For community schools in
8 particular, you mentioned you're going to
9 pick 25 of them over the period of time,
10 fund them in four complete fiscal years.
11 My first question is, how are they
12 selected? That's important for me so
13 that there is a transparent -- that's the
14 word that y'all like to use now --
15 process of selection. And then how does
16 that community engagement model work so
17 that you -- one size doesn't fit all.
18 What's needed in Councilwoman Parker's
19 district might be different than what is
20 needed in my district. There is a swath
21 of a catchment area where the teachers
22 routinely chip in and buy shoes for the
23 students, because it is a reason why some
24 of them don't come to school in inclement
25 weather, because the water gets in their

1 4/5/16 - WHOLE - BILL 160170, etc.
2 feet and they're just embarrassed. That
3 it may be different than a school in
4 Chestnut Hill that may need some other
5 different things.

6 So how does that engagement
7 process tailor make the environment for
8 the catchment area? So that's my first
9 question.

10 MS. GOBRESKI: So we are very
11 committed to transparent selection
12 criteria, working together to get a lot
13 of input, including from members of
14 Council, on the criteria for developing
15 schools. One of the most important
16 factors in selecting -- I think I ran a
17 short list earlier, and we're happy to
18 talk more about what those criteria look
19 like. We think that community members
20 from all parts of the City, members of
21 Council, community leaders need to be
22 weighing in on how this best meets the
23 needs of Philadelphia and how we choose a
24 set of schools for the first 25.

25 In terms of the planning

1 4/5/16 - WHOLE - BILL 160170, etc.
2 process, this is really ultimately a
3 strategic planning and then a commitment
4 to coordinated implementation of that
5 plan. And so that's exactly right. This
6 actually allows for selecting in this
7 school the biggest priority needs to meet
8 the physical needs of a child is a food
9 pantry and in that school it's an asthma
10 care clinic. What are we doing to
11 actually -- so when you've got educators,
12 parents, and members of the community and
13 students in our school and even in lower
14 grades saying this is what we need, we
15 actually have the ability to put together
16 a very tailored plan. And so one place's
17 plan might be English language learning
18 for adults. In another place it might be
19 workforce training or legal services. So
20 it really does create that possibility.

21 COUNCILMAN JONES: So then how
22 do you -- once you -- there is a school,
23 which I will not name, where -- every
24 Monday we do a safe corridor roll call
25 with the participating schools in my area

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to look at violence levels and occurrence
3 levels, and it's an interesting exercise.
4 I'll let you guys listen in one time.
5 But there is a couple of schools, not
6 many, I have 30, there are two that
7 always wind up in the center of
8 controversy, and if you look at that
9 catchment area -- I remember when
10 Councilwoman Reynolds Brown did the piece
11 on menu labeling and put the maps. So
12 everything bad happens in that same
13 catchment area, highest rate of murder,
14 highest rate of foreclosure, highest
15 level of single parent head of
16 households. So all of those bad things
17 happen there. So that's got to be a part
18 of your selection process, I'm hoping.

19 And then, B, how do you carve
20 out the services? How do you tailor with
21 the different departments, whether it's
22 DHS, Health Department? How do you then
23 say based on your prognosis, here's the
24 prescription for you to get well?

25 MR. HACKNEY: So to answer the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 first part of the question, I mean, we're
3 taking in not just -- we look at the
4 geography, but also just those other
5 factors will be considered in terms of
6 how we select schools based on need. We
7 know where our neediest schools are, but
8 we want to make sure that we partner with
9 the District in making those decisions
10 and that process very clear for each
11 community. So I think that once we
12 finalize all of that criteria, it would
13 be very -- especially with input from
14 your office and other members of Council
15 in making that determination. So we want
16 to make sure that we're working with you
17 to get that as part of our process.

18 COUNCILMAN JONES: Thank you,
19 Mr. Chairman.

20 COUNCILMAN GREENLEE: Thank
21 you, Councilman.

22 Councilwoman Parker.

23 COUNCILWOMAN PARKER: Thank
24 you, Mr. Chair.

25 Let me just say good afternoon

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to each of you and thank you for being
3 here.

4 Let me take you on a quick
5 stroll with me in a February meeting in
6 East Oak Lane at Lovie Lee's Stars.
7 There are about 15 neighborhood and
8 community-based providers at this
9 meeting, and we're talking about barriers
10 to entry and barriers to providing
11 quality that these non-school based
12 providers are having. So obviously quite
13 naturally and as we've read in all of the
14 articles in the paper, the first thing
15 that they mention is wages, right, and
16 the brain drain to the School District,
17 because the small neighborhood-based
18 providers can't compete with the pay at
19 the School District of Philadelphia, and
20 I know Councilwoman Gym mentioned that.

21 The second thing that they
22 talked about is something that has
23 bothered me for a very long time, and
24 that's access to the professional
25 development and technical expertise that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 it needs to increase its STAR level. So
3 it's almost like putting the chicken sort
4 of before the horse, because listen to
5 what you're doing. They are not quality
6 because they haven't received or achieved
7 STAR status, but they can't get there
8 because they don't have money to hire the
9 quality instructors who actually have the
10 professional certification and education
11 to ensure that kids, no matter what zip
12 code they're in, especially when their
13 schools are already maxed out, because if
14 you go to many locations -- I'm talking
15 about school-based programs -- they're
16 maxed out. So that's why you see the
17 growth of five preschool providers on a
18 neighborhood commercial corridor, hottest
19 growing small business.

20 What are we going to do to
21 ensure that those neighborhood,
22 home-based centers get access to become
23 quality and that they don't get swallowed
24 up because they're not already the cream
25 of the crop?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. GEMMELL: Right. That's a
3 great question. Thank you. We've been
4 hearing the same sorts of questions and
5 concerns. Our office has conducted over,
6 I believe, seven roundtables, very active
7 provider community showing up voicing
8 concerns, and they look to the City's
9 leadership on this issue to lift up their
10 voices in conversations with the state.

11 The Keystone STARS system is
12 the quality rating system that
13 Pennsylvania has had for over a decade.
14 It's currently under a major revision and
15 examination. The federal government, as
16 a condition of childcare subsidy dollars,
17 has asked all the states with these
18 quality rating systems to take a second
19 look at them and improve them. And I'm
20 very hopeful about the improvements on
21 the horizon in the STAR system.

22 In addition, I would only add
23 that the state does spend -- compared to
24 other states, we do invest millions of
25 dollars into technical assistance. Now,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 does that mean that every family group
3 and home -- I'm sorry; family group and
4 center has equitable access? Not
5 necessarily. So that's something that
6 we're looking to help coordinate, and
7 it's an advantage, I think, of having
8 this position in the Mayor's Office of
9 Education, because we can help lift up
10 the voices and concerns from City
11 government to state entities on a more
12 frequent and consistent, coordinating
13 basis.

14 COUNCILWOMAN PARKER: So I will
15 dare say to you that, one, the idea that
16 people want to access quality regardless
17 of their zip code is something that's
18 extremely important, right? So just
19 simply having a place where kids can just
20 be occupied for the day while parents are
21 at work is unsatisfactory, you know, to
22 any parent that you can talk to. But we
23 have to make sure that since you very
24 specifically outlined that those that are
25 already high achievers, you know, at the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 3 and 4 STAR level will receive the sort
3 of first level of slots, we've got to
4 make sure that we are very clear,
5 particularly during the RFP process --
6 and I want you to talk about that. How
7 are we going to connect the RFP process
8 to those that haven't achieved quality
9 status yet?

10 MS. GEMMELL: So we're still on
11 the very preliminary phases of even
12 writing the RFQ or the RFP. So that's an
13 open conversation that we're willing to
14 have with Council. That being said, we
15 did build in supports in the financing
16 model for the pre-K rollout over the next
17 three years. There's significant dollars
18 dedicated to workforce development, which
19 is a major barrier for STAR 1 and 2's
20 moving to the STAR 3 camp.

21 That being said, there's more
22 incentive than ever before for STAR 1's
23 and 2's to move into STAR 3 and 4 in
24 terms of increased subsidies that they
25 will be receiving from the state and also

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the Fund for Quality from the William
3 Penn Foundation. They can access that if
4 they are STAR 3 and 4.

5 So we recognize the barriers
6 and we want to help -- we can't roll this
7 out, we cannot be successful if more
8 providers are not in the upper parts of
9 the STAR system.

10 COUNCILWOMAN PARKER: Let me
11 just say in closing and I'll come back
12 the second round, Mr. Hackney, because I
13 want to talk about CTEs,
14 neighborhood-based CTEs. But I just want
15 to say to you in closing, please ensure
16 particularly that district-level
17 Councilpeople are actively engaged in
18 that process, because those
19 community-based and commercial
20 corridor-based programs that are
21 operating, we're in direct contact with
22 them. And so we don't ever want via the
23 RFP process for us to be able to say, I
24 didn't have access, I didn't know. We've
25 got to find a way to develop a very

1 4/5/16 - WHOLE - BILL 160170, etc.
2 strategic and collaborative distribution
3 process so that everyone can have access
4 to it. And I'm leaving. Please tell me
5 how diversity and inclusion will be
6 included in that RFP process, because
7 many of those home-based and commercial
8 corridor-based providers are African
9 American women. So just talk about that
10 and CTE the next go-around, if you could
11 just respond to that.

12 MS. GEMMELL: Respond --

13 COUNCILWOMAN PARKER: Respond
14 to the diversity and inclusion issue
15 relative to home-based and
16 community-based with the RFP, and we'll
17 get to CTE the next go-around.

18 MS. GEMMELL: All right. Thank
19 you. Thank you for your excellent
20 questions. The state does not currently
21 track gender or race on their licensing
22 or their -- but the City has been -- the
23 City has done that. And so in our
24 collaborative conversations with the
25 School District over the last couple

1 4/5/16 - WHOLE - BILL 160170, etc.
2 weeks, we've learned that they have
3 targets for their contracting and they
4 easily meet them because the sector is so
5 filled with women and minority owners and
6 directors and providers, so they easily
7 meet the targets, and we would hope to
8 replicate that success as well in this
9 program.

10 COUNCILMAN GREENLEE: Thank
11 you. Thank you, Councilwoman.

12 Councilwoman Reynolds Brown.

13 COUNCILWOMAN BROWN: Thank you.

14 Good morning. Good morning.

15 (Good morning.)

16 COUNCILWOMAN BROWN: No.

17 Actually, it's afternoon. Time has
18 passed and we have just only scratched
19 the top layer of an egg with regards to
20 universal pre-K. And recognize that our
21 interest to drill down, and we will, has
22 nothing to do and is totally separate
23 from philosophically agreeing that this
24 is something we must do.

25 So I need to go back to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Councilman Clarke's opening questions
3 wherein he identified one, two or three
4 agencies that are going to have some role
5 in this enterprise. PHMC? He mentioned
6 three. Is there a role for PHMC?

7 MS. GEMMELL: Well, they
8 currently hold the contract with the
9 state to run the Keystone STARS system in
10 Southeast Pennsylvania. So they're
11 already involved in this, but they're not
12 preordained for any future role beyond
13 the role that they have now. They
14 also -- they have a childcare -- they
15 contract with Head Start. And so they're
16 heavily involved in the system as it is.

17 COUNCILWOMAN BROWN: So will
18 they have a role in this enterprise?

19 MS. GEMMELL: Well, they have
20 expertise, so we're collaborating with
21 them, but they're not preordained in any
22 sense moving forward, any more than
23 anyone else would.

24 COUNCILWOMAN BROWN: So the
25 record should reflect that five years ago

1 4/5/16 - WHOLE - BILL 160170, etc.
2 PHMC was called out because their Board
3 and neither does their staff look like
4 Philadelphia. And so the notion that we
5 might even think about sending a penny
6 over there when they don't look like
7 Philadelphia for me would be
8 unacceptable. And you can't hold people
9 responsible for that which you haven't
10 brought to their attention. You need to
11 know that PHMC five years ago and as
12 recently as five minutes ago does not
13 look like Philadelphia.

14 Secondly, I did not hear a
15 direct answer to Councilwoman Gym's
16 question with regards to how do we wrap
17 our arms around homeless children in this
18 process and foster care kids. So where
19 in this plan -- and I'm also struck by
20 the fact that we have a plan before we
21 have a report from the Commission. So
22 you'll have to help me understand that as
23 well.

24 But what considerations are
25 being given to children in homeless

1 4/5/16 - WHOLE - BILL 160170, etc.
2 shelters and children in foster care?
3 What kind of mapping has been done with
4 regards to homeless shelters across the
5 City and how whatever that picture looks
6 like it's attached or mapped to the
7 existing family and childcare centers in
8 those areas where you have this
9 confluence of homeless shelters.

10 MS. GEMMELL: So we have had
11 multiple conversations with the
12 University of Pennsylvania's Graduate
13 School of Education and they were
14 wonderful in supporting the use of data.
15 They have mapped for us risk factors of
16 children under 5 around the City, and
17 among those risk factors were engagement
18 with DHS, experience with homelessness,
19 and about six other risk factors that
20 have helped us map high-need areas of
21 vulnerable populations. Beyond that, we
22 can also collaborate closely with Eva
23 Gladstein's offices. She's in many
24 offices now. She's a big part of the
25 planning process in thinking through the

1 4/5/16 - WHOLE - BILL 160170, etc.

2 geography and co-location of vulnerable
3 populations with pre-K providers that we
4 would partner with.

5 COUNCILWOMAN BROWN: That would
6 be of great interest, and I would hope it
7 would ultimately be reflected or
8 discussed either in the report or the
9 plan.

10 MS. GEMMELL: It's discussed in
11 both, and it's guiding our decisions
12 around public engagement, it's guiding
13 our decisions around provider engagement,
14 and it will certainly guide the
15 implementation plan, absolutely, and the
16 enrollment process.

17 COUNCILWOMAN BROWN: Okay. As
18 a follow-up to Councilwoman Cherelle
19 Parker's question, I heard a lot about
20 what the state is doing with regards to
21 ensuring and actually guaranteeing that
22 those childcare providers that are not 3
23 and 4, that access is ensured. So I hear
24 a lot of what the state is doing, but I
25 don't have an understanding yet of what

1 4/5/16 - WHOLE - BILL 160170, etc.
2 this new initiative is going to do to
3 ensure those small business women, most
4 of whom look like me, taking care of our
5 kids.

6 MS. GEMMELL: So in the cost
7 modeling, the proposal, there's whole
8 line items dedicated to workforce
9 development, and our philanthropy
10 strategy is focused on facility support
11 for STAR 1's and 2's. For example, a
12 huge benefit to a STAR 1 and STAR 2 is to
13 have hand washing in the classrooms, and
14 this is a major expense for providers
15 that don't have that. I mean, adding a
16 bathroom or a sink is \$12,000 to \$15,000.
17 But those small amounts of money of
18 single supports for providers is
19 attractive to philanthropy to help
20 support and build the ramp so that the
21 City has more STAR 3 and STAR 4
22 providers. So we're folding that into
23 our plan both for approaching
24 philanthropy and in cost -- the cost
25 modeling of public funds.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN BROWN: Well, I'm
3 going to honor the clock, but on the next
4 round, I need to understand why a plan
5 before the report.

6 Thank you, Mr. Chairman.

7 COUNCILMAN GREENLEE: Thank
8 you, Councilwoman.

9 Councilman Taubenberger.

10 COUNCILMAN TAUBENBERGER: Yes.
11 In relation to community schools, I see
12 in the proposed budget there is 1.3
13 million and change in Class 100, but only
14 two community outreach directors. Is
15 there any way to have less administration
16 and add more community outreach
17 directors?

18 MS. GOBRESKI: So --

19 COUNCILMAN TAUBENBERGER: Go
20 ahead, because I have a follow-up for
21 that.

22 MS. GOBRESKI: So in my world,
23 everyone is community outreach. I think
24 it's really important that the entire
25 team be focused on engaging people,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 understanding the needs, and working with
3 the community. There are two community
4 outreach coordinators. We also have
5 programs coordinators and communications
6 folks, communication people. So there is
7 an overall -- this model depends on
8 strong community engagement, and our
9 infrastructure is built that way. And
10 then the site coordinators themselves
11 will be doing community outreach and the
12 technical assistance coordinators will
13 also be doing -- part of their job is to
14 work directly with groups, people,
15 educators at the school and community
16 level.

17 COUNCILMAN TAUBENBERGER: Well,
18 I mean -- okay. I kind of get that, but
19 community outreach is a key thing, and
20 with two that are directors of -- it's a
21 large city is what it is, and I worry
22 that with only two outreach coordinators
23 it wouldn't be enough to properly
24 understand the community needs of really
25 any community.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. GOBRESKI: So I think it's
3 an excellent question and I think it's an
4 excellent focus. What I would say is
5 that in Year 1, this is Year 1, so we are
6 looking at five to seven schools in Year
7 1. So we will be phasing in additional
8 positions and additional infrastructure
9 as we scale up.

10 COUNCILMAN TAUBENBERGER: And
11 in that, you are ramping up and this is
12 Year 1. Is it possible to get benchmark
13 reports or reports on how things are
14 developing so we have a sense of really
15 what is going on? I mean, there's a lot
16 of money involved, and I think the plan
17 overall as I see it is very, very good,
18 but as Councilman Domb and others have
19 said, monitoring it is a way to managing
20 it, and I think it's very key on that and
21 we'd like to see ongoing reports rather
22 than just coming in periodically or even
23 in this case once a year for the budget.

24 MS. ADAMS: Sorry. This is
25 Anna Adams. I'm the Budget Director.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 I just want to clarify on the
3 positions. In the budget detail, because
4 of the types of positions that are being
5 used that Susan was mentioning, we don't
6 have the titles in the budget system, and
7 so there's a large number of positions
8 that are just classified as exempt
9 positions, and they could be also doing
10 some of the work that Susan was
11 mentioning. We just didn't have the
12 titles in the system to be able to do
13 that. So I just wanted to add some
14 clarity to that.

15 COUNCILMAN TAUBENBERGER: Well,
16 I appreciate that, because my question
17 comes from Page 1 of your overview of
18 this.

19 MS. ADAMS: Yeah. I just
20 wanted to clarify that. There's a lot of
21 flexibility in the positions and so they
22 could be moved into a variety of roles.

23 MS. GOBRESKI: And the answer
24 to your other question is yes. That's
25 the short answer. The longer answer is

1 4/5/16 - WHOLE - BILL 160170, etc.
2 we are developing evaluation metrics.
3 We're doing that with experts and with
4 people -- we have models in other parts
5 of the country, and we absolutely welcome
6 your input on that too. We want to know
7 what people want to look at and so that
8 we can do -- we have to do this together.

9 COUNCILMAN TAUBENBERGER:

10 Understood.

11 Mr. Chairman, I'm finished.

12 Thank you.

13 COUNCILMAN GREENLEE: Thank
14 you, Councilman.

15 I'm actually the next one. Mr.
16 Stitt will verify I'm the next one on the
17 list here.

18 So let me ask a quick question.
19 The salary/wages have been talked about
20 here, but I know there's been some
21 concern or discussion about getting the
22 quality of teacher for pre-K given what
23 the salary level might be. What's your
24 opinion on that, what concerns, that kind
25 of thing?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. GEMMELL: So the Commission
3 was very focused on that, and we did
4 collaborate closely with the Commission.
5 And the whole financing number, the way
6 that we arrived at the \$8,500 per child
7 for a school day, school year was built
8 on an improved wage scale for the
9 childcare worker stepped raises. So
10 there's a whole career lattice of
11 different steps that workers in the field
12 can have, and our whole cost modeling was
13 based on reaching the cost of quality,
14 and that means payroll for workers far
15 above \$9 and \$10 an hour. So the whole
16 financing proposal, the whole system is
17 based on better wages. That's 75 or 80
18 percent of a provider's cost, is payroll.

19 COUNCILMAN GREENLEE: And
20 you're comfortable you can get that
21 quality of teacher with what you're
22 budgeting, if you will?

23 MS. GEMMELL: Well, there's --
24 yes. Yes.

25 COUNCILMAN GREENLEE: Okay.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 All right. Thank you.

3 Councilman Squilla.

4 COUNCILMAN SQUILLA: Thank you,
5 Mr. Chairman.

6 One question to follow up on
7 Council President, and I know how he's
8 been an advocate for the community
9 schools and what it would mean to the
10 City of Philadelphia. According to the
11 budget now -- and I think it was -- is it
12 four schools a year that you're looking
13 to do?

14 MR. HACKNEY: This year we're
15 looking to identify five to seven, and
16 then over the course of the next -- to
17 scale up to 25 total.

18 COUNCILMAN SQUILLA: And I
19 guess that depends on, I guess, the
20 budget for each school; is that correct?

21 MR. HACKNEY: In terms of --
22 what do you mean by in terms of the
23 budget for each school?

24 COUNCILMAN SQUILLA: Like if
25 you have a certain amount of dollars

1 4/5/16 - WHOLE - BILL 160170, etc.
2 available to you, how many schools -- say
3 you have -- how much money do you have
4 the first year to spend on your Community
5 School program?

6 MS. GOBRESKI: It's 3.7 million
7 basically. And so that includes the
8 infrastructure costs and then the costs
9 to place the coordinators, do technical
10 assistance with a broader number of
11 schools and support the programs, and
12 then in subsequent years, we'll scale up.
13 The infrastructure costs won't grow as
14 much. We'll be adding schools at a
15 higher rate. And the infrastructure will
16 grow more slowly at that point.

17 COUNCILMAN SQUILLA: So the
18 initial costs of building the
19 infrastructure will be added to the
20 initial cost, but after that to add
21 additional schools the cost would
22 decrease?

23 MS. GOBRESKI: Yes.

24 COUNCILMAN SQUILLA: Okay. All
25 right. Thank you.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 And as far as I know, we talked
3 about pre-K and the pre-K as far as the
4 Council President was talking about as
5 far as, I guess, the subsidy. Is it
6 possible -- I know this hasn't been
7 thought out, but the universal pre-K, if
8 everybody was 300 percent would be able
9 to access the pre-K and then there was a
10 sliding scale after that for a percentage
11 of dollars spent by the parent of the
12 person using pre-K, is that something
13 that the Administration would consider or
14 is that just not a consideration?

15 MR. HACKNEY: Yes. I mean, we
16 will strongly consider an income cap on
17 the program. So that's something that we
18 want to engage City Council on, so that
19 way, we can get your input and feedback
20 and help frame this plan.

21 COUNCILMAN SQUILLA: I mean,
22 because it sounds like 300 percent is
23 something that the state is using right
24 now for a pre-K model. So if it was over
25 and above that, then maybe there could be

1 4/5/16 - WHOLE - BILL 160170, etc.
2 a sliding scale of subsidy as it moves
3 higher.

4 What do you mean by "quality
5 pre-K"? I know we're talking about 2's
6 and 3's and 4's and we have a lot of day
7 cares out there in the City of
8 Philadelphia. So are we trying just to
9 increase the quality of our current day
10 care systems or are we trying to just
11 make all the day care into pre-K spaces?

12 MS. GEMMELL: So that's a great
13 question. Quality pre-K is above and
14 beyond safe and healthy, right?
15 Licensing is a floor of safety and
16 health, right? No electrical cords
17 strung across classrooms, that sort of
18 thing. So you can get a childcare
19 license very easily, but it's harder to
20 commit to quality. So quality means that
21 the teachers -- the child and teacher
22 interaction is very rich. It means that
23 there's a program, like a plan of what
24 your child will learn over the course of
25 the year, a curriculum aligned to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Pennsylvania standards. Providers
3 committed to quality can choose from lots
4 of different curriculum. It means that
5 the environment is so rich, the classroom
6 is so rich, that the child really can't
7 miss an opportunity but to learn
8 something. And so that's not the case in
9 every childcare setting in our city, but
10 our goal would be to make more of the
11 places that people drop their children
12 off to every day quality and not just
13 safe or -- not just basic, but quality.
14 And there's agreed-upon national metrics
15 of what quality is, but just to give you
16 a sense of like the tactile ways is like
17 child and teacher interaction is really
18 good and the environment is
19 developmentally rich. There's a lot of
20 opportunity for a child to learn.

21 COUNCILMAN SQUILLA: Now, I
22 mean, we understand why pre-K is
23 important, and the School District does
24 reach a certain number of pre-K students.
25 I think it's about 50 percent. Is it 50

1 4/5/16 - WHOLE - BILL 160170, etc.
2 percent of the 3, 4, and 5-year-olds that
3 are now being reached by the School
4 District?

5 MS. GEMMELL: Out of the
6 15,000, it's about 50 percent, maybe a
7 little more.

8 COUNCILMAN SQUILLA: So we are
9 trying to reach the additional students,
10 around 7,000, 8,000 students, or
11 pre-K-age children. So why is it so
12 important for Philadelphia to try to
13 reach them and why is it so important to
14 do it now?

15 MS. GEMMELL: Well, let me just
16 clarify on the numbers a little bit.

17 Is that bell for me or for --

18 MR. HACKNEY: No.

19 COUNCILMAN GREENLEE: Unless
20 you want it to be. That's up to you.

21 MS. GEMMELL: So right now
22 because of the -- since the state budget
23 passed, we had about 15,000 children in
24 quality pre-K settings right now, but we
25 have an additional 17,000 that qualify

1 4/5/16 - WHOLE - BILL 160170, etc.
2 for those programs but aren't able to
3 access them. So we're trying to close
4 that gap. We're trying to reduce the
5 number of kids who are not able to access
6 quality pre-K, and we plan over the next
7 three years to add 6,500 locally funded
8 and we're also projecting modest
9 increases in Head Start and Pre-K Counts
10 funding. So the hope is that by 2020,
11 10,000 more children for a total of
12 25,000 children are in quality pre-K and
13 showing up ready for kindergarten the
14 next year.

15 COUNCILMAN SQUILLA: All right.
16 I know it went off. My last question and
17 we'll let it go. Now that the state does
18 a lot of this and the federal government
19 is doing some pre-K, why couldn't we just
20 let them continue to do this and why is
21 it important for us to take this
22 initiative?

23 MR. HACKNEY: I think the
24 answer to that question is to eliminate
25 that gap that we just spoke of. So, I

1 4/5/16 - WHOLE - BILL 160170, etc.

2 mean, they don't cover all. So our goal
3 is to increase the number of quality
4 seats for it, so that way, more children
5 and families have opportunities to be
6 exposed to a quality pre-K program.

7 COUNCILMAN SQUILLA: Thank you.

8 COUNCIL PRESIDENT CLARKE:

9 Thank you, Councilman.

10 The Chair recognizes

11 Councilwoman Blackwell.

12 COUNCILWOMAN BLACKWELL: Thank
13 you, Mr. President.

14 We have many questions. Maybe
15 I'll ask just one or two this round. Is
16 the report -- your statement,
17 Ms. Gemmell, here, is that the
18 information you also gave to the Pre-K
19 Commission?

20 MS. GEMMELL: You mean
21 generally speaking? I'm sorry. I'm not
22 clear on the question.

23 COUNCILWOMAN BLACKWELL: I'm
24 saying did you give your statement and
25 other information that you're referring

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to as you see to the Pre-K Commission
3 members?

4 MS. GEMMELL: Yes. We've
5 worked in close -- first of all, I want
6 to thank Councilwoman Blackwell for your
7 leadership in creating the Commission,
8 which was created last summer before this
9 Administration even started. So it's
10 really wonderful to have your leadership
11 on that and your -- you also served as a
12 member. Your contributions were great.

13 So, yes. As you know, we've
14 collaborated pretty closely with the
15 Commission and have shared data and
16 research openly and made adjustments
17 accordingly.

18 COUNCILWOMAN BLACKWELL: Some
19 of their concerns seem to be that they
20 were told it would be reviewed and things
21 are still into consideration, but you're
22 saying things specifically today. They
23 have -- some of the members of the
24 Commission have contacted me on having
25 some concerns about what is being

1 4/5/16 - WHOLE - BILL 160170, etc.
2 reviewed and what you're saying that's
3 specific statements to that.

4 MR. HACKNEY: I think what
5 we're doing is -- the recommendations
6 obviously from the Commission are still
7 something that we are considering, but
8 also input from City Council.

9 COUNCILWOMAN BLACKWELL: Pull
10 the mic closer.

11 MR. HACKNEY: I'm sorry. The
12 recommendations from the Commission as
13 well as our future input/engagement that
14 we'll have with City Council I think will
15 help frame out the plan much better, so
16 that way, that it does serve those needs.

17 COUNCILWOMAN BLACKWELL: All
18 right. I didn't hear you, because they
19 were saying I need to speak into the mic.

20 You're saying what about -- we
21 want to make sure that everything that
22 you two state, that the Commission agrees
23 to, and they're saying many things were
24 still under discussion.

25 MR. HACKNEY: Yes. And so

1 4/5/16 - WHOLE - BILL 160170, etc.
2 we're still looking to the Commission and
3 waiting for that final draft -- I mean
4 that final report to help frame out,
5 based on their recommendations, to help
6 frame this work. And then upon receiving
7 of that is working with what we have laid
8 out and their recommendations and getting
9 input from City Council to finalize the
10 plan.

11 COUNCILWOMAN BLACKWELL: And
12 that's supposed to be on the 15th. Now,
13 we don't mind that if you say it's under
14 review by the Commission and you say but
15 this is my opinion, that's fine, but we
16 do mind if you say the Commission has
17 made the recommendation and the
18 Commission feels it's still under review.
19 Those are two separate positions.

20 All right, Mr. President. I
21 can come back.

22 COUNCIL PRESIDENT CLARKE:
23 Thank you, Councilwoman.

24 Just to let the MDO's Office
25 know, we're going to do -- because this

1 4/5/16 - WHOLE - BILL 160170, etc.
2 is going to be going on for a while. So
3 we have four more Councilmembers on this
4 round. So we'll take a break and then
5 we'll come back, conclude this and then
6 we'll do the Managing Director's Office.
7 I got a feeling this is going to be all
8 day.

9 The Chair recognizes Councilman
10 Oh.

11 COUNCILMAN OH: Thank you,
12 Council President.

13 COUNCIL PRESIDENT CLARKE:
14 You're welcome, sir.

15 COUNCILMAN OH: Well, let me
16 kind of go through some costs and some
17 things like that. So I understand
18 universal pre-K to be an education
19 policy, not necessarily primarily a
20 poverty policy. It's an education
21 policy. Would that be fair to say?
22 Because that's what I'm getting from this
23 conversation, that pre-K is universal
24 like public education, first grade,
25 second grade. There's no income criteria

1 4/5/16 - WHOLE - BILL 160170, etc.
2 because the goal is to provide quality
3 pre-K to everybody, rich and poor, in the
4 City.

5 MR. HACKNEY: But in terms of
6 income criteria, we did state that we
7 would take that under consideration
8 and --

9 COUNCILMAN OH: As a priority.

10 MR. HACKNEY: Yes. So we will
11 take that into consideration in terms of
12 implementation of -- the development and
13 implementation of the plan.

14 COUNCILMAN OH: Then what is
15 the policy behind this? Is this poverty?
16 Is this education? Is it a little bit of
17 both?

18 MR. HACKNEY: Most definitely.
19 I mean, in terms of how do you break
20 cycles of poverty are through education.
21 That is one of the most reliable
22 resources or pathways to take in terms of
23 changing the trajectory of someone's
24 life, is through education.

25 COUNCILMAN OH: So then we're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 getting into this confusing issue that
3 Council President brought up, and I'm
4 trying to understand that portion. In
5 other words, the federal poverty
6 guidelines for a family of four is
7 \$24,300. Three hundred percent of that
8 is \$72,900. Minus taxes, you're pretty
9 much looking at about \$51,000 per family,
10 and if, as according to the report,
11 quality pre-K is 13,000 to 14,000 per
12 child, then you're taking about over half
13 of the family's income for two children.
14 That would be \$26,000 to \$28,000, and I
15 don't know any family that can afford
16 that, quite frankly.

17 So, you know, if this issue is
18 about education and providing public
19 education to 4-year-olds and 3-year-olds,
20 that's one policy, and then maybe it
21 should be run through the schools or
22 something. If it is about poverty, then
23 it's about access for poor people to get
24 a curriculum of education, not just
25 simply day care, but then it begs the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 question, you know, who is paying for
3 this, how much does it cost. Because
4 you're providing 8,500 per child and your
5 report says it's 13,000 to 14,000 for
6 quality pre-K. So where are you in that
7 process? Like what are you serving,
8 what's your purpose, and where are you
9 getting the money from?

10 MS. GEMMELL: Thank you,
11 Councilman, for such excellent questions.
12 As you may have gathered, it's a
13 complicated landscape that the federal
14 government, state government and now we
15 want to engage the local government in,
16 and the \$8,500 per child is based on
17 projections of costs for school day,
18 school year, which is different than full
19 year -- full day, full year. So the
20 difference between 10 months and 12
21 months is where you have that discrepancy
22 between the \$8,500 per child and the
23 \$13,000 or \$14,000 per child. And that's
24 what led us to this strategy of
25 prioritizing the childcare wait list,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 because the childcare subsidy wait list
3 is a federal pot of money that is managed
4 by the state that families could layer on
5 top of the City funding of \$8,500 in
6 order to reach that window of \$13,000 to
7 \$14,000 cost of quality for a full day,
8 full year.

9 On the other hand, if a family
10 does not qualify for childcare subsidy,
11 say they're in that gap between the 200
12 and 300 percent federal poverty
13 guideline, they would simply have a spot
14 for school day, school year, meaning
15 pickup at 3:30 for ten months, 3:30 p.m.
16 for ten months a year, and then they
17 could either purchase additional after
18 care, before care or summer care or not.
19 It would be their option. But the
20 City -- the local funding is matched to
21 the priority of school day, school year,
22 and we hope to coordinate and leverage
23 childcare subsidy dollars to meet the
24 needs of more working poor that qualify
25 for childcare subsidy.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN OH: Okay. The bell
3 has rung. I'll make one statement on
4 that.

5 Council President, I'm sorry.

6 But, you know, through the
7 Council's Committee on Education, we've
8 had a few years of hearings, which you
9 have participated in, and I'd just like
10 to suggest as you work through this,
11 incentives for employers to provide
12 quality pre-K against real estate taxes
13 and other types of things, because, for
14 example, I'm sorry to say as we have
15 discussed many times in this Chambers,
16 the U.S. is not at the forefront of
17 education and certainly not in pre-K.
18 But there are many cities where the
19 employers routinely provide quality pre-K
20 as incentives for their employees. And
21 I'll say that at least without mentioning
22 the City. I mean, you can't walk in a
23 department store that doesn't offer some
24 type of childcare while people shop. I
25 think the opportunities to incentivize

1 4/5/16 - WHOLE - BILL 160170, etc.
2 childcare and quality pre-K may be very
3 fruitful at least in that regard as well
4 as trying to fund this.

5 Thank you.

6 MS. GEMMELL: Thank you.

7 COUNCIL PRESIDENT CLARKE:

8 Thank you, Councilman.

9 The Chair recognizes
10 Councilwoman Quinones-Sanchez.

11 COUNCILWOMAN SANCHEZ: Thank
12 you.

13 Good afternoon. Obviously I
14 also want to kind of weigh in and say
15 that this whole pre-K plan is hugely
16 important, and while aspirationally
17 universal pre-K is a goal we want to
18 reach, I learned within a month of being
19 in City Council that what we aspire to do
20 and what we can do sometimes are two
21 different things. And in light of the
22 fact that we're looking to fund this with
23 a tax that disproportionately impacts
24 poor people, I just want to make it clear
25 that an income cap is unfortunately a

1 4/5/16 - WHOLE - BILL 160170, etc.
2 necessity if we're going to really
3 prioritize this.

4 So I just kind of want to weigh
5 in on that, because who is paying the
6 taxes and who is going to benefit from
7 it. And while ideally you want to have
8 mixed-income children in this situation,
9 we all know that when we map the
10 providers and where we have the need,
11 it's disproportionately in poor
12 communities. And so we want to be
13 deliberate in our limited ability to get
14 to all the children that need to get
15 covered.

16 But I want to go back to the
17 issue of the quality and capacity. In
18 your testimony you say, This proposal
19 will work to increase the number of
20 quality pre-K providers, including
21 funding for the workforce development,
22 which includes both instructional
23 coaching and support as people move from
24 non-STAR to STAR 1 to STAR 2 and STAR 3.

25 How are you looking to get

1 4/5/16 - WHOLE - BILL 160170, etc.
2 there and, more importantly, how are our
3 community partners, particularly
4 Community College of Philadelphia, how
5 are we going to utilize them to build
6 that capacity among the women providers
7 who are not even in the STAR program, in
8 light of the fact that the United Way
9 report talked about it taking three or
10 four years for folks to go through that
11 STAR process? What percentage of the \$26
12 million is going to go to build capacity?
13 That's a lot of questions, but the core
14 is how are we going to build capacity?

15 MS. GEMMELL: Right. So thank
16 you for your acknowledgment that
17 mixed-income classrooms are better for
18 everyone. I think that's an important
19 thing that I wanted to hold up, and
20 that's also one of the reasons why we're
21 striving towards universal pre-K.

22 To your questions around
23 workforce development, I believe -- I
24 have to check the number, but I believe
25 it's just shy of 2 million out of the 26

1 4/5/16 - WHOLE - BILL 160170, etc.
2 million that is dedicated to workforce
3 development, and that's in coordination
4 with people who have been doing this. So
5 in coordination with United Way's Success
6 By 6 program, which they have seen
7 actually programs move as quickly as 18
8 months. Of course, there are some
9 programs that take three to four years.
10 And I think that that's something to
11 note, is that ultimately it is the
12 decision of the staff to pursue
13 credentials. That being said, there are
14 tuition supports that the state provides
15 up to --

16 COUNCILWOMAN SANCHEZ: I would
17 disagree with you there, and that's why
18 this is very important. Women who are
19 baby-sitting or who are working in this
20 don't have choices about the
21 opportunities for school. It's a cost
22 issue. And so if we want to build the
23 capacity of those women, many who are
24 single mothers themselves, many whose own
25 children do not have access to quality

1 4/5/16 - WHOLE - BILL 160170, etc.
2 providers, we got to do better than say
3 that it is up to them. It has to be
4 built into this.

5 So to me, \$2 million when the
6 goal has to be about building capacity
7 for who we're trying to reach seems like
8 a very low number.

9 MR. HACKNEY: I think that's
10 something that we can engage your office
11 in and having a deeper conversation
12 around that, so that way, we can get
13 closer to that aspect of the plan that I
14 think would fit that need, because we
15 haven't taken in consideration the
16 difficulties around the workforce
17 development component. So I think that's
18 an area where we can engage you and have
19 some more discussion.

20 COUNCILWOMAN SANCHEZ: As we
21 look to, again -- I'm going to deal with
22 wage and benefits for the workforce and
23 the capacity. How are we going to make
24 sure that proportionately the funding is
25 going to build out those smaller

1 4/5/16 - WHOLE - BILL 160170, etc.
2 providers and not -- because it's much
3 easier for a big provider just to open up
4 a classroom. That's going to happen.
5 It's happened, we saw, as the School
6 District privatized its slots. How are
7 we going to ensure and how is that part
8 of the plan to get all those smaller
9 providers? Because, you know, you hear
10 from them their level of frustration.
11 And some of them, by the way, are
12 providing quality even though they're not
13 measured that way.

14 MS. GEMMELL: Agreed.

15 COUNCILWOMAN SANCHEZ: How are
16 we going to ensure that that is met at
17 every part of the City? Are you going to
18 have a mapping strategy that you're going
19 to look at your gaps and
20 disproportionately you're going to say
21 where we have huge gaps, that's where
22 we're going to start or are we going to
23 take the low-hanging fruit and go with
24 the big guys?

25 MR. HACKNEY: I'll take the

1 4/5/16 - WHOLE - BILL 160170, etc.

2 first part; you take the second part.

3 MS. GEMMELL: Sure.

4 MR. HACKNEY: So in terms of
5 the level of community engagement we've
6 had working in terms of talking to
7 providers, my office and team have
8 already started those conversations to
9 make sure that as we build out this plan,
10 we can identify ways to keep them as part
11 of this. We want them to -- we don't
12 want, you're right, the larger
13 organizations and providers to kind of
14 drown them out. So Anne and her team
15 have been doing a number -- as we stated,
16 about seven roundtables, and those are
17 topics that are brought up quite often.

18 Anne.

19 MS. GEMMELL: Yes. So we have
20 great data. We're coming in with a lot
21 of research under our feet, thankfully.
22 We couldn't have done it without the
23 Commission's work and without -- William
24 Penn Foundation did the childcare map,
25 the policy map, that shows us exactly

1 4/5/16 - WHOLE - BILL 160170, etc.
2 where the pre-K deserts are, and one of
3 our strategies is to engage with the
4 providers that have the trust of the
5 community and work with them. Because I
6 sat down in the transition phase prior to
7 January and had conversations with a lot
8 of providers who have waiting lists who
9 have longstanding ties to the community
10 and know the communities that they serve,
11 but they're not in the STAR system. And
12 so we had conversations with them. We
13 want to engage them about the changes in
14 the STAR system and use this opportunity
15 that the state is undergoing right now in
16 changing the STAR system to sort of help
17 with the rebranding of it and invite
18 people back in so that they can quickly
19 climb up. I mean, some providers will
20 fly to STAR 3 because they know what
21 they're doing and it's just a matter of
22 getting the paperwork and a year or so of
23 credentials. But we want to work with
24 the people that have the trust of the
25 community.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN SANCHEZ: So,

3 again, this is one of those where if it

4 isn't measured, it isn't managed and

5 where the front load of the money goes is

6 where we're going to get to. And so the

7 budget has to reflect that, and I think

8 that right now from what we can see

9 from -- or at least from the information

10 and, again, as the plan gets fleshed out,

11 if the investments are not done in that

12 capacity at a greater level, you're not

13 going to achieve that goal. So right now

14 I don't see your numbers reflecting that

15 ultimate goal of building that capacity.

16 So you'll have to tell me differently as

17 we continue this conversation.

18 MS. GEMMELL: If I can just

19 add, some of the collaborators on the

20 workforce development aren't reflected in

21 that line item. We hope to collaborate

22 with the Commerce Department to access

23 existing funding to dedicate to workforce

24 development. We're working with 1199C on

25 an apprenticeship program that they're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 collaborating with investors on, and the
3 United Way is also doing it. So the
4 other collaborative efforts that are
5 already out there aren't reflected in
6 that line item, but we think that some
7 extra dollars thrown into coordination
8 and intention around workforce
9 development can really go a long way.
10 And also wages. Wages is huge. That's
11 an incentive for the individual.

12 COUNCILWOMAN SANCHEZ: Council
13 President.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilwoman.

16 The Chair recognizes Councilman
17 Domb.

18 I'm sorry, Councilwoman. Are
19 you okay?

20 COUNCILWOMAN SANCHEZ: My clock
21 rang. You know I can keep going, but I
22 don't want to be considered --

23 COUNCIL PRESIDENT CLARKE:
24 We'll come back right after the break.

25 Councilman Domb.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN DOMB: Thank you,
3 Council President.

4 I just have a couple of
5 questions. On the numbers, I just want
6 to make sure I understand the numbers.
7 It's 13,000 for quality pre-K. The state
8 funds 8,500 and we're trying to put
9 10,000 kids into this program over the
10 next five years?

11 MS. GEMMELL: So there's a
12 couple qualifications in the sets of
13 numbers. The first number you said was a
14 reflection of the cost of quality, and I
15 would say that that's accurate, between
16 \$13,000 and \$14,000 for full day, full
17 year for a 3- and 4-year-old.

18 The second number you said was
19 the 8,500 per child that the Pre-K Counts
20 program reimburses for children. That's
21 what we're hoping to replicate, but
22 that's a reflection of school day, school
23 year reimbursement. So it's ten months,
24 until 3 o'clock. Different.

25 And then the last number that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 you said was the range. We are looking
3 to locally fund 6,500 slots over the next
4 three years. At the end of that time,
5 we'll have a program evaluation. But
6 we've also projected modest increase in
7 federal investment in Head Start and
8 modest increase in Pre-K Counts program
9 from the state to get to an additional
10 10,000 children over the next three
11 years.

12 COUNCILMAN DOMB: But I'm
13 trying to understand the delta. Is it
14 \$4,500 that we have to pay, Philadelphia,
15 per child?

16 MS. GEMMELL: No. What we're
17 doing is utilizing the state system and
18 sort of mimicking the Pre-K Counts child
19 reimbursement rate of \$8,500 per school
20 day, school year per child, and what we
21 want to do is match the local investment
22 of \$8,500 per child that we're hoping to
23 raise through the sugary drink tax and
24 match it with childcare subsidy dollars
25 for before care, after care, and summer

1 4/5/16 - WHOLE - BILL 160170, etc.
2 months to reach that magical cost of
3 quality number in the \$13,000, \$14,000
4 range.

5 COUNCILMAN DOMB: So then our
6 obligation on the 13 is from the tax, is
7 8,500. That is from the tax?

8 MS. GEMMELL: Correct. Our
9 cost modeling is based on \$8,500 per
10 child for 6,500 children. That gets us
11 to roughly 60 million.

12 COUNCILMAN DOMB: A question
13 that Councilwoman Parker asked me to ask
14 on her behalf.

15 Oh, you're back?

16 Thank you very much. Thank
17 you.

18 MS. GEMMELL: Thank you.

19 MR. HACKNEY: Excuse me.
20 Council President?

21 COUNCIL PRESIDENT CLARKE: Yes.

22 MR. HACKNEY: So part of my
23 team -- and I know we're running a little
24 bit behind schedule -- is that they're
25 actually going to a community school

1 4/5/16 - WHOLE - BILL 160170, etc.
2 conference. So Susan -- I can answer all
3 the questions around community schools.
4 I can answer those, but she may need to
5 step out because she has a flight.

6 COUNCIL PRESIDENT CLARKE:
7 We're actually going on break and
8 after -- I just got thrown a curve.
9 Councilwoman Parker is in the mix now and
10 Councilman Green was actually going to be
11 the last one this round, then we'll come
12 back, but if you got to go, you got to
13 go.

14 MS. GOBRESKI: I just want to
15 say if there are any questions for me, I
16 have like another 20 minutes.

17 COUNCIL PRESIDENT CLARKE:
18 We'll have callbacks more than likely,
19 particularly on this subject matter. So
20 we'll have ample opportunity. Thank you.

21 Councilman Green and then
22 Councilwoman Parker.

23 COUNCILMAN GREEN: Thank you,
24 Council President.

25 COUNCIL PRESIDENT CLARKE: Hold

1 4/5/16 - WHOLE - BILL 160170, etc.
2 on. I'm being reminded. Let's come back
3 after -- Councilman Domb, you're done,
4 right? And then we got Councilman Green,
5 and can we come back after because we're
6 going to go on break after Councilman
7 Green and then we'll come back, because
8 we have a significant amount of questions
9 on this issue.

10 (Councilman Jones talking
11 without microphone on.)

12 COUNCIL PRESIDENT CLARKE: No.
13 You're when we come back. We got to take
14 a break. It's not just for me. It's our
15 good friend over here with the steno
16 machine has to -- we got to give her a
17 little break, because we've been able to
18 walk back and forth and do what we had to
19 do. She has not.

20 All right. So Councilman Green
21 and then we'll take a break.

22 COUNCILMAN GREEN: Thank you,
23 Council President.

24 I just want to state for the
25 record I definitely have a significant

1 4/5/16 - WHOLE - BILL 160170, etc.
2 concern with the lack of income
3 restrictions for the pre-K initiative.
4 I'm glad you're looking at that.
5 Hopefully when we have callbacks, that
6 will be addressed.

7 Also I'm concerned in reference
8 to the issue of diversity. I know we've
9 talked about and I see in your testimony
10 that this provides -- the pre-K provides
11 an opportunity for -- economic
12 opportunity for working families and
13 local childcare providers, many of whom
14 are African American women and single
15 heads of households by making this
16 investment in pre-K, but my concern is
17 and to follow some of the comments I've
18 heard from Council President and
19 Councilwoman Parker, Councilwoman Sanchez
20 in reference to the funding. And when
21 you're only talking about \$2 million and
22 I do -- I did hear in your last statement
23 that there are additional partners that
24 are providing additional funding for
25 workforce development, but it seems to me

1 4/5/16 - WHOLE - BILL 160170, etc.
2 without having that information -- and
3 hopefully on a callback you'll be able to
4 provide a detailed breakdown of the
5 additional resources, because as this is
6 laid out based on this testimony, it
7 seems that those entities that are STAR 3
8 and STAR 4 are going to move into
9 communities of color and push out some of
10 the long-term providers who have been
11 providing those services for a number of
12 years. I look at this as not only an
13 education initiative but also economic
14 opportunity initiative, and the thought
15 was that you would take and help the
16 non-STAR or the STAR 1 and STAR 2
17 organizations that may be led by people
18 of color, allow them to grow from an
19 economic development opportunity as
20 opposed to having STAR 3's and STAR 4's
21 come into the communities and push them
22 out.

23 So can you talk about that
24 issue and concern and also in our next --
25 in your callback provide a breakdown of

1 4/5/16 - WHOLE - BILL 160170, etc.
2 how much dollars will be allocated for
3 workforce development.

4 MS. GEMMELL: Sure. So there
5 are hundreds of STAR 3 and STAR 4. I
6 actually have some numbers. It's a
7 diverse -- there's a diverse, both
8 geographically diverse and primarily
9 women-owned businesses among STAR 3 and
10 STAR 4. They are everywhere. We don't
11 imagine a strategy where we're
12 encouraging 3's and 4's to drop in to
13 communities that are --

14 COUNCILMAN GREEN: And can you
15 provide a list of that breakdown of the
16 STAR 3's and STAR 4's?

17 MS. GEMMELL: Sure. In terms
18 of the numbers?

19 COUNCILMAN GREEN: Just in
20 reference to the makeup, M/W/DBE breakup
21 of the 3's and 4's. I know that's not at
22 the state level, but I think you were
23 saying you were getting that information.

24 MS. GEMMELL: Sure. So the
25 contracting process will bear that out.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 As people submit requests for
3 qualifications, we can add that to the
4 RFQ and track it that way, but it's not
5 something that's readily available. We
6 can work with the School District who has
7 a lot of subcontracts to figure that out,
8 but all of the roundtables that we've
9 gone to to engage the community of all
10 STAR levels have been overwhelmingly
11 women and minority-owned staff and
12 directed businesses.

13 COUNCILMAN GREEN: So that's
14 more from an anecdotal perspective that
15 when you've had the roundtables --

16 MS. GEMMELL: Correct.

17 COUNCILMAN GREEN: -- the STAR
18 3's and STAR 4's that have come, you've
19 seen the diversity?

20 MS. GEMMELL: Not just -- yes,
21 of all the STAR levels and non-STAR
22 providers as well. It's like there's a
23 great deal of diversity, but it's
24 primarily women owned.

25 COUNCILMAN GREEN: Okay. Also

1 4/5/16 - WHOLE - BILL 160170, etc.
2 in looking at the testimony, it talks
3 about creating a separate entity that's
4 going to be an intermediary for the
5 funding and some other things, which
6 sounds similar to the conversation that
7 we've had during the rebuild. So is this
8 a new non-profit that's going to be
9 created or are you going to engage with
10 an existing entity or is that yet to be
11 determined?

12 MR. HACKNEY: That is yet to be
13 determined.

14 COUNCILMAN GREEN: I guess one
15 of my concerns I stated on the record
16 regarding rebuild -- and now I have a
17 better perspective on some of the
18 concerns of rebuild, but when you're
19 talking about creating a new entity, that
20 takes time and that also can delay the
21 process of implementation of this
22 initiative.

23 So I guess my concern is, is
24 there a way that we can do this without
25 reinventing the wheel and creating a new

1 4/5/16 - WHOLE - BILL 160170, etc.
2 entity?

3 MR. HACKNEY: Like I said, that
4 is yet to be determined in terms of what
5 course we're taking with that. So once
6 again, we're going to look at both
7 options that we have available to us, and
8 we once again will engage you in that
9 conversation through this process.

10 COUNCILMAN GREEN: Okay. And I
11 just want to reiterate for the record
12 that for our callback, you'll be able to
13 provide a breakdown of the resources that
14 will be provided from this initiative for
15 funding for workforce development as well
16 as other partners? Because as
17 Councilwoman Sanchez said, as well as
18 concerns that have been raised by
19 Councilwoman Parker and Councilwoman
20 Brown, as well as the Council President,
21 we really need to show how we're going to
22 make sure that we're really helping the
23 providers in our communities of color are
24 able to grow and make sure that funding
25 is there from a workforce development

1 4/5/16 - WHOLE - BILL 160170, etc.
2 perspective.

3 COUNCIL PRESIDENT CLARKE:

4 Thank you, Councilman.

5 We are going to take a break,
6 let's say 45 minutes, and we'll come
7 back, conclude the school conversation
8 and then into the Managing Director's
9 Office.

10 Thank you very much.

11 (Short recess.)

12 COUNCIL PRESIDENT CLARKE:

13 We're going to reconvene now. So if
14 there any members, if they can come down
15 to the Chambers, please.

16 Good afternoon.

17 MS. GEMMELL: Good afternoon.

18 COUNCIL PRESIDENT CLARKE:

19 We're going to reconvene the Committee of
20 the Whole on budget matters. We had
21 three Councilmembers teed up who are not
22 in the Chambers at this moment. It
23 appears that we now have a member that is
24 teed up that is in the room.

25 I want to ask just one or two

1 4/5/16 - WHOLE - BILL 160170, etc.
2 questions on the pre-K issue, and if you
3 don't have this now, can you please
4 provide it.

5 In terms of the application
6 process, do we have information on how
7 many individuals have applied and the
8 demographics associated -- the financial
9 demographics associated with the
10 applicants for these various programs,
11 for the pre-K programs? Bottom line, how
12 many people have applied for pre-K?

13 MS. GEMMELL: You mean for the
14 other programs that already exist?

15 COUNCIL PRESIDENT CLARKE: For
16 School District, all the others. Do we
17 know what that number is?

18 MS. GEMMELL: We can -- we have
19 some data about current wait lists for
20 programs.

21 COUNCIL PRESIDENT CLARKE: So
22 there's a long wait list?

23 MS. GEMMELL: For childcare
24 subsidy there's a long wait list and for
25 some of the -- I'd have to check with the

1 4/5/16 - WHOLE - BILL 160170, etc.

2 individual Head Start providers. I can
3 get that information to you.

4 COUNCIL PRESIDENT CLARKE: What
5 about School District? Is there a wait
6 list for School District?

7 MS. GEMMELL: There may be --
8 not at the moment, because the state just
9 released funding at an odd time of year
10 because of the state budget process,
11 so --

12 COUNCIL PRESIDENT CLARKE: Let
13 me walk myself back. So you have a child
14 3, 4 years and you want your child to be
15 enrolled in pre-K. What do you do? Do
16 you go to School District? Say you go to
17 the School District, say, I want my child
18 enrolled in the School District pre-K
19 program. How does that work?

20 MS. GEMMELL: So that's
21 actually one of the problems right now
22 with the system, is that you can go to
23 the School District, you can go to the
24 provider, you can go to the Head Start
25 center, you can go to the childcare

1 4/5/16 - WHOLE - BILL 160170, etc.
2 subsidy -- Childcare Information Services
3 Center. So it's not a user-friendly
4 system as it is, and there's a lot of
5 what we call front doors to access
6 subsidized quality pre-K, and it's one of
7 the goals of our office within the next
8 18 months to provide a website that's
9 one-stop enrollment where you can go,
10 fill out one form on one website that a
11 lot of different places would be able to
12 access and you would be able to determine
13 what your family's eligible for out of
14 all the programs that are out there. But
15 right now it's a real hassle for families
16 to figure out what they qualify for and
17 figure out where to access that. It's a
18 lot of work. It's not a user-friendly
19 system right now. It's one of the things
20 our office is very focused on.

21 COUNCIL PRESIDENT CLARKE: So
22 is that the reason why we don't know how
23 many people have applied or has an
24 interest? I'm just trying to find out
25 what the number is, because we're talking

1 4/5/16 - WHOLE - BILL 160170, etc.
2 about a certain number of slots. You
3 said that there are so many people that
4 qualify for pre-K. How do you determine
5 that number? Through census?

6 MR. HACKNEY: I follow where
7 you're going, and I think what Anne or I
8 guess what we're trying -- or not saying,
9 that that number isn't easy I think to
10 identify, just the total number. So I
11 think we would -- that would be something
12 that we could come back to you with in a
13 short amount of time.

14 COUNCIL PRESIDENT CLARKE: So
15 just make sure we're on the same page,
16 there's a number of children enrolled in
17 pre-K. There's probably a larger number
18 who would like to be enrolled in pre-K,
19 but there may not be available slots or
20 available quality slots, and what I'm
21 trying to find out is what is the
22 disparity in terms of the number of
23 people that are currently in and the
24 number of people who would like to be in
25 to find out what this number is. And I'm

1 4/5/16 - WHOLE - BILL 160170, etc.
2 assuming it's probably in the thousands.
3 And then of that number, what's the
4 economic breakdown of those individual
5 families.

6 MS. GEMMELL: So I can answer
7 that now if you'd like. We have --

8 COUNCIL PRESIDENT CLARKE: I
9 didn't ask the question correctly. I'm
10 sorry.

11 MS. GEMMELL: That's okay.
12 We're all learning, right?

13 There's 15,000 children in
14 quality pre-K right now, and according to
15 census data, there's 17,000 children that
16 qualify for existing programs that can't
17 access them. Out of that 17,000
18 children, about 39 percent of the City's
19 children qualify for Head Start, another
20 28, in the upper 20's -- I don't know the
21 exact numbers, but another smaller chunk
22 of families qualify for childcare
23 subsidy. So that means there's another
24 15 or so that qualify for --

25 COUNCIL PRESIDENT CLARKE:

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Fifteen percent?

3 MS. GEMMELL: Fifteen percent
4 between the 200 percent federal poverty
5 guideline and the 300 percent. And then
6 last, but not least, there are families
7 above the 300 percent federal poverty
8 guideline. It's about 22 percent of the
9 total families. So right now we have out
10 of all the children that qualify for
11 pre-K, only about 47 percent of those can
12 access programs that they qualify for and
13 what --

14 COUNCIL PRESIDENT CLARKE: So
15 when you say a child qualifies for pre-K,
16 does that mean that they're 3 or 4 years
17 old?

18 MS. GEMMELL: Three or 4 years
19 old.

20 COUNCIL PRESIDENT CLARKE:
21 That's the qualification?

22 MS. GEMMELL: That's typically
23 what pre-K refers to, is 3- and
24 4-year-olds.

25 COUNCIL PRESIDENT CLARKE: Not

1 4/5/16 - WHOLE - BILL 160170, etc.
2 anything else?

3 MS. GEMMELL: Other programs
4 are referred to like infants and
5 toddlers.

6 COUNCIL PRESIDENT CLARKE: But
7 the funding, the subsidy, determines the
8 access to -- well, the programs determine
9 the subsidy associated with those
10 particular children.

11 MS. GEMMELL: Right. A part of
12 the problem right now is that each
13 program has different income thresholds,
14 which makes it difficult because families
15 have to first learn their own income
16 threshold and then find out what program,
17 and then each program has different rules
18 and different providers that provide that
19 program. So it's an ill-coordinated
20 system at the moment.

21 COUNCIL PRESIDENT CLARKE:
22 Okay.

23 The Chair recognizes
24 Councilwoman Parker.

25 COUNCILWOMAN PARKER: Thank

1 4/5/16 - WHOLE - BILL 160170, etc.
2 you, Mr. President.

3 I want to just quickly shift
4 our attention a little bit to CTE, and
5 Mr. Hackney, you and I have discussed
6 this issue on several occasions. And so
7 one of the first questions that comes to
8 mind, just because I'm a directory sort
9 of person, right? I like people to have
10 something tangible to walk away with or
11 something electronically that I could
12 give to them. Tell me, is there anywhere
13 that I can go to find a directory of all
14 CTE offerings in the City of
15 Philadelphia, whether they're offered by
16 the School District of Philadelphia? And
17 obviously we know where they are, but I
18 was mentioning a program that's
19 functioning in my neighborhood at
20 Masjidullah doing an outstanding job, all
21 of those small programs that are
22 operating, and then of course obviously
23 we have those functioning within the
24 building trades.

25 Is there a one-stop-shop

1 4/5/16 - WHOLE - BILL 160170, etc.
2 document compiled, do you think, or am I
3 dreaming here?

4 MR. HACKNEY: Dreaming now.
5 Our hope is to -- first let me just for
6 clarification, Otis Hackney once again.
7 But CTE stands for career and technical
8 education. So what was formerly known as
9 vocational education but has obviously
10 transferred to 21st century skills. So
11 that way, it covers a wider range of
12 occupations.

13 And so obviously we can
14 identify what programs every school
15 offer, but there are some charter
16 providers that have some CTE programs as
17 well or there may be some community-based
18 organizations. So we're working to
19 identify what those programs are, what
20 their services and capacity, and also
21 working to figure out an alignment
22 between those programs and work readiness
23 to actually being employed in that career
24 field. So that is something that we're
25 in very early stages, and we're going to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 be, actually really soon, begin to engage
3 your offices around that conversation as
4 we look to put together a task force to
5 figure out a way to tackle that issue,
6 because it's not just an issue around
7 education. Obviously there's an issue
8 around labor. There's an issue around
9 workforce development. So, you know, we
10 have now a Director for Labor -- a Deputy
11 Mayor for Labor. We also have the
12 Commerce Office. So we're looking to
13 pull as many people to the table so we
14 can address some of these issues. And
15 also inclusive of that would help to
16 address some of the diversity issues that
17 we talk about in terms of workforce
18 readiness and development. So that way,
19 we would be able to include different
20 sectors of each community as part of that
21 process.

22 COUNCILWOMAN PARKER: Great.
23 And so I just want to sort of add my
24 support and strongly encourage the
25 development of a comprehensive document

1 4/5/16 - WHOLE - BILL 160170, etc.
2 that's like a one-stop shop for people to
3 review. Also something that quantifiably
4 identifies the number of CTE slots,
5 right, in different areas that are
6 available in Philadelphia and a mapping
7 where those actual programs are located
8 so that we can have a visual to see where
9 they are.

10 The next thing I wanted you to
11 talk about for me was something that we
12 briefly touched on not long ago, and that
13 was the issue of the state approval for
14 CTE sort of programming that comes via
15 Perkins funding. Now, tell me about sort
16 of what does that mean, an approval from
17 a regional perspective, and is that
18 something that we've ever acquired or
19 inquired about as a city before in
20 Harrisburg? Because no one has ever -- I
21 happen to be there for about ten years,
22 right, but no one has ever sort of asked
23 for Philadelphia legislators to advocate
24 for that.

25 MR. HACKNEY: So one of the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 things that we've identified with some of
3 the challenges -- and if you think of it
4 as a workforce development issue as well
5 as an education issue -- is that the way
6 the state approves CTE programs by
7 county. So students that live in
8 Philadelphia County are only allowed to
9 take CTE classes that are Perkins-funded
10 with those programs that have been
11 approved by the state.

12 So for argument's sake, if you
13 live in Delaware County or Montgomery
14 County, they may be able to offer sheet
15 metal, but Philadelphia can't because --
16 and it wouldn't be Perkins-funded. So
17 you may be able to individually do it,
18 but we know that it's very expensive to
19 run a CTE program, because you have to
20 pay for equipment and materials and you
21 have to make sure that those things are
22 current.

23 So what we're looking to do is
24 see if we can work with the state to get
25 that designation for CTE funding to be

1 4/5/16 - WHOLE - BILL 160170, etc.
2 more regional versus by county. So that
3 way, children in Philadelphia have the
4 same opportunities that children that
5 live in suburban counties. Because we
6 know that within some of our trades, we
7 have many people that live outside of
8 Philadelphia that are working in trades
9 here in Philadelphia, and if we want to
10 kind of close that diversity gap, we have
11 to make sure that our children have the
12 same opportunity to take those trades
13 that are not offered here in Philadelphia
14 but may be offered in surrounding
15 counties. So if we can get that
16 designation change, that would be
17 excellent.

18 COUNCILWOMAN PARKER: Thank
19 you.

20 And thank you, Mr. President.

21 COUNCIL PRESIDENT CLARKE:
22 Thank you, Councilwoman.

23 The Chair recognizes Councilman
24 Jones.

25 COUNCILMAN JONES: Thank you,

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Mr. President.

3 COUNCIL PRESIDENT CLARKE:

4 You're welcome.

5 COUNCILMAN JONES: I wanted to
6 follow my colleague's line of questioning
7 about CTEs. I believe they are an
8 important aspect of not only education
9 but violence prevention, that everybody
10 isn't going to wind up at Harvard or
11 Howard, for that matter, but some people
12 can do like Councilman Henon did, which
13 was learning a valuable trade. And his
14 legendary skills are talked about
15 throughout the industry, how well he was
16 adept in electrical, but he made a good
17 living out of it.

18 So my question line is this:
19 Are you working, A, with the School
20 District to implement this and then, B,
21 with the City departments to create a
22 pipeline from school to shop here in the
23 City of Philadelphia? You have some
24 fledgling examples of how it could work
25 with -- the Fleet Management works with a

1 4/5/16 - WHOLE - BILL 160170, etc.
2 school in my district, Randolph Skills.
3 They have an award-winning program there.
4 Councilman has put forth legislation to
5 make sure that there is that kind of
6 pipeline for higher risk individuals.
7 But I think when you look at the lack of
8 skills or at least the lack of ability to
9 fill skill positions in the Water
10 Department, in the Gas Works, because the
11 private sector pays so much more. Our
12 benefits are better, but the hourly wage
13 is a bit higher. How do you connect that
14 from a Randolph to a garage within the
15 City and creating that pipeline from CTE
16 to work?

17 MR. HACKNEY: So, I mean,
18 that's something -- and I don't know if
19 Rich is in the room, Rich Lazer. I've
20 been in conversations with him about that
21 work. So that way -- when you think
22 about the role of what CTE can do is to
23 make -- how do you create more employable
24 citizens. We want to make sure that not
25 only are they employable, but they're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 employed. And so we want to help
3 articulate that pathway. So that's why,
4 like I said, we're in the phases of
5 developing that task force, to identify
6 what those issues are, what are those
7 obstacles in the system or constraints
8 that negatively impact that pipeline and
9 how do we remove those barriers. And I
10 think once we identify those constraints,
11 coming back to this body right here and
12 saying these are some of the issues that
13 we're hitting and I think this is where
14 you can support us in those efforts to
15 remove those constraints is where that
16 synergy will work to help close that gap.

17 COUNCILMAN JONES: So what is
18 important to members of this body as well
19 is that whatever that education design
20 is, that it prepares them on day one of
21 graduation to go into the workplace as a
22 certified individual of that craft. In
23 the case of Randolph, you had 15
24 graduating seniors that were in the
25 welding class. Eleven of them had jobs

1 4/5/16 - WHOLE - BILL 160170, etc.
2 before they received their diploma, 11 of
3 them, and these kids didn't look like
4 kids that fell off the truck from
5 Harvard. They looked like regular guys
6 that -- and some of them, you know, had a
7 little edge to them, but all of them
8 could read blueprints, all of them
9 understood the intricacies of a weld.
10 All of them have had summer jobs each
11 summer making a decent wage. So if we
12 can find more of those pathways, I think
13 we would do well to reduce the murder
14 rate in our respective districts, because
15 then they have something to go to school
16 for. All of the outcomes of CTE students
17 are better than regular students.

18 MR. HACKNEY: Yes.

19 COUNCILMAN JONES: They stay in
20 school longer. They hooky less. They're
21 less problems in the classroom. So all
22 of these great outcomes based on that one
23 track is something I would like us to
24 really emphasize on.

25 MR. HACKNEY: Yes. Thank you.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 I mean, we'll be reaching out to your
3 office, because we've talked about this
4 before, but we'll definitely be reaching
5 out to you.

6 COUNCILMAN JONES: I just
7 wanted it on the record.

8 MR. HACKNEY: Yes; in
9 development of that program.

10 COUNCILMAN JONES: Thank you,
11 Mr. President.

12 COUNCIL PRESIDENT CLARKE:
13 You're welcome, Councilman.

14 Real quick follow-up, and I
15 know it's early in the term. Do you all
16 meet with the Chair of the SRC on a
17 consistent basis?

18 MR. HACKNEY: Yes.

19 COUNCIL PRESIDENT CLARKE:
20 About curriculum?

21 MR. HACKNEY: Around
22 curriculum?

23 COUNCIL PRESIDENT CLARKE: Yes.

24 MR. HACKNEY: No, not
25 necessarily. I mean, if I meet with

1 4/5/16 - WHOLE - BILL 160170, etc.
2 anything that's an academic matter, that
3 would be more on the District side, but
4 in terms of --

5 COUNCIL PRESIDENT CLARKE: So
6 your position is that it should be left
7 up to Dr. Hite in terms of curriculum?

8 MR. HACKNEY: In terms of my
9 interactions that I've had with them,
10 it's been more so -- I mean, dealing with
11 the SRC, it's really a management and
12 governance of the District. Dealing with
13 anything around curriculum is more on the
14 academic side, and that would be the
15 School District.

16 COUNCIL PRESIDENT CLARKE: All
17 right. The reason I ask about the SRC,
18 because it is one of the more
19 controversial governing bodies in the
20 history of the City of Philadelphia.

21 MR. HACKNEY: I've had some
22 experience with them.

23 COUNCIL PRESIDENT CLARKE: To
24 say the least. And they tend to get in
25 the weeds on matters that aren't

1 4/5/16 - WHOLE - BILL 160170, etc.
2 necessarily popular with the citizenry.
3 So I'm wondering like on the potentially
4 positive side, the interaction, like the
5 CTE and all these other programs that we
6 like to see expanded. Because, I mean,
7 it would be good if they actually like
8 were in control up there to some degree.

9 MR. HACKNEY: And they can help
10 us on that piece in terms of the policy
11 pieces that need to be in place around
12 CTE education. But we're also working --
13 but we are working closely with the SRC
14 around community schools. So they're in
15 terms of engaged in that process as well,
16 because there's the implementation side
17 on the District, but there's also the
18 policy pieces in terms of designations or
19 resources or supports that need to be
20 allocated to make community schools work.

21 COUNCIL PRESIDENT CLARKE:
22 Yeah. Yeah. Okay. I only ask that
23 because recently there was a decision
24 made by the Superintendent, and the SRC
25 basically poo-pooed it and went another

1 4/5/16 - WHOLE - BILL 160170, etc.
2 direction. So they show when they want
3 to show that they're actually in charge,
4 but when there are other matters, they
5 tend to like morph back into the
6 woodworks and let Dr. Hite take the
7 weight.

8 MR. HACKNEY: Understand.

9 COUNCIL PRESIDENT CLARKE:

10 Thank you. Sorry about that.

11 The Chair recognizes
12 Councilwoman Blackwell.

13 COUNCILWOMAN BLACKWELL: Thank
14 you. Thank you, Mr. President.

15 COUNCIL PRESIDENT CLARKE:
16 You're welcome.

17 COUNCILWOMAN BLACKWELL: And we
18 asked these questions before. Have you
19 all considered any alternative funding to
20 get where you're trying to go with regard
21 to pre-K funding?

22 (Witness approached witness
23 table.)

24 MS. ADAMS: Hi. I'm Anna
25 Adams, the Budget Director.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Could you -- you are asking did
3 we consider alternative funding sources?

4 COUNCILWOMAN BLACKWELL: Yes.

5 MS. ADAMS: So we looked at a
6 variety of different ways that we could
7 fund all of these programs, and we think
8 this source that we're recommending has
9 the -- is the best of all of the options
10 that we considered. I think over the
11 last few years, the real estate tax has
12 been raised numerous times and there have
13 been other taxes that have been raised,
14 and we think this one gets us the revenue
15 that we need with the least impact that
16 the broad-based tax would have.

17 COUNCILWOMAN BLACKWELL: So
18 that means no. But thank you. All
19 right.

20 Let me go back. This isn't
21 finance, so it's not for you. And I know
22 we've been talking a lot about these
23 questions, if you answered them already.
24 Now, again, how are the centers that you
25 want to fund being chosen? Where will

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the neighborhood children come from? And
3 who will make those decisions? And also
4 how are the 25 community schools to be
5 chosen? And these are questions we asked
6 before. I'm just repeating them.

7 MS. GEMMELL: Okay. So just to
8 make sure I understand the question, how
9 will the providers be chosen, how will
10 the children be chosen, and who will make
11 those decisions.

12 COUNCILWOMAN BLACKWELL: Yes.

13 MS. GEMMELL: So the provider
14 process is one that's familiar to
15 providers in this sector. It's through
16 an RFQ or RFP process, and that would be
17 really great in giving us information
18 about what centers are ready to expand,
19 because we really do want to focus on
20 expansion. We don't want providers to
21 replace services with this funding. We
22 want it to be focused on expanding the
23 number of opportunities for children. So
24 through that RFQ process, we'll get a lot
25 of information about who is ready to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 partner with us, where are they located,
3 where are they willing to expand to, how
4 much capacity they have to expand, and
5 also how much experience do they have in
6 serving low-income children or vulnerable
7 populations. So that will be a very
8 information-rich process. And we're not
9 totally set on the decision-making, but
10 we recognize that like the School
11 District and the state, it would be
12 necessary to set up a committee that
13 would review all of the applications.
14 And so that's still in formation. We can
15 keep you looped in on that.

16 As far as the children, as we
17 said before, we would prioritize the
18 childcare subsidy wait list, which has --
19 there's four CCIS centers throughout the
20 City. They all have wait lists, my
21 understanding, and we are prioritizing
22 those wait lists for enrollment and try
23 to match children and families with
24 providers that are willing to partner
25 with the City.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MR. HACKNEY: And regarding
3 your question around the 25 community
4 schools, we are beginning the process --

5 COUNCILWOMAN BLACKWELL: Can
6 you pull your mic up, please.

7 MR. HACKNEY: We are beginning
8 the process in terms of how do we
9 identify the schools in which we're going
10 to work with regarding the community
11 school model. We obviously will engage
12 Councilmembers about schools in their
13 districts that they feel would be good
14 candidates, because you know your
15 districts much better than we do, at
16 least from our view. So we want to
17 engage with you in that conversation.
18 But in terms of identifying -- and
19 identify the metrics that we will use to
20 establish what schools would be in the
21 first round of community schools and
22 hopefully develop a cohort model where
23 we'd be able to identify at least for the
24 next couple years out what schools are
25 close to ready or meets those resources

1 4/5/16 - WHOLE - BILL 160170, etc.
2 by need to identify which community
3 schools we will use. So we're still in
4 that process, and we will definitely
5 engage you and different offices in that
6 process.

7 COUNCILWOMAN BLACKWELL: Thank
8 you.

9 You say that you've begun to
10 develop a system that will serve as a
11 one-stop shop. Ms. Gemmell, could you
12 tell us what that means?

13 MS. GEMMELL: Yes. So right
14 now there's all different entry points
15 into publicly funded preschool. You have
16 to go one place to apply for Head Start
17 and other places for School District or
18 Pre-K Counts or childcare subsidy.
19 There's all these confusing entry points
20 for families, and what we want to do --
21 actually, the previous Administration
22 developed a form and got all the
23 stakeholders together to sort of figure
24 out the essential fields of the form to
25 fill out for all these programs to help

1 4/5/16 - WHOLE - BILL 160170, etc.
2 determine eligibility. And so moving
3 that form, having one form for families
4 on the web in a single spot that a lot of
5 people can access from all over will help
6 us -- help families more easily. So that
7 from a single form, a family could find
8 out I qualify for Head Start and because
9 I'm working, I qualify for childcare
10 subsidy, and we can combine those funding
11 streams.

12 So there's a lot of potential
13 to gain efficiency in the system and gain
14 better coordination through this single
15 one-stop, one front door enrollment
16 process. But like all things tech
17 related, it will take a little bit of
18 time. It's not going to happen
19 overnight, and we look forward to having
20 that sometime in mid 2017.

21 COUNCILWOMAN BLACKWELL: Well,
22 again, thank you, Mr. President. Our
23 issue is that there's transparency with
24 the Commission as well as with all of us.
25 The public is crying out every day that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 they don't want to pay more, nor do they
3 want to see us transfer more of their tax
4 dollars. So we have to be aware of what
5 we are doing and where we're trying to go
6 and for what reason.

7 Thank you, Mr. President.

8 COUNCIL PRESIDENT CLARKE:

9 Thank you, Councilwoman.

10 The Chair recognizes
11 Councilwoman Quinones-Sanchez.

12 COUNCILWOMAN SANCHEZ: Thank
13 you.

14 Good afternoon. One more thing
15 around the capacity of the centers. It
16 is going to be at least my expectation
17 that as we roll out this plan around how
18 do we build a workforce, that it be
19 really deliberate in our capacity
20 approach. And I'm really looking to see
21 how we maximize the resources that we
22 have at Community College and make them a
23 real strategic partner in building that
24 capacity.

25 But going to capacity of the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 small providers, what component of your
3 plan, how much resources, and what is the
4 plan to build back-office capacity for
5 the providers? One of the reasons many
6 of the providers don't get into this is
7 the paperwork and, as you mention, even
8 knowing how to bundle and leverage the
9 resources. What part of the -- what is
10 the plan for individual provider capacity
11 and how much of the initial 26 million is
12 dedicated to it?

13 MS. GEMMELL: So administrative
14 supports were also built into it. I
15 don't have the exact number, but I can
16 get back to you. I think it's less than
17 the workforce development, honestly.

18 But back to the one-stop
19 enrollment --

20 COUNCILWOMAN SANCHEZ: And you
21 see how that's a problem. We're talking
22 about --

23 MS. GEMMELL: Well, let me
24 finish.

25 COUNCILWOMAN SANCHEZ: We're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 talking about capacity. You say 2
3 million and it's a lot less to build
4 back-office capacity?

5 MS. GEMMELL: We're not talking
6 about hiring administrative assistants
7 for every single provider. What we're
8 talking about is making a system that's
9 better coordinated citywide. So this
10 one-stop enrollment, for instance, would
11 do some of that administrative back
12 office for providers, and providers would
13 be able to access this one-stop
14 enrollment regardless of whether or not
15 they're partnering with the City for
16 local funding, and that would combine the
17 funding streams for them and send it out
18 given that the families do the paperwork
19 as well. So that's another obstacle,
20 right, that our office can help with, is
21 like saying you can't access local
22 funding for City pre-K until you've been
23 through the CCIS process, because
24 otherwise we're leaving federal and state
25 dollars on the table, and we can't afford

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to do that in this system. So it's in
3 our self-interest to blend and layer as
4 much funding as possible in order to give
5 as many children opportunities as we can.

6 But in terms of technical
7 one-on-one support, we're partnering with
8 some advocates. DVAEYC has been very
9 active in this area of going out and
10 doing seminars and teaching providers how
11 to manage the accounting. But a better
12 coordinated system hopes to alleviate a
13 lot of that burden from the provider
14 level to more of a citywide level where
15 there's dispersal of funds in ways that
16 the providers don't even ever have to
17 deal with.

18 COUNCILWOMAN SANCHEZ: So to
19 me, again, when you're building out a new
20 system, if we don't build the capacity,
21 the product -- and I don't know whether
22 it's Community College or whoever, other
23 organizations, UAC, whoever. If we don't
24 create a package for back-office support,
25 even the application -- and we went

1 4/5/16 - WHOLE - BILL 160170, etc.
2 through this when we were doing the Child
3 Care Facilities Fund. Even our own
4 application was so complicated, that how
5 do we expect the people who need it to
6 apply for it? That's an integral
7 component to this, because if I'm a
8 provider and I'm also the part-time cook
9 and whatever else at the center, the
10 model and the plan has to have that
11 capacity and back-office thing, and in a
12 way that is still best practices around
13 the percentage based on the size so that
14 they can support that, so that they're
15 not thinking about payroll, they're not
16 thinking about managing sick leave, that
17 they're not thinking about insurance
18 plans. I mean, that product has to be an
19 integral part to those small providers.
20 Otherwise from the beginning they're just
21 not going to have access to it.

22 MS. GEMMELL: Right.

23 COUNCILWOMAN SANCHEZ: So my
24 expectation is the plan has to
25 incorporate that.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MR. HACKNEY: Okay.

3 COUNCILWOMAN SANCHEZ: Wherever
4 this lays, there has to be someone that
5 these small providers can see that
6 becoming an option for them to enter the
7 world of the STARS.

8 MR. HACKNEY: Yes. Thank you.

9 MS. GEMMELL: Thank you.

10 COUNCILWOMAN SANCHEZ: As we
11 talk about -- again, going back to the
12 staffing and the schooling and why I
13 think it's important that Community
14 College and other folks be involved, we
15 have -- again, these are, some of them,
16 single mothers working or whatever. We
17 have to incentivize the providers to
18 allow these women as part of their
19 10-hour day, 12-hour day to have access
20 to those academic supports. And I
21 just -- again, if we don't have a model
22 from the beginning about who is going to
23 provide it -- I think Community College
24 has the capacity to do that -- it really
25 is hard, as I talked to some of these

1 4/5/16 - WHOLE - BILL 160170, etc.
2 women where my own child went and I
3 bounce all this stuff off of her
4 constantly. We have to go to those
5 providers and really on a
6 neighborhood-to-neighborhood basis be
7 able to offer that coursework. And I
8 just don't see us other than a community
9 college in that we're talking to them on
10 the front end about providing classes and
11 all those types of things all over the
12 City. There's going to be an issue of
13 access again to the workforce development
14 capacity piece of it. So there's going
15 to be an expectation that we also see
16 that in the plan. You know, we know what
17 the courseworks are. We know what the
18 women need. How many of this training
19 are we going to offer on site based on
20 geography, all of those things. Because,
21 again, if I have to work ten hours a day
22 taking care of someone else's children
23 and then I got to go home, when do I go
24 to school?

25 MR. HACKNEY: Right.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN SANCHEZ: Thank
3 you, Mr. Chair.

4 COUNCIL PRESIDENT CLARKE:
5 Thank you, Councilwoman.

6 The Chair recognizes
7 Councilwoman Reynolds Brown.

8 COUNCILWOMAN BROWN: Thank you,
9 Mr. President.

10 Good afternoon. A number of
11 questions have been raised regarding the
12 potential third-party organization, and
13 while I fully understand and completely
14 respect Mayor Kenney's position on why no
15 to the School District, I am curious, I
16 need to hear again as a follow-up to
17 President Clarke's question what would be
18 the interface with the School District?
19 Have you looked at other municipalities
20 or cities that use a third party where it
21 has worked effectively? And why create a
22 new entity when we have DVAEYC, when we
23 have the Urban Affairs Coalition, when we
24 have the Child Care Facilities Fund?

25 MS. GEMMELL: Thank you,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Councilwoman, for your question. First
3 thing, the intermediary is still under
4 discussion. It's not set in stone. It's
5 not a definite decision, and the things
6 that you mentioned are on the table and
7 open for discussion.

8 With regards to the School
9 District, I think that there's two major
10 concerns with -- let me first say that
11 the School District has been an
12 invaluable partner in all of this, all of
13 the planning. Diane Castelbuono from the
14 School District is a Commissioner on the
15 Universal Pre-K Commission. So their
16 input and expertise has been really
17 valuable, but it's clear that there's
18 limited capacity for them to do more than
19 what they're doing, and there's also an
20 accountability question. If the City
21 wants to do locally funded and we're
22 going to ask the taxpayers to foot the
23 bill to increase the number of locally
24 funded quality pre-K children and quality
25 pre-K, then we want to be able to have

1 4/5/16 - WHOLE - BILL 160170, etc.
2 accountability over the system and be
3 able to make tweaks as we see necessary.

4 COUNCILWOMAN BROWN: I agree
5 completely with you on the School
6 District. So why not DVAEYC? And you
7 can tell us what that acronym means. And
8 why not Urban Affairs Coalition? And
9 they are indeed on the table, those
10 organizations?

11 MS. GEMMELL: Just to tease out
12 the acronym, for the uninitiated, DVAEYC
13 stands for the Delaware Valley
14 Association for the Education of Young
15 Children. They've traditionally been an
16 advocacy and support entity, not really a
17 fiscal agent for providers. I don't know
18 if they have experience with contracting.
19 This is a major contracting and
20 procurement process, and I'm not sure
21 they would be --

22 COUNCILWOMAN BROWN: You're
23 absolutely right, but philosophically
24 they know everything there is to know
25 about kids. And so asking them to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 consider taking on these two other new
3 arms or levels of responsibility, it's
4 something that needs to be put on the
5 table since they do that already for a
6 living anyhow. So I'm simply registering
7 that for the record since you say that
8 nothing is carved in stone.

9 Has any consideration been
10 given to the Child Care Facilities Fund?

11 MS. GEMMELL: Not explicitly,
12 not in any written documents, but we can
13 take that under consideration.

14 COUNCILWOMAN BROWN: Okay. And
15 the last one I'll say is the Urban
16 Affairs Coalition, which is a non-profit
17 in the business of doing a lot of this
18 work and other social service-related
19 services citywide and has a stellar
20 reputation of accountability of dollars
21 and the like.

22 So the status of the report for
23 the record is what?

24 MS. GEMMELL: The Commission
25 report?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN BROWN: Yes, the
3 Commission report.

4 MS. GEMMELL: They've released
5 a draft that was very helpful to us on
6 February 15th, and then they went through
7 a round of feedback. April 15th the
8 Commission paper will be final.

9 COUNCILWOMAN BROWN: And the
10 document that you presented us today is a
11 draft of a plan?

12 MR. HACKNEY: Yes.

13 MS. GEMMELL: We submitted a
14 lot of documents to City Council. I just
15 want to make sure we're referencing the
16 right one.

17 The Pre-K Commission is a
18 draft -- that's the draft version.

19 COUNCILWOMAN BROWN: The
20 implementation plan?

21 MS. GEMMELL: That's from the
22 Mayor's Office. The PowerPoint you have
23 in front of you, that's from the Mayor's
24 Office of Education. That goes a little
25 bit beyond the Commission. The

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Commission report was recommendations
3 about the vision.

4 COUNCILWOMAN BROWN: Has the
5 Commission seen this expanding pre-K
6 implementation plan, which is what
7 Councilwoman Blackwell's question was
8 this morning?

9 MS. GEMMELL: No. We wanted to
10 focus on getting that prepared for this
11 hearing, but we're open to sharing that
12 with any member of the public or
13 Commission member. And they've also been
14 involved intimately in conversations
15 about implementation.

16 COUNCILWOMAN BROWN: Sure.
17 Has there been an inventory
18 done of what -- so the School District
19 closed X number of buildings and a number
20 of their buildings have been repurposed.
21 So do we have -- have we done the
22 homework to see what the School District
23 can bring to the table in terms of actual
24 buildings as a part of this rollout or
25 crafting of an implementation plan for

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the universal pre-K?

3 MS. GEMMELL: We're in the
4 process of having those conversations and
5 doing a facility assessment of School
6 District, private providers, and also
7 City assets.

8 COUNCILWOMAN BROWN: Okay.
9 Thank you, Mr. Chairman.

10 COUNCIL PRESIDENT CLARKE:
11 Thank you, Councilwoman.

12 The Chair recognizes Councilman
13 Henon.

14 COUNCILMAN HENON: Thank you,
15 Council President.

16 I just have a few questions.
17 There's been a lot around this I guess
18 for the last several hours, so I will be
19 brief.

20 As far as for the pre-K, how
21 are we improving the providers to get
22 from STAR to STAR? So the lower STAR
23 providers, to get from 2 to 3, and then
24 what does it take to get to 4? And is
25 the STAR system authoritative or is it

1 4/5/16 - WHOLE - BILL 160170, etc.

2 just the administrative costs that might
3 prevent low-cost centers from getting
4 their certification?

5 MS. GEMMELL: So I just want to
6 make sure I understand your question.
7 How do providers move through the STAR
8 system?

9 COUNCILMAN HENON: How do they
10 move through the STAR system, starting at
11 the lowest STARS, because I think that's
12 what we're trying to -- we're trying to
13 improve the quality and elevate them up
14 and get them the resources that they need
15 or at least the guidance and advice to
16 supplement their ability to rise to the
17 higher quality.

18 MS. GEMMELL: Right.

19 COUNCILMAN HENON: So that will
20 be the first question.

21 MS. GEMMELL: Okay. So the
22 STAR 1 is a relatively simple process.
23 It's one step above licensing. So we
24 have thousands of childcare centers that
25 have a license to operate, and about half

1 4/5/16 - WHOLE - BILL 160170, etc.
2 of them have opted into the STAR system.
3 So STAR 1 is basically filling out a form
4 or two to say that you want to begin the
5 journey of increasing your STARS, and
6 then you have a timeframe of three years,
7 I believe, to move from STAR 1 to the
8 next STAR and then on and on.

9 Most of the quality improvement
10 is centered around the credentials of the
11 workforce. So, for instance, STAR 2, you
12 would want to see a greater percentage of
13 your staff have what's known as a Child
14 Development Associate's, which is a
15 couple of credits, six to nine credits in
16 child development. And then it's also
17 hinged on facilities and the setup of the
18 classroom, the use of a curriculum. But
19 the big jump from STAR 2 to STAR 3 is a
20 willingness at the STAR 3 level to allow
21 outside supports, outside coaching,
22 outside monitoring, outsiders, third
23 parties, to come in and say, You're doing
24 this great or you need a little help here
25 or have you thought about doing this over

1 4/5/16 - WHOLE - BILL 160170, etc.
2 here. And along with the increase in
3 STARS, you can also access greater pots
4 of public money that comes from the
5 state. So as a provider becomes higher
6 quality, they get increased reimbursement
7 rates from the state. So from the
8 perspective of Mayor's Office of
9 Education, the more providers that are
10 opting into the STAR system, that means
11 the greater advantage we as a city can
12 take of existing public dollars and
13 supports, real supports, like tuition
14 supports per child -- additional per
15 child reimbursement rates and other
16 supports, mentoring, things that come
17 with it that the state pays for. And so
18 we want as many providers as possible to
19 take advantage of that.

20 COUNCILMAN HENON: So that
21 leads me into my follow-up question, two
22 parts to it. One, we're not taking
23 advantage of it as a city with the pre-K,
24 we're not taking advantage of the
25 resources that the state has to offer; is

1 4/5/16 - WHOLE - BILL 160170, etc.
2 that correct? Because in your
3 implementation in the plan, they have
4 only 50 percent of the pre-K qualifiers
5 are enrolled in the STARS. So does that
6 mean 50 percent of the other pre-K folks
7 that offer the services in pre-K doesn't
8 mean that they're not qualified or the
9 level, they just won't qualify for state
10 funding?

11 MS. GEMMELL: So that's a great
12 question. Let me clarify a little bit.
13 There's a couple things. There's
14 licensing and then there's the STAR
15 system. So you can have a childcare
16 license and not be in the STAR system.
17 So we have almost 2,000 licensed
18 childcare centers, but only about half of
19 them are in the STAR system, because it
20 is optional. So there's a wide range of
21 quality out there and some of the --
22 there are some people in the business for
23 just making money. They're not really
24 interested and they never will be
25 interested in committing to quality.

1 4/5/16 - WHOLE - BILL 160170, etc.
2 They're not in it for child outcomes. I
3 mean, that's the reality, unfortunately.
4 So what we want to focus on is working
5 with the people who are committed to
6 improving their quality so that we can
7 take full advantage of state assistance
8 and supports and tuition assistance for
9 our workforce.

10 COUNCILMAN HENON: But the
11 state wouldn't support that if you
12 weren't enrolled in the STARS; is that
13 correct?

14 MS. GEMMELL: That's correct.

15 COUNCILMAN HENON: So we're
16 leaving money on the table, especially in
17 neighborhoods where we need them where --
18 I mean, I think in two of the maps here
19 in the charts, there's clusters of needed
20 support and potential eligibility.

21 MS. GEMMELL: Correct.

22 COUNCILMAN HENON: Last
23 question, community schools. Is the
24 community schools an academic turnaround
25 model?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MR. HACKNEY: The community
3 school is not an academic turnaround
4 model. I try to make sure that's very
5 clear. But what it does do, if done
6 effectively, it would help alleviate some
7 of the obstacles and barriers that
8 negatively impact the child's learning.
9 So that's why full implementation of a
10 community school model with the best
11 resources and best coordination around
12 shared goals in that building would help
13 alleviate those issues. So you could
14 have people that are supporting children
15 on reducing truancy or absenteeism, just
16 getting kids in school more often. The
17 teachers are still responsible for the
18 instruction in the classroom, but we know
19 if a student is not absent more than 10
20 percent -- and if you think about 10
21 percent of the time, the school year is
22 180 days. If a student misses 18 school
23 days a year, that's significant. And so
24 if you can do things -- and those are
25 kids that just miss 10 percent. If you

1 4/5/16 - WHOLE - BILL 160170, etc.
2 can do things to reduce that, that
3 actually helps to impact the academics of
4 that child because they're in school much
5 more often.

6 So it's not an academic
7 turnaround model, but it does provide
8 students with the supports that they need
9 to have better academic outcomes.

10 COUNCILMAN HENON: Great. And
11 I hope -- I know each community school
12 may vary in its support networks and in
13 resources, and I just -- it is my hope
14 that we really go heavy in thought to the
15 behavioral and mental health evaluations
16 into our schools, because I think that's
17 critical. So thank you.

18 MR. HACKNEY: Thank you.

19 COUNCIL PRESIDENT CLARKE:
20 Thank you, Councilman.

21 The Chair recognizes
22 Councilwoman Gym.

23 COUNCILWOMAN GYM: Hello. So,
24 Mr. Hackney, I was wondering if we could
25 talk about a little bit about the School

1 4/5/16 - WHOLE - BILL 160170, etc.
2 District's plans in the context of the
3 community schools. So the School
4 District has announced recently that it
5 will do four turnarounds, investing
6 around \$16 million for next year for four
7 schools. Although they start the
8 turnaround model with the removal of
9 roughly 50 percent of the staff, so
10 pushing them out and seeking a
11 reconstitution of the staff, which has
12 been highly controversial across the
13 School District.

14 In addition, the School
15 District said that it plans to close
16 three public schools a year, and that
17 seems kind of serious obviously because
18 there's not a lot of clarity about how
19 they are working with your office to see
20 the community schools model as an
21 alternative to force reconstitution of
22 schools or school closures, and I'm
23 wondering if you can talk a little bit
24 about whether you think the School
25 District's plan in particular to close

1 4/5/16 - WHOLE - BILL 160170, etc.
2 three schools, three district schools a
3 year, is necessary for one thing, is
4 advisable for another and how you see the
5 community schools model being a
6 complement and what kinds of dialogue
7 you've had with the School District in
8 particular about seeing them as an
9 alternative.

10 MR. HACKNEY: Well, thank you
11 for the question. It's a challenging
12 question in terms of -- well, first, if
13 we look at what -- let me start with the
14 latter.

15 In terms of the role that the
16 community school approach can -- the
17 effect that it can have on schools within
18 certain communities, if implemented well,
19 what we've seen nationally based on
20 research is that you've seen
21 stabilization of enrollment or increased
22 enrollment in schools. We've also seen
23 improved academic outcomes, once again,
24 when the implementation is done really
25 well.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 So when it comes down to how
3 schools are identified in terms of what
4 schools may be on the list, I mean, the
5 District has their own process and
6 procedures with how they identify those,
7 but in terms of what I think we can do is
8 to implement the community school model,
9 do it really in a very community --
10 highly engaged manner, because also we
11 know that schools where you do have high
12 levels engagement from the community,
13 those schools are less likely to be on
14 those lists. So our goal is to be a
15 little more preemptive in terms of -- I
16 know the District has one plan that they
17 have to do because of their fiscal
18 situation. We want to make sure that we
19 can stabilize or increase enrollment in
20 those schools once implemented properly.

21 COUNCILWOMAN GYM: So do you
22 think -- the District is going to put
23 approximately \$16 million into these four
24 turnaround schools. Did they have any
25 conversations with you about the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 possibility of making those schools
3 community schools?

4 MR. HACKNEY: No. There was no
5 direct conversation.

6 COUNCILWOMAN GYM: Because it
7 seems like that's an effort where it
8 might be considered complementary and
9 collaborative, like an opportunity to
10 collaborate on something, and maybe
11 that's something that we could bring in,
12 but also hope that you could convey to
13 the District your interest in doing that
14 as well.

15 MR. HACKNEY: Yes.

16 COUNCILWOMAN GYM: Have you
17 seen any evidence that school closings
18 leads to improved academic outcomes for
19 students?

20 MR. HACKNEY: I have not done
21 research in preparation for today's
22 hearings on the budget around that
23 question, but not that I am aware of.

24 COUNCILWOMAN GYM: And have you
25 seen evidence that shows that forced

1 4/5/16 - WHOLE - BILL 160170, etc.
2 reconstitution of school staff,
3 particularly 50 percent of the forced
4 firings of teachers or layoffs or
5 attrition, whatever we want to call it,
6 leads to -- just on its own leads to
7 direct academic outcomes, improved
8 academic outcomes for students?

9 MR. HACKNEY: Once again, that
10 would be a question that would be
11 difficult for me to answer without being
12 prepared to answer that. Obviously from
13 experience there's anecdotal pieces, but
14 I would want to make sure my answer is
15 research based.

16 COUNCILWOMAN GYM: Is that
17 something that your office will weigh in
18 on with an opinion?

19 MR. HACKNEY: We can look into
20 it, yes. I take it you're asking me to
21 look into it?

22 COUNCILWOMAN GYM: I'm
23 wondering if your office could put
24 forward an opinion about whether -- this
25 is a model that the District has adopted

1 4/5/16 - WHOLE - BILL 160170, etc.
2 called turnaround and it starts with the
3 50 percent layoff or removal of teachers
4 in a building, and I just think that it
5 would be helpful to have some kind of
6 expert opinion outside of that about
7 whether that actually has proven to lead
8 to improved academic outcomes. We've
9 seen schools lose 50 percent of their
10 staff and not seen significant
11 improvement. I know you went through
12 this on your own as well and had a number
13 of incidences with that. So it would be
14 great to have that. And I do think it
15 would be helpful to have some kind of
16 opinion about whether school closures
17 actually lead to improved academic
18 outcomes for young people, since this is
19 clearly a process that the District, left
20 to its own devices, will pursue in a very
21 specific way.

22 MR. HACKNEY: Yes. We will
23 pursue that, yes.

24 COUNCILWOMAN GYM: Thank you.

25 COUNCIL PRESIDENT CLARKE:

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Thank you, Councilwoman.

3 The Chair recognizes

4 Councilwoman Quinones-Sanchez.

5 COUNCILWOMAN SANCHEZ: Since

6 I'm the last one, I got to make this

7 easy.

8 COUNCIL PRESIDENT CLARKE: So

9 far.

10 COUNCILWOMAN SANCHEZ: So far.

11 First, one of the things that I
12 want to say, having sat through a meeting
13 recently with Mayor Kenney and school
14 principals talking about community
15 schools, it was nice to have someone
16 fired up and passionate about the need to
17 create better cohesiveness in the
18 schools. It was great to watch the Mayor
19 be the more passionate one in the room
20 than me. It was kind of fun. And I
21 really just want to applaud his
22 willingness to use his office to really
23 break down some of the organizational
24 barriers that exist with DHS and CBH and
25 to Councilman Henon's point, but one of

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the things that came out of that
3 discussion as we talked with principals
4 is they had very little say and very
5 limited ability to shape and direct the
6 types of programs and supports -- and as
7 a former principal, Otis, you'll
8 understand this -- for the resources in
9 their building, you know. It was clear
10 that there's a lot of work that we need
11 to do, and it's going to be really
12 interesting how we work that. I think if
13 we help that communication line, that's
14 going to be huge in terms of how do we
15 support children and their families. But
16 because of that, how are we going to make
17 sure that on the community schools piece
18 we do have academic outcomes? Because
19 that has not been the case. But, more
20 importantly, how are we going to ensure
21 that in terms of reporting, where we
22 locate these support folks that we're
23 hiring externally and the principals, how
24 are we going to make sure that we're
25 not -- that we're going to streamline

1 4/5/16 - WHOLE - BILL 160170, etc.
2 that communication? So are these people
3 that we're hiring, are we going to hire
4 them with principals? Are they going to
5 have a say in that? Are we going to
6 locate them in school buildings? Have we
7 thought through some of that? Because it
8 really concerns me that the principals
9 have so really little say with how our
10 other agencies interface with them.

11 MR. HACKNEY: So that's a
12 multi-faceted question.

13 COUNCILWOMAN SANCHEZ: I know.

14 MR. HACKNEY: In terms of what
15 it can look like, so principals do have
16 some autonomy in terms of making some
17 decisions, but it also varies from
18 sometimes skill set and capacity or just
19 resources in terms of what they have in
20 the building. So if you have a principal
21 who has an assistant principal, maybe
22 they have a little more time to help
23 coordinate some services or bring in
24 other programs versus some principals we
25 know, especially at some elementary or

1 4/5/16 - WHOLE - BILL 160170, etc.
2 small high schools, where it's just a
3 one-person show. So they may not have
4 the time or the capacity.

5 So what we're trying to do is
6 look at the schools that would be
7 identified. They would get a resource
8 coordinator or community schools
9 coordinator, and that person would be the
10 one to help coordinate the activities,
11 the programs, and in some cases maybe do
12 development or even grant writing to help
13 support the school to bring in additional
14 programs. So that way, the teachers --

15 COUNCILWOMAN SANCHEZ: So
16 they're going to be school based?

17 MR. HACKNEY: Yeah. So they
18 would be employees of the City, but they
19 would be based in schools. So once a
20 school is identified --

21 COUNCILWOMAN SANCHEZ: Are they
22 dual reporting? How are we going to make
23 sure that -- because on the one hand, we
24 want this resource coordinator to really
25 help coordinate all the other City

1 4/5/16 - WHOLE - BILL 160170, etc.
2 resources. So how do we make sure we're
3 empowering them to be able to do that,
4 but at the same time their work is
5 really, you know, in response to the
6 needs of the school?

7 MR. HACKNEY: And that level of
8 detail are conversations that we're
9 actually having right now with the
10 District to make sure that that report is
11 clear. But one thing that we agree to is
12 that the principal is still responsible
13 for the building. I mean, so the person
14 would work at -- not at the will, but
15 work under the direction of the principal
16 and in concert with the principal, but
17 would be a City employee and would report
18 to the City. But we're still working out
19 those details.

20 COUNCILWOMAN SANCHEZ: So one
21 of the things that we've learned is that
22 some of our policies both at the CBH and
23 DHS, some of those policies impact the
24 school, what's happening, whether it's
25 truancy and others. So who is aligning

1 4/5/16 - WHOLE - BILL 160170, etc.
2 that stuff to look at where we're in
3 conflict between DHS's mandate and what
4 their new policies are and the others?
5 Who is pulling that together?

6 MR. HACKNEY: So that would be
7 something that would probably come more
8 out of our office essentially here and
9 out of MOE to address some of those
10 issues. Right now we're working
11 collaboratively with different agencies
12 of City government, so that way, once we
13 identify these problems, we can identify
14 hopefully a point person to help us work
15 through these system issues.

16 COUNCILWOMAN SANCHEZ: Those
17 are going to be high-level discussions.
18 It's really important that we look at
19 where the policies conflict from the
20 beginning.

21 MR. HACKNEY: Yes.

22 COUNCILWOMAN SANCHEZ: So that
23 in the implementation process, this work,
24 which is the community schools, is to be
25 a facilitator, that we really are

1 4/5/16 - WHOLE - BILL 160170, etc.
2 breaking down some of those obstacles.
3 Because I think there's some real
4 low-hanging fruit there around what's a
5 truant child and what DHS does with it
6 and all of those things. I mean, it was
7 really painful to hear the frustration of
8 the principals around stuff that we're
9 creating, the bureaucracy.

10 MR. HACKNEY: Yes. I won't
11 comment in my new role.

12 COUNCILWOMAN SANCHEZ: Okay.
13 Let us move on.

14 COUNCIL PRESIDENT CLARKE:
15 Thank you, Councilwoman.

16 Councilman Domb.

17 COUNCILMAN DOMB: One last
18 question. In the salary ranges in the
19 report, it said pre-K teachers nationwide
20 make 27,000 and kindergarten teachers
21 nationwide make 50,000, and doing the
22 math it doesn't seem like we'll be
23 compensating these people based on the
24 national levels. Are you concerned about
25 that?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. GEMMELL: So the -- you are

3 correct in the current status quo.

4 Teachers that have a college degree and

5 work in preschools are earning 27,000,

6 and what we tried to do with the

7 financing modeling was build -- that's

8 where the cost of quality comes from,

9 those numbers you pointed to earlier.

10 It's based on better wages that can close

11 that giant gap between a pre-K lead

12 teacher with a certificate and the school

13 districts that compete with those

14 providers for those workers, those

15 teachers.

16 COUNCILMAN DOMB: How would you

17 possibly keep teachers in pre-K making 27

18 when they go to the next level up to 50

19 that have a degree?

20 MS. GEMMELL: So we're trying

21 to create a system where they don't make

22 27 anymore. Our cost modeling is based

23 on getting teachers closer to the 48 or

24 50 range.

25 That being said, there are

1 4/5/16 - WHOLE - BILL 160170, etc.
2 people who love the work of working with
3 3- and 4-year-olds for a couple reasons.
4 One, it's really high impact. We should
5 go visit a preschool together. It's like
6 Disneyland for a lot of these kids.
7 They're smaller class sizes that a lot of
8 professionals appreciate, and it's just a
9 completely different environment. Great
10 description of it was that it's not just
11 education at that level for 3- and
12 4-year-olds. They're more sensitive.
13 They're still growing, and it's much more
14 of a care-taking in addition to
15 developing the child and paying attention
16 to educational things.

17 So it's really a very different
18 job that a lot of people love and that
19 they are willing to do for less, but
20 we're not counting on that.

21 COUNCILMAN DOMB: Okay. Thank
22 you. Two other quick questions. Once
23 you go to pre-K, what's the bridge to go
24 into kindergarten from pre-K? A really
25 good pre-K program and some schools may

1 4/5/16 - WHOLE - BILL 160170, etc.
2 not have a great kindergarten program.
3 Could they drop back?

4 MS. GEMMELL: I'm not sure
5 about your question. You're talking
6 about the transition from --

7 COUNCILMAN DOMB: If I'm 4
8 years old and I'm in pre-K, I'm doing
9 really well. In my local school, I go
10 into kindergarten, and that kindergarten
11 is not as good as the pre-K program was
12 or not even at the same levels. How do
13 we handle that situation?

14 COUNCIL PRESIDENT CLARKE: It's
15 called the fade. The fade I think is the
16 name that it's given.

17 MS. GEMMELL: Well, I mean, I
18 think there's age limits to the pre-K
19 program. We don't want to have
20 5-year-olds just repeating pre-K. We
21 want kids to go to kindergarten. But the
22 one big adjustment for families is the
23 difference in class size. They do go
24 from a setting that has 20 children with
25 two adults in the room, credentialed

1 4/5/16 - WHOLE - BILL 160170, etc.
2 adults in the room, to a setting that
3 could have 30 kindergarten children with
4 one teacher. So it is a big adjustment
5 for families and children, that
6 adjustment from pre-K to kindergarten.

7 COUNCILMAN DOMB: My question,
8 though, is that we might develop a really
9 great pre-K program that's better than
10 the kindergarten class they're going
11 into.

12 COUNCIL PRESIDENT CLARKE: The
13 program -- I think, Otis, you're familiar
14 with it. If you go to a good pre-K, then
15 you got a first, second, and third that's
16 not up to -- the gains associated with
17 the pre-K quickly go away if you don't
18 have a quality first, second, and third.

19 MR. HACKNEY: I understand
20 where you're going with that, and I think
21 that's also work that we would have to do
22 in terms of with communication with the
23 District, because as we get better at
24 doing this, then how do we make sure we
25 communicate with the District to, and you

1 4/5/16 - WHOLE - BILL 160170, etc.
2 all, hold them accountable to make sure
3 that those kindergarten seats that these
4 children are entering into can continue
5 that work. So it's a discussion and then
6 just a level of accountability that I
7 think that we just need to show or hold
8 with the District.

9 COUNCILMAN DOMB: Thank you.
10 Thank you very much.

11 MS. GEMMELL: If I just could
12 add one thing as well. Right now we have
13 46 percent of kindergarten children
14 showing up ready to learn. It presents a
15 really big challenge for every
16 kindergarten teacher in the City to have
17 children developmentally all over the map
18 and in the same classroom, and I think
19 that the kindergarten experience and the
20 first and second grade experience will
21 improve as more children arrive to
22 kindergarten closer in developmental
23 range to one another. And that's one of
24 the ways that our office intends to
25 measure itself, are we sending more

1 4/5/16 - WHOLE - BILL 160170, etc.
2 children ready to kindergarten -- ready
3 for kindergarten.

4 COUNCIL PRESIDENT CLARKE:
5 Thank you, Councilman.

6 The Chair recognizes
7 Councilwoman Reynolds Brown.

8 COUNCILWOMAN BROWN: Hopefully
9 one final question around the non-profit
10 entity that we're all anxious to learn
11 more about. In recognizing that this is
12 a fluid process and you're in your
13 infancy of framing it out and knowing
14 that you want us to make some budget
15 decisions before June 30, when do you
16 anticipate providing to this legislative
17 body a written document about the entity,
18 whatever entity it is, whatever it looks
19 like?

20 MS. GEMMELL: So we'll
21 definitely have that to you within the
22 next several weeks.

23 COUNCILWOMAN BROWN: So
24 "several weeks" means end of April, it
25 means May 15th? What does that mean?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. GEMMELL: Well, we also
3 want you to be a part of the
4 conversation. We definitely heard you
5 about your preferences with regard to
6 whether or not to have an intermediary
7 and who to contract with or not contract
8 with. So we want to have those
9 conversations with this whole body and
10 come to a collaborative agreement.

11 I mean, the goal -- and the
12 thing that's so wonderful about this
13 discussion, it's a great birthday present
14 for me to have such a great discussion
15 about pre-K, is that you're so engaged in
16 this process. Obviously there's a lot of
17 interest in providing more opportunity to
18 children, so that's incredibly heartening
19 to me, and I'm really confident that with
20 all the experience and the knowledge in
21 the room, that we're going to figure this
22 out, and I look forward to those
23 discussions and look forward to figuring
24 out all the decision points.

25 COUNCILWOMAN BROWN: So let's

1 4/5/16 - WHOLE - BILL 160170, etc.
2 refine that even further. So that means
3 that you'll be visiting with
4 Councilmembers again for a second round
5 for tangible input?

6 MR. HACKNEY: Yes.

7 COUNCILWOMAN BROWN: And then
8 you'll forward us a draft document that's
9 still up for tweaks and amendments and
10 the like before the final document is
11 released?

12 MS. GEMMELL: Yes.

13 COUNCILWOMAN BROWN: Okay,
14 then. Thank you.

15 Thank you, Mr. President.

16 COUNCIL PRESIDENT CLARKE:

17 Thank you, Councilwoman.

18 The Chair recognizes Councilman
19 Taubenberger.

20 COUNCILMAN TAUBENBERGER: Thank
21 you, Council President.

22 Ms. Gemmell, I can't speak for
23 Councilman Domb, but what was just
24 offered and the fact that you said that
25 you would be visiting Councilpeople

1 4/5/16 - WHOLE - BILL 160170, etc.
2 again, you don't have to visit me, but I
3 would like to take you up on that tour.
4 I'd like to see a pre-K that you feel is
5 successful and something that you want to
6 emulate. I think that's very important.
7 If any other colleagues of mine would
8 like to join, I'd be welcome to have them
9 come along and, Councilman, if you want
10 to come, whoever wants to come. I just
11 think what was offered was very good,
12 because that way we can ask questions and
13 see it firsthand. It's been a while
14 since I was in kindergarten and want to
15 see what's going on out there.

16 Thank you very much,
17 Mr. President.

18 COUNCIL PRESIDENT CLARKE:
19 Thank you, Councilman.

20 The Chair recognizes
21 Councilwoman Gym.

22 COUNCILWOMAN GYM: Very
23 quickly. Has there been some discussions
24 with the School District about reducing
25 class size for kindergarten and the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 primary grades as a complement to the
3 universal pre-K effort? It seems that
4 the Councilman and others have --
5 Councilman Domb and others have pointed
6 to a really big issue within the School
7 District. We had an initiative under Dr.
8 Ackerman to target reduced class size for
9 K to 2, in the primary grades, and focus
10 in on literacy, but in order for the
11 universal pre-K work to really reach, I
12 think, its maximum potential, it seems
13 like there would be a complementary
14 venture to talk about a significant
15 investment around reducing class size for
16 the K to 2 primary grades in particular.

17 MS. GEMMELL: We agree with
18 you, and that we've had preliminary
19 conversations. Most of the conversations
20 with the School District have been around
21 creating and implementing this plan, but
22 I think that also not too far off in the
23 horizon are conversations around the
24 kindergarten to grade school transition
25 and the class size. But we're trying

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to -- again, we're trying to focus on the
3 things that the City can directly
4 control. So we can -- we can have
5 conversations, but most of our time and
6 energy is focused on the things that we
7 can control.

8 COUNCILWOMAN GYM: And
9 obviously the City has two SRC
10 Commissioners that are on there, and
11 hopefully that one of the things that
12 they can do vocally is articulate a
13 vision around a K to 2 primary grade
14 investment, which might include a reduced
15 class size too.

16 MR. HACKNEY: I think that's a
17 conversation obviously in terms of the
18 SRC we can have.

19 COUNCILWOMAN GYM: Great.
20 Thank you.

21 MS. GEMMELL: Thank you,
22 Councilwoman.

23 COUNCIL PRESIDENT CLARKE:
24 Thank you, Councilwoman.

25 Real quick, just a little

1 4/5/16 - WHOLE - BILL 160170, etc.
2 clarity. And I don't know if we'll have
3 to do that. With respect to the waiting
4 list for the various pre-K providers,
5 including the School District, should
6 that be our responsibility or will you be
7 able to get that information for us?

8 MS. GEMMELL: So I don't want
9 to overpromise. I can find out the wait
10 list --

11 COUNCIL PRESIDENT CLARKE:
12 That's what budget hearings are about.

13 MS. GEMMELL: -- for the
14 childcare.

15 COUNCIL PRESIDENT CLARKE: Both
16 sides of the table.

17 MS. GEMMELL: The childcare
18 subsidy centers have wait lists, that I
19 can call them and find out the number,
20 but providers throughout the City have
21 their own wait lists as well. So we
22 can --

23 COUNCIL PRESIDENT CLARKE: I
24 mean, the largest -- I know you can't
25 find every little corner store.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 MS. GEMMELL: We can get you a
3 good estimate.

4 COUNCIL PRESIDENT CLARKE:

5 Okay. I want to make sure I'm clear. So
6 you can get me the information on the
7 School District, the larger providers in
8 terms of the waiting list and the
9 demographics associated -- the
10 eligibility for those applicants?

11 MS. GEMMELL: I don't know if
12 the providers collect the income
13 eligibility on their wait list. I think
14 that's a part of the enrollment process.
15 When they have a space, then they start
16 collecting that information. I'm not
17 sure, they may not share that with us
18 either.

19 COUNCIL PRESIDENT CLARKE: They
20 may not?

21 MS. GEMMELL: Individual
22 private providers may not share
23 demographic information on their wait
24 list.

25 COUNCIL PRESIDENT CLARKE:

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Let's just do the School District. I'm
3 just saying, I understand Josephine Joe
4 or Joe Blow Day Care on the corner will
5 look at you like you're crazy, but I'm
6 saying there are a significant number of
7 large providers, and if we're talking
8 about providing slots and subsidies and
9 you kind of asked them, What's your
10 waiting list, I kind of think they may
11 want to cooperate.

12 MS. GEMMELL: Absolutely.

13 COUNCIL PRESIDENT CLARKE: You
14 got a little bit of a bully pulpit there.

15 All right. Thank you.

16 MS. GEMMELL: Thank you.

17 COUNCIL PRESIDENT CLARKE:

18 Thank you. And there's been a number of
19 things that you have indicated you'll get
20 back to us, and if you can just send that
21 information through the Chair, and we'll
22 make sure it's distributed. And you can
23 cc Councilmembers. Thank you.

24 MS. GEMMELL: Thank you very
25 much.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you very much for your testimony.

4 And next up we have the

5 Managing Director's Office, sir.

6 (Witnesses approached witness
7 table.)

8 COUNCIL PRESIDENT CLARKE: Good
9 afternoon.

10 MR. DiBERARDINIS: Good
11 afternoon, Council President Clarke and
12 members of Council. I am Michael
13 DiBerardinis, Managing Director for the
14 City of Philadelphia. With me today are,
15 on my right, Brian Abernathy, First
16 Deputy Managing Director, and David
17 Torres on my left, Administrative
18 Services Director.

19 The total proposed FY17
20 Operating Budget for the Managing
21 Director's Office is \$91,754,975, with
22 8,624,282 derived from Grants Revenue
23 Fund, \$138,550 derived from the Water
24 Operating Fund, and 82,992,143 derived
25 from the General Fund.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Our General Fund allocation
3 reflects an increase of about \$1.2
4 million over Fiscal Year FY16 estimated
5 obligation levels. This increase is
6 primarily due to the expansion of the
7 Community Life Improvement Program, known
8 as CLIP, Vision Zero development and
9 planning, and an increase to the
10 Philadelphia Energy Authority in support
11 of the Philadelphia Energy Campaign.

12 The Managing Director's Office
13 is divided into seven divisions, which
14 include the five programmatic divisions
15 detailed in our written testimony -
16 Public Safety, Health and Human Services,
17 Community Services, Community and
18 Culture, and Transportation and
19 Infrastructure, as well as Legal Services
20 and Administration. The Legal Services
21 and Public Safety divisions have a
22 combined total of around \$60 million,
23 which amounts for the majority of the
24 MDO's Operating Budget. Our new
25 Community Services division composes the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 third largest portion of the budget at
3 \$10.8 million, with the Community and
4 Culture and other divisions following.

5 The MDO has also undergone a
6 significant shift in leadership structure
7 and general oversight under the Kenney
8 Administration, which also accounts for
9 some of the increase in FY17. Under the
10 leadership of the Managing Director,
11 seven Deputy Managing Directors have
12 direct oversight of the City's major
13 operating departments organized into
14 programmatic clusters. In Fiscal Year
15 '17 and beyond, the MDO will place a high
16 priority on coordinating activities
17 across operating departments to achieve
18 broader Administration priorities. These
19 include the implementation of the
20 Administration's major education and
21 youth development priorities, including
22 community schools, expanded access to
23 pre-K, improved literacy among young
24 Philadelphians, and enhanced
25 out-of-school-time programming.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 The Rebuilding Community

3 Infrastructure initiative, which proposes
4 at least 500 million in capital
5 investments targeted toward enhancing
6 parks, recreation centers, libraries, and
7 other neighborhood assets. The MDO will
8 focus on coordinating this multi-year
9 initiative, aligning it with the
10 Administration's broader education
11 priorities, ensuring that the investments
12 are equitably distributed, with strong
13 neighborhood and Council input, and
14 making sure such projects are fully
15 inclusive with strong diversity
16 participation levels at all stages.

17 Expanded workforce development
18 opportunities for returning citizens, low
19 literacy adults, and young adults who are
20 not enrolled in higher education or
21 engaged in the workforce.

22 Improving the quality and
23 efficiency of public services and
24 facilities in all neighborhoods. To
25 support this goal, we are making critical

1 4/5/16 - WHOLE - BILL 160170, etc.
2 investments and upgrades in Philly's
3 311's technology, training, and workforce
4 processes to make sure that intake
5 process and the responding operating
6 departments are working together
7 effectively.

8 We are also working with the
9 Chief Administration Officer and the
10 Finance Director on the implementation of
11 strong and relevant performance measure
12 standards within operating departments.
13 These measures will support the
14 development of a new citywide
15 performance-based budgeting system, which
16 is currently in development.

17 Improving public safety and
18 reforming the criminal justice system.
19 For example, we will be working toward a
20 targeted 34 percent reduction in the
21 Prison's population and hope to receive
22 financial support from the MacArthur
23 Foundation to implement evidence-based
24 strategies and procedural reforms to
25 reach this goal.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Our Office of Transportation
3 and Infrastructure Systems will also be
4 working toward implementing Vision Zero
5 initiatives to make sure that our
6 transportation network is safely
7 accommodating users of all modes while
8 reducing preventable injuries and death.

9 Working with the Chief
10 Diversity Officer and the Chief
11 Administrative Officer to improve
12 employee recruitment and enhance
13 strategies, with the goal of creating a
14 more diverse municipal workforce
15 reflective of the City as a whole.

16 While many of these broader
17 initiatives will use resources allocated
18 directly to the operating departments,
19 the MDO will play a major role in
20 ensuring interdepartmental collaboration
21 to achieve progress towards these goals.
22 Perhaps most importantly, the MDO will
23 strive to ensure that all operating
24 departments in the City government are
25 providing quality service every day to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 every neighborhood. We will also strive
3 to make sure that Philadelphia city
4 government is responsive and accessible
5 to everyone, and will work to make our
6 city the most civically engaged in
7 America in order to help us accomplish
8 these goals.

9 Thank you for this opportunity
10 to testify. My top staff are here with
11 me, and we are happy to answer any
12 questions you may have.

13 COUNCIL PRESIDENT CLARKE:

14 Thank you very much. I got a couple of
15 questions, then I'll turn it over to my
16 colleagues.

17 Page 1 of your testimony, you
18 state the priorities of the MDO is to
19 expand workforce development,
20 opportunities for returning citizens, low
21 literacy adults, young adults who are not
22 enrolled in higher education and engaged
23 in the workforce.

24 Can you give me a little more
25 detail around the expansion of workforce

1 4/5/16 - WHOLE - BILL 160170, etc.
2 development for returning citizens in
3 some level of detail. And one of the
4 reasons I ask that question is that the
5 last fiscal year -- well, actually
6 current fiscal year, we put money in the
7 budget for the PHS contract that we had
8 the press rollout and hiring the
9 individuals to learn the land care
10 process and ultimately go into business,
11 and in this proposed budget, that money
12 was not annualized. So can you -- but I
13 did introduce an ordinance last week to
14 put it back. You know, that's what we do
15 here. Can you --

16 MR. DiBERARDINIS: Sure. So we
17 have two, what I would consider and I
18 think folks who are close to it, new
19 successful programs for returning
20 citizens - CEO, which is a national
21 program that's working in the Recreation
22 Department with prisoners released from
23 the state system, and PowerCorps, which
24 has a variety of young people who are
25 adjudicated and some of them returning

1 4/5/16 - WHOLE - BILL 160170, etc.

2 citizens working in Streets, Water, and
3 Park and Rec.

4 COUNCIL PRESIDENT CLARKE:

5 Here? You're saying here?

6 MR. DiBERARDINIS: Yeah. Right
7 now they're currently -- both of those
8 programs are currently operating. So it
9 is our hope to sort of begin to use our
10 City system, our already existing
11 seasonal budget and hopefully leverage
12 that investment with foundation and other
13 funders to use our seasonal dollars as
14 well as the foundation dollars to expand
15 those programs and to move them more into
16 a workforce development program as
17 opposed to a six- and nine-month job.
18 And the way we used to do business was,
19 you'd come and work for us for maybe the
20 summer or six or nine months, and
21 sometimes you'd come back after a three
22 months break and sometimes you don't.

23 COUNCIL PRESIDENT CLARKE:

24 Right.

25 MR. DiBERARDINIS: We're trying

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to be more intentional where there's soft
3 skills being applied, some serious
4 training to develop some skill set that
5 could be sort of a certified skill when
6 they're done, and connect them to either
7 existing civil service jobs that are
8 wanting or to create a pipeline to the
9 private sector in the realm of these
10 jobs, like landscaping, for instance, or
11 venue management.

12 So that process is underway,
13 and we're trying to connect to right
14 now -- we're trying to connect to some of
15 the non-profit programs and learn from
16 them and work with them, like the 1199C
17 training program. So we're trying to
18 connect to the non-profit sector as well
19 and build a coordinated approach.

20 COUNCIL PRESIDENT CLARKE: Now,
21 the two programs you said, what was that?

22 MR. DiBERARDINIS: PowerCorps
23 and CEO, which at the moment the initials
24 fail me. Community -- anyway -- go
25 ahead, please, somebody give me the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 acronyms. Eva helped establish this.
3 (Witness approached witness
4 table.)

5 MS. GLADSTEIN: Good afternoon.
6 It's Center for Employment Opportunities.

7 COUNCIL PRESIDENT CLARKE:
8 State your name for the record.

9 MS. GLADSTEIN: Sorry. Eva
10 Gladstein, Deputy Managing Director,
11 Health and Human Services.

12 It's the Center for Employment
13 Opportunities.

14 COUNCIL PRESIDENT CLARKE:
15 That's a City program?

16 MR. DiBERARDINIS: Well, it's
17 operating -- it's running with -- the
18 Center for Employment Opportunities and
19 the Recreation Department are working
20 together to run the program for returning
21 citizens.

22 COUNCIL PRESIDENT CLARKE: And
23 is this something that was in place under
24 the last Administration?

25 MR. DiBERARDINIS: Yes.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE: All
3 right. So it's taking individuals out of
4 the system who have concluded whatever
5 was required and then they're working in
6 the City's Rec Department and Water
7 Department?

8 MR. DiBERARDINIS: Well, at
9 least right now it's in the Parks and
10 Recreation. We hope, if that model
11 works, to expand the program into other
12 departments.

13 The PowerCorps is working in
14 the Water Department --

15 COUNCIL PRESIDENT CLARKE: Let
16 me stay on the first one. Is that new?
17 Because I'm kind of --

18 MR. DiBERARDINIS: PowerCorps
19 has been around about a year and a --

20 COUNCIL PRESIDENT CLARKE: No;
21 CEO.

22 MR. DiBERARDINIS: CEO was
23 established this last spring and summer.
24 So nine months ago it was established.

25 COUNCIL PRESIDENT CLARKE: Is

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Bill Hart in that?

3 MR. DiBERARDINIS: I'm sorry?

4 COUNCIL PRESIDENT CLARKE: Bill

5 Hart, who used to run the City's RISE

6 program.

7 MR. DiBERARDINIS: I'm not

8 sure --

9 COUNCIL PRESIDENT CLARKE: I

10 never heard of this and I'm kind of

11 surprised given the level of interest and

12 the meetings that we've had about this

13 issue. So I don't want to belabor it.

14 Can you just get us some information on

15 that program.

16 MR. DiBERARDINIS: We'll get

17 you all that, the number of participants

18 and the beginning of the program, which

19 was around nine months ago, and where we

20 are right now and what our expectations

21 are for the future.

22 COUNCIL PRESIDENT CLARKE:

23 Okay. And the second program was

24 PowerCorps?

25 MR. DiBERARDINIS: PowerCorps,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 which is both operating dollars funded as
3 well as foundation dollars.

4 COUNCIL PRESIDENT CLARKE: And
5 that's functioning now?

6 MR. DiBERARDINIS: Yes.

7 COUNCIL PRESIDENT CLARKE: And
8 it's helping fund programs in the City
9 for returning citizens?

10 MR. DiBERARDINIS: Right.
11 Adjudicated youth and some of them have
12 been returning -- some of them have not
13 been incarcerated, but are in the
14 judicial system and some of them are in
15 fact returning citizens. So it's a mix.

16 COUNCIL PRESIDENT CLARKE:
17 Diversions programs?

18 MR. DiBERARDINIS: Right.

19 COUNCIL PRESIDENT CLARKE: I
20 know our colleague -- we have two of our
21 colleagues that are part of the new
22 special committee, and they'll be working
23 on a lot of those programs, particularly
24 the early programs that actually causes
25 the person never to have interaction with

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the system, because I think you got to
3 drop the pipeline before you start
4 cleaning it up.

5 MR. DiBERARDINIS: In addition
6 to that, we're attempting to turn our
7 seasonal workers program more into a
8 workforce development program. And
9 particularly there's been some success
10 both in the Water Department and in the
11 Parks and Rec Department where folks have
12 gone through this program and have moved
13 into the civil service system. So have
14 been in either nine months or maybe 15
15 months of working in the system, been
16 exposed to the various elements of the
17 organization, learned some of the
18 baseline skills and have done well. Some
19 of them have done well in civil service
20 exams.

21 COUNCIL PRESIDENT CLARKE: I
22 mean, we have people that have been
23 working in rec centers for ten years --

24 MR. DiBERARDINIS: That's
25 right.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE: --

3 as provisionals, but yet they may not
4 have specific qualifications per the
5 civil service regs and they can't get a
6 job. In all honesty, not to be critical
7 of any of our leaders, some of these
8 people actually do -- let's say they do
9 admirable jobs in our facilities. Does
10 that require some changes in the civil
11 service regs?

12 MR. DiBERARDINIS: Well,
13 again --

14 COUNCIL PRESIDENT CLARKE: And
15 not to associate those folks with
16 returning citizens.

17 MR. DiBERARDINIS: I think if
18 we could, again, working with Nolan
19 Atkinson -- we have begun this process
20 with our Commissioners. If we can begin
21 to look in the civil service system and
22 see how maybe some of the classifications
23 could be altered so experience could be
24 considered more heavily and to get into
25 the entry-level jobs, that could help a

1 4/5/16 - WHOLE - BILL 160170, etc.

2 lot, I think.

3 COUNCIL PRESIDENT CLARKE:

4 Right.

5 MR. DiBERARDINIS: And I think
6 this assistant rec leader position and
7 some of the Grounds Maintenance division
8 jobs do rely a lot on experience. So
9 we're able to move people into those --
10 more easily into those classifications
11 than in some of the others.

12 COUNCIL PRESIDENT CLARKE:

13 Right. One last question and I'll give
14 up the mic. My favorite subject,
15 municipal advertising. We had a brief
16 conversation before, and we actually got
17 back a response, and the response was
18 essentially related to the PennDOT's
19 concern about municipal buildings,
20 advertisement on municipal buildings, but
21 that wasn't really my point of emphasis.
22 The question was about the street
23 furniture that has already been approved
24 and funded and implemented to some
25 degree, and the question was the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 diversion of some of that revenue
3 generated by street furniture back to
4 neighborhood commercial corridors where
5 that is. Is that something, one, that
6 legally we can do? And I know Council
7 can't do it because we're not the
8 executive branch, but the Administration
9 could always focus a program to have
10 targeted revenue implementation.

11 MR. DiBERARDINIS: Right. And
12 last week we talked about this, and I've
13 spoken both to Rob Dubow and the City
14 Solicitor, Sozi, and we have -- we are
15 scheduled to meet in the next week or so
16 about this and to try to look at the
17 contract and to understand both the
18 impact on the General Fund, because that
19 money was targeted to come into the fund,
20 and we also have sort of an existing
21 contract -- we have a contract in place.
22 We have to see what are the terms and
23 conditions of those contracts.

24 So that examination is
25 underway, and we'll get back to you, I

1 4/5/16 - WHOLE - BILL 160170, etc.

2 think, probably within a week or so with
3 the determination.

4 COUNCIL PRESIDENT CLARKE:

5 Okay. Thank you. I'll give up the mic.

6 The Chair recognizes Councilman
7 Greenlee.

8 COUNCILMAN GREENLEE: Thank
9 you, Mr. President.

10 Good afternoon, everybody. In
11 your written testimony, in the part about
12 criminal justice coordination, you
13 mention that your office will work with
14 law enforcement to address domestic
15 violence, street harassment, that kind of
16 thing. Can you get just a little bit
17 specific what you're talking about there,
18 what you're looking to do.

19 MR. DiBERARDINIS: I'll have
20 Brian answer that question.

21 MR. ABERNATHY: Brian
22 Abernathy, First Deputy Managing
23 Director.

24 We're beginning that process
25 today. So we've begun to engage with

1 4/5/16 - WHOLE - BILL 160170, etc.
2 organizations like Women Against Abuse to
3 develop a more thoughtful plan. So I'm
4 not going to pretend today I can sit here
5 and unveil a detailed plan on how we're
6 going to manage both domestic abuse and
7 street harassment, but it is absolutely
8 something that will be charged to the
9 Deputy for Criminal Justice to create a
10 working group to better identify those
11 and with strong targets that we can
12 report back to this Council.

13 COUNCILMAN GREENLEE: So this
14 is just basically in the beginning stage.

15 MR. ABERNATHY: Yes, sir.

16 COUNCILMAN GREENLEE: Okay.
17 All right. Thanks. I assume you can
18 keep us informed of what's going on with
19 that?

20 MR. ABERNATHY: Yes, sir. We'd
21 like your active involvement.

22 COUNCILMAN GREENLEE: Okay.
23 Thank you.

24 And one other, CLIP, and I
25 think I asked this last year. This is

1 4/5/16 - WHOLE - BILL 160170, etc.

2 now a citywide program, CLIP?

3 MR. DiBERARDINIS: That's
4 correct.

5 COUNCILMAN GREENLEE: And I
6 should add -- it seems like every year
7 somebody says this. In fact, the present
8 Mayor used to say this a lot. I just
9 want to commend that department, Tom
10 Conway and everybody, because they do a
11 terrific job. I think they really help
12 the image of the City. And I think Tom
13 is here. That's exactly what he wrote
14 when he told me to say this. But no.
15 It -- he gave me the thumbs up. I said
16 it exactly right.

17 No. I mean, I think we all
18 agree it's been a very positive addition
19 to the City over these years, and I'm
20 glad now it's citywide.

21 MR. DiBERARDINIS: We feel the
22 same way.

23 COUNCILMAN GREENLEE: Okay.
24 Thank you.

25 Thank you, Mr. President.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCIL PRESIDENT CLARKE:

3 Thank you, Councilman.

4 The Chair recognizes

5 Councilwoman Gym.

6 COUNCILWOMAN GYM: Hello.

7 Thank you very much.

8 I wanted to make a request to
9 follow up on the Council President's
10 request about specifically PowerCorps.
11 So it sounds like it's a program that
12 places youth ages 18 to 26 in a
13 nine-month program to spend six months
14 working in a City agency, and I guess one
15 of my questions would be, could we ask a
16 little bit about the potential outcomes
17 for those participants, how many of them
18 are able to continue permanent employment
19 in the City, and are there other
20 opportunities for these kinds of
21 apprentice-type programs to increase
22 access to City jobs for these diverse
23 youth populations in particular?

24 MR. DiBERARDINIS: That's the
25 work that's going on now. So there was

1 4/5/16 - WHOLE - BILL 160170, etc.
2 not, when it was established, a very
3 specific workforce component to this, at
4 least in terms of long term or steady
5 employment. So we're right now
6 attempting to work with the appropriate
7 departments to do two things. One is to
8 develop skill sets or certifications that
9 would move them sort of more directly
10 towards employment that would give them
11 more opportunities and to -- in general,
12 and then to more particularly look at
13 classifications, job classifications in
14 the City system that they could then
15 compete for. So both trying to extend
16 what was just sort of come back, get a
17 job and maybe you'll do okay, to come
18 back, get some work and really try to
19 have a directed skill development and
20 more intentional workforce component to
21 it. So we're in that transformation
22 phase right now.

23 COUNCILWOMAN GYM: And it's
24 just a request to see if you have any
25 outcome information and some analysis of

1 4/5/16 - WHOLE - BILL 160170, etc.
2 how these young people do about accessing
3 permanent jobs within the City.

4 So could you talk a little bit
5 more about how your office plans to
6 support the Office of Immigrant Affairs
7 to ensure that the language access
8 mandate is fully implemented across the
9 City agencies, how specifically you're
10 working with OIA to make that happen. I
11 think that a number of agencies need
12 support, some more than others, but we're
13 moving forwards, for example, with the
14 water rate change and a lot of questions
15 about how much language access support
16 has gone out as community and public
17 hearings are being established to
18 actually raise utilities, and this is a
19 great area to judge and assess how well
20 we're doing under the new mandate, and it
21 seems like we still have a way to go.

22 MR. DiBERARDINIS: Just real
23 quick and I'll do a cover here and then
24 I'll either let Brian and Miriam take
25 this question, but as a former

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Commissioner, someone who has run
3 operating departments for maybe 15 years,
4 two things. There has to be the
5 expectation that this is important,
6 because it's hard to do, and if
7 Commissioners and Deputy Commissioners
8 and leadership in the departments do not
9 understand that this is an important
10 priority for them, it will be hard to get
11 to that point. So we have to create the
12 expectation, and then we have to have the
13 necessary support for them to succeed.

14 That's a very general
15 over-cover, but I think Miriam can take
16 you deeper into the details of how
17 that's going to happen.

18 COUNCILWOMAN GYM: And before
19 we go too much into that, I just wanted
20 to also ask that other cities are pretty
21 far ahead of us and have done a fairly
22 effective job, and one question would be
23 whether your office would be open to, for
24 example, maybe taking a trip to New York
25 City and taking a look at how their

1 4/5/16 - WHOLE - BILL 160170, etc.
2 language access is done across the city
3 and maybe involving some members of City
4 Council and others to be part of that.

5 MS. ENRIQUEZ: Absolutely.

6 Good afternoon. Miriam
7 Enriquez, the Director of the Office of
8 Immigrant Affairs.

9 Thank you, Councilwoman, for
10 your questions. First, to answer the
11 question about the Water Department and
12 the different departments and how we're
13 working with them, we are in the process
14 of getting all of the departments on this
15 same level as far as language access
16 plans and providing technical assistance.
17 We actually just hired a language access
18 program manager, who comes with a wealth
19 of experience, particularly in this area.
20 And as far as -- and I can go into more
21 details about that if you have more
22 questions.

23 And as far as other cities, we
24 are in the process, specifically when
25 you're talking about data collection and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 performance measures, looking at other
3 cities, specifically cities like San
4 Francisco and, of course, New York, and
5 we would definitely be open to a trip
6 like that.

7 COUNCILWOMAN GYM: Thank you.
8 I'll wait for my next
9 go-around.

10 COUNCIL PRESIDENT CLARKE:
11 Thank you, Councilwoman.
12 The Chair recognizes Councilman
13 Jones.

14 COUNCILMAN JONES: Thank you,
15 Mr. President.

16 Could we also ask your new
17 Deputy Mayor for Public Safety to come
18 up, join us at the table, please.

19 My questioning -- the first
20 part of my questioning will be that there
21 are two very aggressive initiatives. One
22 of them is community schools and the
23 other one of them involves taking away
24 and codifying different services that
25 exist and retooling them so that the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 silos in maybe DHS and others are
3 contributing, and I hope in your
4 budgeting, you're factoring that. But
5 specifically I'd like to talk about
6 public safety and the Special Committee
7 on Criminal Justice Reform that
8 represents about 26 percent of our
9 budget. And we are having our first
10 hearing to the public Friday at 10
11 o'clock and wanted to make sure that the
12 following people at least testify on that
13 behalf. We need definitely the Prison
14 Commissioner there. That is essential.
15 As you stated in your goals, that to
16 reduce the census of that particular
17 State Road, several facilities. So us
18 coordinating with him on how we can do it
19 responsibly is essential. So we need him
20 or his designee at that hearing.

21 We'd also like people from DHS,
22 the Police Department, the Free Library,
23 and PYN as well. And the first hearing
24 will be in two major categories. One,
25 stop the bleeding, meaning that we've had

1 4/5/16 - WHOLE - BILL 160170, etc.
2 dozens of murders. Those individuals,
3 both the perpetrators and the victims,
4 are part of that criminal justice system.
5 So we want to be able to go through this
6 summer with as much preventive tools as
7 possible. So that's why Parks and Rec
8 and recreation centers being open. We
9 want to develop that strategy early on.

10 The second part is a little
11 more long term in dealing with the
12 systemic causes of crime and to be able
13 to do some prevention stuff.

14 So we wanted to hear your
15 general -- I know you're newly minted,
16 but you're not new to justice -- and get
17 your perspective on how you see things
18 and how that interfaces with the
19 commitment of departments' budgets as it
20 relates to that.

21 JUDGE LERNER: Thank you,
22 Councilman Jones. I'm Benjamin Lerner
23 and I'm the Deputy Managing Director for
24 Criminal Justice.

25 And I'm not close enough to the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 microphone, I guess.

3 All right. How am I doing now?

4 COUNCILMAN JONES: Much better.

5 JUDGE LERNER: Thank you.

6 I appreciate your getting a
7 chance to answer these questions. It's
8 true that I am new to the Administration,
9 I'm new to this job, but as you know, I'm
10 not new to the criminal justice system.
11 I think there are two very separate but
12 related areas that, as I understand it,
13 this Administration and this Council are
14 interested in and committed to.

15 The first is the effort and
16 expanded effort to deal with the people
17 who are involved in the criminal justice
18 system, but who really are not
19 individually dangers to the community.
20 They're dangers to themselves, they're
21 dangers to their families, but they are
22 people who need help. They're the people
23 that don't have to be locked up in prison
24 while they're awaiting trial or they're
25 awaiting a hearing. They're also a lot

1 4/5/16 - WHOLE - BILL 160170, etc.
2 of the pretrial people in our prison
3 system who ought to be released much
4 sooner than they are. And to deal with
5 that group, there are several strategies,
6 of which I know you're aware, Councilman
7 Jones, to attempt not only to reduce the
8 prison population, but to also increase
9 the services that we're able to provide
10 to that group of citizens in terms of
11 treatment and rehabilitation and to move
12 the provision of those services to a much
13 earlier phase in the process.

14 If we're going to get people
15 out of jail earlier and try people or if
16 we're going to make sure that a lot more
17 of our citizens who get arrested don't
18 have to go to jail in the first place
19 while they're awaiting for trial, that's
20 good, but I don't think that's
21 sufficient. What we also need to do is
22 to develop a system that begins to
23 provide necessary treatment and
24 rehabilitative services to those citizens
25 at the beginning of the process rather

1 4/5/16 - WHOLE - BILL 160170, etc.
2 than at the end of the process. And I
3 think there's -- I know there's a strong
4 commitment on the part of the
5 Administration.

6 COUNCILMAN JONES: I don't mean
7 to interrupt you, but they gave me the
8 short clock. I know how they do that. I
9 sat up there before.

10 But here's what I do want to
11 emphasize, two things. Number one, that
12 our effort in this Chamber is in sync
13 with the Mayor's effort on the second
14 floor. This is a team approach. When we
15 impact this budget, it's going to impact
16 the one budget. So we need a collegial
17 working relationship. I have every
18 degree of confidence you know your stuff
19 and are willing to do, along with the
20 good work that was built up before you.
21 The potential for this MacArthur grant is
22 going to help us along, but let me just
23 give you one cautionary tale and why we
24 have to work together.

25 There's a Supreme Court ruling

1 4/5/16 - WHOLE - BILL 160170, etc.
2 recently that said all of the cases where
3 juveniles were convicted to life
4 sentences, they're now re-looking at
5 that, and there's a potential -- there's
6 500 inmates that that category fits.

7 JUDGE LERNER: About 500.

8 COUNCILMAN JONES: Three
9 hundred about are Philadelphians. We
10 have not thought that through. Well,
11 maybe we have, and I'm glad to hear it,
12 but we need to think things like that
13 through, because a good friend of mine,
14 Mr. Shaw -- I don't know if I should have
15 put him out there on public record, but I
16 will -- is already talking about those
17 kinds of planning, because folk who have
18 been in jail for 20 years coming home
19 don't even know, some of them, how to
20 adjust to day-to-day thinking. And if we
21 don't -- the average age of them might be
22 50-plus, so they're going to be difficult
23 to employ. Where they live, how they
24 live, and how they feed themselves is of
25 paramount concern to you and I. And so

1 4/5/16 - WHOLE - BILL 160170, etc.
2 us thinking these kinds of things
3 through, unintended and intended
4 consequences, is vital to the quality of
5 life of our city.

6 JUDGE LERNER: We're working on
7 that, and we know that we need to work
8 with Council on that. That's especially
9 true in terms of the reentry issues that
10 you addressed, and the reentry issues are
11 a lot more difficult and a lot more
12 complicated than the legal issues, the
13 court-related issues surrounding the
14 resentencing proceedings. But we are
15 working and want to work with you and
16 Council's Commission on both of those
17 issues.

18 COUNCILMAN JONES: Thank you,
19 Mr. Chair.

20 COUNCILMAN HENON: Thank you,
21 Councilman.

22 I would be next up in the
23 queue, so I do have -- listen, Chair
24 prerogative here. But I am next in line.

25 So thank you. I got a couple

1 4/5/16 - WHOLE - BILL 160170, etc.
2 questions. One, just like Councilman
3 Greenlee, I think it's a tradition to
4 mention not only our friend but my
5 constituent and somebody who does a great
6 job for not just the 6th District but the
7 City of Philadelphia, Mr. Tommy Conway.

8 Tommy, I got to give you a
9 shout-out, right there over in the
10 corner. But my question is to CLIP.
11 There is a significant increase in the
12 dollars that have been allocated to CLIP.
13 And I know the vital services, believe
14 me, with the quality of life issues. Can
15 you explain the positive change that's
16 going to be a result and product of CLIP
17 going citywide? Because every year I
18 think the District Councilmembers and the
19 at-large can see the benefits of the CLIP
20 program, and making it and memorializing
21 it citywide I think is certainly the
22 right direction.

23 MR. DiBERARDINIS: Councilman,
24 I'll have Tommy answer the question.

25 MR. CONWAY: Thomas Conway,

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Deputy Managing Director for --

3 COUNCILMAN HENON: Looking a
4 little more distinguished this year.

5 MR. CONWAY: Yes. I am wearing
6 a tie today. Once a year I do wear a
7 tie, and it's because of you fine people.

8 With the additional funding, we
9 will increase vacant lot and public
10 nuisance abatements on properties by
11 about 5,000.

12 Someone wrote some nasty stuff
13 about Curtis Jones this morning.

14 COUNCILMAN HENON: You can
15 continue. What does that mean?

16 MR. CONWAY: Okay. I'll give
17 you the full rundown now. Basically
18 we're looking to inspect about 40,000
19 vacant lots, abate close to 20,000 vacant
20 lots with the additional funding, abate
21 or inspect about 14,000 nuisance
22 properties, and abate about 4,000
23 nuisance properties, and we will clean
24 probably about 120,000 properties of
25 graffiti vandalism.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN HENON: Exactly.

3 That's what I'm talking about. So it's
4 important for the public to understand
5 what is involved. I mean, it's not just
6 a program that cleans up vacant lots.
7 It's a program that does a lot more and
8 there's a lot to the abatement process
9 and abatement teams in every Council
10 district.

11 The Chair recognizes --

12 COUNCILWOMAN SANCHEZ: Real
13 quickly, because I also -- we all count
14 on CLIP so much. We've seen a spike in
15 graffiti. What are we going to be doing
16 with the additional resources -- I know
17 we've seen the spike across the City --
18 to tackle that? Because it's becoming
19 more and more kind of prevalent
20 everywhere.

21 MR. CONWAY: Yeah. It does
22 seem like there is a huge spike of
23 graffiti vandalism, and that's across the
24 board, across the entire City of
25 Philadelphia. With the additional

1 4/5/16 - WHOLE - BILL 160170, etc.
2 funding, we do plan on cleaning about
3 another 15,000 properties. Free of
4 charge, I might add.

5 COUNCILWOMAN SANCHEZ: How many
6 more?

7 MR. CONWAY: This year we'll
8 probably clean about 106,000. So you're
9 talking about another 14,000 properties
10 of graffiti vandalism.

11 COUNCILWOMAN SANCHEZ: One of
12 the things you've mentioned in the past,
13 we've had this discussion around cameras,
14 being able to move cameras around. How
15 are we doing that for the illegal dump
16 sites? Is any of these resources going
17 to allow you to do a little bit more of
18 that?

19 MR. CONWAY: No. That's not in
20 the plan. Actually we found out that the
21 cameras are solar-powered motion
22 sensitive. So they are limited where we
23 can place them. So we're looking at
24 other different camera types to see if we
25 can be hard-wired and be able to move

1 4/5/16 - WHOLE - BILL 160170, etc.

2 them very quickly to different locations.

3 We are working on one in your
4 district on York Street with regards to
5 with a business, who has provided us with
6 pictures of illegal dumping action, which
7 is great. So we forwarded that over to
8 the Police Department, and we'll be
9 working with the District Attorney's
10 Office to hopefully apprehend them and
11 confiscate their vehicle.

12 I do want to add, which was
13 part of the testimony, that we do provide
14 second chances to folks, and roughly
15 about 25 percent of our employees are
16 ex-offenders or reentry citizens. We are
17 looking to expand that and created a
18 partnership with Project HOME and just
19 recently hired five homeless veterans
20 onto the payroll.

21 COUNCILMAN HENON: Mr. Conway,
22 you've gone over all the numbers on the
23 inspection of vacant lots and the
24 abatements. A significant part of some
25 of the time and responsibilities you have

1 4/5/16 - WHOLE - BILL 160170, etc.
2 is reinspections. What is that? Because
3 I know that like doubles and triples your
4 amount of visits to the sites that have
5 been called in.

6 MR. CONWAY: With regards to
7 the exterior property maintenance
8 program, the good news is we have roughly
9 a 70 percent compliance rate, which means
10 that those property owners that did
11 receive a violation, seven out of ten
12 complied, cleaned it up themselves. This
13 way we do not expend City resources to
14 clean up that property.

15 The vacant lot program, they
16 have about a 25 to 30 percent compliance
17 rate. A lot of vacant lots there is no
18 owner or the owner's address is the
19 actual vacant lot address. So the
20 compliance rate is much lower on that.

21 COUNCILMAN HENON: Great.
22 Well, thank you. I'm going to move on to
23 a couple other quick questions and then
24 we'll continue on with the hearing.

25 So I'm actually a Board member

1 4/5/16 - WHOLE - BILL 160170, etc.
2 of the ACCT Board, and some of the
3 numbers that you have reported are
4 impressive over the last several years,
5 and I'm just going to make a statement
6 and want to have this public conversation
7 as we move forward. We have a new
8 Executive Director, and I think folks in
9 the community, volunteers, and in City
10 government are very excited about the new
11 vision and the continued progress of what
12 we do and how we deal with animals here
13 in the City. We have 19,000 square foot
14 in its current facility. We have a 42
15 percent decrease in putting animals down,
16 and we have a 77 percent life-saving
17 measures and have taken a little over
18 200,000 service calls a year. We share
19 space with another City agency, and with
20 the amount of volume, the amount of calls
21 and the positive reenforcement and
22 life-saving measures that we're doing
23 here in the City is to be commended, and
24 I'm sure it's only going to continue and
25 to progress.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 We've had conversation about --
3 or I've had several conversations with
4 the previous Mayor's Office and the
5 Managing Director's Office and the
6 Chairman of the Board, and the Board
7 itself. So I am going to continue to
8 push on to utilize our space a little
9 better with the current 19,000 square
10 foot and reposition Vector, who shares a
11 space at that current facility, and try
12 to make what we do and what you do with a
13 major city like this and the amount of
14 calls and the volume that we have and it
15 should be funded more. I want to utilize
16 our space a little bit better. So I'm
17 going to work towards that, and I want to
18 welcome Vince, who is our new Executive
19 Director. You want to state your name
20 for the record.

21 MR. MEDLEY: Yes. My name is
22 Vincent Medley. I am the Executive
23 Director of the Animal Care and Control
24 Team of Philadelphia.

25 COUNCILMAN HENON: Great. And

1 4/5/16 - WHOLE - BILL 160170, etc.
2 is there an ongoing conversation -- is
3 there a plan? Let's just say that. Is
4 there a plan to use some of our spacial
5 design with Public Property to shift the
6 shared space so we can utilize our Animal
7 Control better to our advantage, so we
8 could continue on on the progress that we
9 have made?

10 MR. MEDLEY: Yes. And thank
11 you, Councilman, for your kind words and
12 for welcoming me aboard.

13 There is a plan in place. I'm
14 working with our Board Chair, who also
15 works in the Managing Director's Office,
16 Dave Wilson, to look at what the timeline
17 is behind to make that happen.

18 COUNCILMAN HENON: Good. So
19 we'll continue that along the budget
20 process as we come back here and deal
21 with departments individually. So I'll
22 get into the details with you offline and
23 back here in the process.

24 So I'm going to leave you with
25 this last question. Boulevard

1 4/5/16 - WHOLE - BILL 160170, etc.
2 improvements, multi-modal corridor. I
3 don't know what that means, but what does
4 it mean to Northeast Philadelphia? It's
5 the major artery that connects the City
6 with Center City and the great
7 neighborhoods of Philadelphia.

8 MR. ABERNATHY: Thank you,
9 Councilman. I believe Deputy Director
10 Tolson is on her way up to the table to
11 address that.

12 COUNCILMAN HENON: Great.
13 (Witness approached witness
14 table.)

15 MS. TOLSON: Good afternoon,
16 Councilman. My name is Clarena Tolson.
17 I'm Deputy Managing Director for
18 Transportation and Infrastructure
19 Systems.

20 Thank you for your question
21 with regard to Roosevelt Boulevard. It's
22 quite timely. In fact, tomorrow the
23 Mayor will be making some significant
24 announcement about our activity on that
25 corridor.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 As you're aware, it is a most
3 dangerous street in our city. It's a
4 corridor that travels through
5 Philadelphia and attaches to a
6 surrounding county. There are
7 significant motorists as well as
8 bicyclists and pedestrians on that
9 corridor. It carries a significant
10 amount of traffic, and because of that,
11 we are very concerned about the levels of
12 accidents that we have, many fatalities
13 due to speeding and other issues.

14 Over the coming weeks, the
15 Mayor will be announcing efforts to hear
16 some public commentary and to receive
17 public commentary about some of the work
18 that's been done. There's been
19 significant planning in the past, but
20 we're moving to the next phase with
21 collaboration between PennDot, SEPTA, and
22 City of Philadelphia. We won a TIGER
23 grant to support this effort. It's a \$5
24 million effort to kind of solidify more
25 clearly the options that we had and where

1 4/5/16 - WHOLE - BILL 160170, etc.
2 we want to go based upon input from the
3 public. In fact, today there's a
4 briefing provided to Council staff --
5 Councilmembers and their staff to address
6 some of the issues and concerns here.
7 But as I said and without stealing
8 thunder from the Mayor tomorrow, he'll be
9 making a significant announcement about
10 our future efforts with Roosevelt
11 Boulevard.

12 And the multi-modal just
13 addresses the issues of the use by lots
14 of different motorists. So you have
15 trucks, you have cars, you have
16 pedestrians, and bicyclists.

17 COUNCILMAN HENON: So this is a
18 \$5 million TIGER grant for a study and
19 plan?

20 MS. TOLSON: Yes. This is more
21 planning, but it solidifies some
22 conversations that have happened in the
23 past. And the \$5 million is 2.5 from the
24 TIGER grant and the other portions are
25 from the City and SEPTA and PennDOT.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILMAN HENON: Okay. We'll
3 talk at another time. Thank you.

4 The Chair recognizes Councilman
5 Oh.

6 COUNCILMAN OH: Okay. Thank
7 you very much, Chairman.

8 So fortunately you're just
9 sitting there, Commissioner, because it's
10 relevant to my question, so just
11 fortuitously. So you are now one of the
12 representatives of Philadelphia on the
13 SEPTA Board; is that right?

14 MS. TOLSON: Yes, sir.

15 COUNCILMAN OH: And as far as I
16 recall, each year we give SEPTA about \$60
17 or \$65 million; is that right?

18 MS. TOLSON: Yes, sir.

19 COUNCILMAN OH: And is that
20 kind of just done routinely, we give them
21 \$60, \$65 million?

22 MS. TOLSON: No, nothing
23 routine about any of the budget process,
24 sir. It travels through this body with
25 discussion and dialogue. There are some

1 4/5/16 - WHOLE - BILL 160170, etc.
2 parameters for the contribution levels
3 from each of the counties that are
4 impacted by SEPTA based upon the levels
5 of -- the formula is based upon the level
6 of ridership and use of the system.

7 COUNCILMAN OH: So we have 70
8 percent of SEPTA's ridership, I think,
9 and infrastructure in Philadelphia. Is
10 that about right?

11 MS. TOLSON: About right, yes.

12 COUNCILMAN OH: So because of
13 that, do they expect us to put a certain
14 amount of money into the SEPTA system or
15 because of that, do we put less money
16 into the SEPTA system?

17 MS. TOLSON: We also have about
18 90 percent of the users of the system in
19 the City as well. So there's a
20 combination of things that looks at the
21 location of -- basically the home base of
22 the riders in the communities, and then
23 based upon what work is done in each
24 community, work that's done in the
25 counties, not necessarily if you're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 working on a facility that's solely in
3 the counties. There may not be support
4 from Philadelphia -- there will not be
5 support for Philadelphia for that effort
6 and vice versa.

7 COUNCILMAN OH: So the reason I
8 ask is because it's 65 million a year,
9 which is a lot of money for the interest
10 of Philadelphia, and I feel that there
11 are times where the interest of
12 Philadelphia and SEPTA are not in sync,
13 and we don't have much representation
14 compared to the percentage of riders and
15 infrastructure in the SEPTA organization.
16 For example, when there's a large project
17 that is being planned that is detrimental
18 to the City of Philadelphia, we have less
19 of a say on the Board and yet we give \$60
20 or \$65 million.

21 Currently, there is an issue
22 that this body has dealt with, as you're
23 aware, and that is with the local hiring
24 preference pilot program that was
25 approved by the Department of

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Transportation. And we did provide that
3 to SEPTA to ask them to include a local
4 hiring preference in their RFP, which
5 they have not done and are not going to
6 do, which jeopardizes our train
7 manufacturer and has a very adverse
8 impact on our city. I understand their
9 position, but I think that as a city
10 where our voice is not loud enough in
11 influencing SEPTA. And since they are a
12 transportation authority, I'm wondering
13 why do we put more money into a
14 southeastern transportation authority
15 when we need the money for our schools
16 and for other things and we're looking at
17 tax increases and pre-K? So five years,
18 \$325 million from that money.

19 What are your thoughts on that?
20 What's the Administration's position on
21 dealing with SEPTA?

22 MS. TOLSON: I agree with you,
23 Councilman, that our voice needs to be
24 heard, and we are challenged with that
25 with regard to how the Board is

1 4/5/16 - WHOLE - BILL 160170, etc.
2 structured. There are representation of
3 all the counties on that Board and we are
4 one of the five.

5 So I would also say to you that
6 I have a responsibility and duty as the
7 City's representative to do my very best
8 to bring that level of influence and to
9 make sure that our voice is heard.

10 I recently joined the Board,
11 and I'm looking forward to being a very
12 active partner in the process. In fact,
13 I attended an RFP discussion today just
14 to hear how SEPTA presented their
15 materials to contractors and understand
16 who is bidding on what within the City.

17 So I think it's very important
18 that we are engaged and understand how
19 the process works.

20 I'd also say to you that I know
21 that and I understand your position that
22 \$325 million over time is significant,
23 but I'd also say to you that the transit
24 system is important to the citizens of
25 this city. Many people, and particularly

1 4/5/16 - WHOLE - BILL 160170, etc.
2 poor working-class people, are highly
3 dependent upon a transit system to
4 maintain opportunities for work and their
5 daily livelihood. So it should not be
6 discounted, and overall it is certainly
7 not SEPTA's entire budget, but it is a
8 significant impact obviously. Overall
9 there's great value added to having a
10 world-class transit system in our city,
11 and any great city in this nation is
12 going to have just that. SEPTA is
13 probably one of the best in the nation,
14 and we value that. We certainly want to
15 make it better. I am not excusing
16 anything that it is not doing currently
17 that we want it to do, but I also
18 recognize that it is one of the best in
19 the nation and we have the opportunity to
20 make it as great as we want it to be.

21 COUNCILMAN OH: Okay. I'll
22 just make this last point. I'm sorry.
23 And I don't know if this is true, and
24 this is something I believe Councilman
25 Domb is aware of, and, that is, that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 SEPTA's planning to build a
3 transportation route from the City of
4 Philadelphia to King of Prussia. Is that
5 your knowledge as well?

6 MS. TOLSON: That will be
7 wholly outside of the City of
8 Philadelphia.

9 COUNCILMAN OH: So that's a
10 very large investment. That's billions
11 of dollars, I believe, and not in the
12 City of Philadelphia, not helping us in
13 our communities and neighborhoods. And
14 if they have that kind of money to send
15 people out to shop and to go to jobs
16 outside our city, because I think more
17 people are going out than in, I don't
18 know why we are going to give them money
19 for that when we are taxing and hitting
20 up our own population and trying to make
21 up for the state's lack of funding our
22 schools and other things.

23 MS. TOLSON: I certainly would
24 like to make all Philadelphia projects a
25 priority for them, and to that end, I'm

1 4/5/16 - WHOLE - BILL 160170, etc.
2 happy to say that SEPTA will be doing a
3 \$100 million job right underneath this
4 building. The City Hall and concourse
5 work that's going -- the City Hall
6 Station and the concourse work is going
7 to be quite significant, and we should be
8 breaking ground on that very, very
9 shortly.

10 COUNCILMAN OH: Thank you very
11 much.

12 MS. TOLSON: So we want
13 contributions and support in the City for
14 sure.

15 COUNCILMAN OH: Thank you.
16 Thank you.

17 COUNCILMAN GREENLEE: Thank
18 you, Councilman.

19 Councilman Domb, please.

20 COUNCILMAN DOMB: Thank you,
21 Councilman Greenlee.

22 I want to just follow up with
23 Councilman Oh's comment, though. I think
24 in the budget -- I think the Board of
25 Directors of SEPTA, we have two seats out

1 4/5/16 - WHOLE - BILL 160170, etc.
2 of 15, number one.

3 Number two, when it comes to
4 funding a hundred million dollars, we
5 have to put up 80 percent. And so that's
6 just some facts that we should -- I don't
7 know what we do about it, but I totally
8 agree with Councilman Oh.

9 I have a question for -- good
10 afternoon, by the way, everyone.

11 Just a simple question. I
12 think it was in your testimony or in your
13 paper you gave out. It seems like we
14 authorized in the budget 283 jobs but we
15 filled 328. Does that seem right? It's
16 on Page 8 in the middle, employment
17 levels as of January 2016, it says
18 budgeted 283, approved 328.

19 MR. ABERNATHY: Thank you,
20 Councilman. In the last Administration,
21 the Managing Director's Office looked
22 very different and we had budgeted 283
23 jobs. In this Administration we have
24 hired more and transferred staff from
25 other departments into the Managing

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Director's Office.

3 COUNCILMAN DOMB: Is the number
4 still going to be 328?

5 MR. ABERNATHY: I believe so.
6 317.

7 COUNCILMAN DOMB: 317, okay.

8 Another minor point, I think in
9 the testimony you talked about hiring
10 returning citizens in the department.
11 Have you looked at also -- I know the
12 DA's Office has a program called The
13 Choice is Yours for young people, because
14 that would be a great opportunity in Recs
15 for that also.

16 MR. DiBERARDINIS: I didn't
17 know that. So we will very aggressively
18 follow that up. I think the idea of what
19 we're trying to do is to connect not just
20 the operating departments, but that's a
21 big step if we can connect them to
22 workforce, because there's a lot of jobs
23 that stay open here in our civil service
24 systems that we can fill and that we can
25 move people through, but then it's also

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to connect at least strategically, if not
3 operationally, with the existing
4 programs. So we have a common approach,
5 maybe even some common targets and
6 outcomes that we could all be responsible
7 for and create a better product with our
8 existing investment and then use that to
9 sort of build our resource base.

10 So we're kind of at the early
11 stages of this. It's a very serious part
12 of what we're doing, though. The Mayor,
13 when I meet with him regularly, he's
14 asking about progress in this realm.

15 COUNCILMAN DOMB: That program
16 the DA's Office has diverts young people,
17 teenagers, from going to jail that costs,
18 what, 40,000, 43,000, puts them in a bad
19 environment, gives them a record, versus
20 \$4,000 per adult or teenager that gets
21 them on the right track for the next 12
22 months. It's a great program.

23 MR. DiBERARDINIS: Thank you
24 for the tip, and we'll be on it.

25 COUNCILMAN DOMB: Thank you.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Thank you for your testimony.

3 COUNCILMAN GREENLEE: Thank
4 you, Councilman.

5 Councilwoman Reynolds Brown.

6 COUNCILWOMAN BROWN: Thank you.

7 Councilwoman Helen Gym like a
8 laser beam went right to the very same
9 questions I had about PowerCorps, and so
10 some follow-up questions and clarity.
11 It's for young people 18 to 24, correct,
12 for either six months or nine months?

13 MR. DiBERARDINIS: Nine months.

14 COUNCILWOMAN BROWN: Nine
15 months. How old is the program?

16 MR. DiBERARDINIS: Well, again,
17 I'm going to test myself. I think
18 it's -- when it started in the Water
19 Department and --

20 COUNCILWOMAN BROWN: Yes, it
21 did.

22 MR. DiBERARDINIS: -- in the
23 Parks and Rec, we had two or three
24 cohorts go through the program. So I'm
25 going to say two years.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN BROWN: And so
3 when the Water Department comes back
4 before us, I too will be interested in
5 knowing how many of those young people
6 found their way to permanent jobs or
7 whatever permanent means, civil service
8 or whatever, into those departments where
9 it was intended, because that speaks to
10 the guts of its effectiveness.

11 How can we expand PowerCorps?
12 Can we expand PowerCorps?

13 MR. DiBERARDINIS: Just from
14 our limited experience -- again, this is
15 a relatively new program. It's not brand
16 new, but when the grant dollars began to
17 diminish, we backfilled, at least in Park
18 and Rec, with operating dollars. So we
19 used our seasonal dollars that we would
20 normally hire seasonal -- folks
21 seasonally, but not with -- not returning
22 citizens or with a workforce component.
23 So we moved not a lot of money. I think
24 it was around 100,000 or 150,000 annually
25 to continue to support the program,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 because we not only got our mission taken
3 care of, we not only had cleaner centers
4 and cleaner parks, we also were able to
5 support an extended mission around
6 returning citizens and workforce
7 development for young folks. So we were
8 very happy to do that.

9 We're right now meeting
10 within -- and this is, I think, part of
11 what would be added value to the Managing
12 Director's Office. Now we can out of our
13 office converse and dialogue around all
14 the operating departments or as many of
15 them as we can to get them into this
16 program as a unified operating department
17 approach. So we're working towards that.
18 We're not there yet, but in the first
19 couple of months, this has been a topic,
20 and Eva Gladstein from Health and Human
21 Services has been part of that, as well
22 as PowerCorps, as well as some of the
23 other operating departments.

24 COUNCILWOMAN BROWN: Well,
25 kudos for not thinking so linearly when

1 4/5/16 - WHOLE - BILL 160170, etc.
2 it comes to these kind of opportunities
3 but across the system, which starts with
4 department heads talking to each other
5 about where you can be helpful.

6 So that's a segue for me to ask
7 questions how can PowerCorps be a model
8 for the capital program initiative that's
9 underway or at least that's being talked
10 about and hopefully becomes real?
11 Because that then seeks to ensure that
12 you got Philly neighborhood folk who are
13 getting a skill to transition into
14 permanent employment with the capital
15 program initiative.

16 MR. ABERNATHY: Thank you,
17 Councilwoman. I think this goes directly
18 to that conversation on a pre-apprentice
19 program.

20 COUNCILWOMAN BROWN: And if I
21 could just cut you off right there in a
22 friendly way. We want apprentice ready,
23 because we've heard about pre-apprentice,
24 and it's a fake.

25 MR. ABERNATHY: Understood.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN BROWN: It starts
3 off fine and wonderful, and those young
4 people do not find their way into
5 permanent employment. So we want to be
6 what's called apprentice ready.

7 MR. ABERNATHY: That's a fair
8 point, and that's exactly what we want as
9 well.

10 And I think kind of building
11 off of what PowerCorps has done and that
12 model, creating a program that is a
13 direct feed into the trades through
14 apprentice -- into the apprenticeship
15 itself I think is key. Because, again,
16 to your point, the goal is long-term
17 employment. We need to give our
18 residents an opportunity to succeed and
19 we need to give them the skills to
20 succeed. I mean, PowerCorps has done a
21 nice job for City operations. I think we
22 also need to create something similar
23 working with our trades to do something
24 in the construction industry as well.

25 COUNCILWOMAN BROWN: So then we

1 4/5/16 - WHOLE - BILL 160170, etc.
2 can have the expectation that as we go
3 down this road and further flush out the
4 hope for a capital program initiative,
5 that this will be a centerpiece and a
6 part of that program rollout. Can we
7 assume that?

8 MR. ABERNATHY: Yes, ma'am.
9 That's our expectation as well.

10 COUNCILWOMAN BROWN: Okay.

11 MR. ABERNATHY: We believe this
12 has to be a centerpiece in order for the
13 program to be successful.

14 COUNCILWOMAN BROWN: Very well.
15 The bell has rung, so I'll wait until the
16 next round. Thank you.

17 COUNCILMAN GREENLEE: Thank
18 you, Councilwoman.

19 Just real quick, on 311, is
20 that still being looked at as far as -- I
21 know every once in a while there's
22 complaints put in about calls being
23 routed to the wrong place, that kind of
24 thing. Where are we with that?

25 MR. ABERNATHY: So 311 is in

1 4/5/16 - WHOLE - BILL 160170, etc.

2 place. The new Director --

3 COUNCILMAN GREENLEE: I know
4 it's in place, but I mean --

5 MR. ABERNATHY: And the new
6 Director of 311 is actively working with
7 departments to rectify some of the
8 challenges and some of the communication
9 errors.

10 COUNCILMAN GREENLEE: We can
11 leave that. We got a lot of people. I
12 just --

13 MR. ABERNATHY: Would you like
14 to hear from him?

15 COUNCILMAN GREENLEE: You know
16 what, we have a lot of people. You're
17 saying they're working with the
18 departments.

19 MR. ABERNATHY: Yes, sir.

20 COUNCILMAN GREENLEE: Okay.
21 Fine.

22 MR. DiBERARDINIS: Again, that
23 is part of what the new office can do,
24 because we can tie 311 directly to the
25 operating departments. There's no

1 4/5/16 - WHOLE - BILL 160170, etc.
2 separation between 311 and the operating
3 departments. They're in the same
4 Managing Director's Office. That gives
5 us line authority down into the
6 departments and back up to 311.

7 COUNCILMAN GREENLEE: Okay.
8 All right. I just wanted to sneak that
9 in real quick, if I could.

10 Councilman Squilla.

11 COUNCILMAN SQUILLA: Good
12 morning.

13 COUNCILMAN GREENLEE: Good
14 morning.

15 COUNCILMAN SQUILLA: How are
16 you guys? Thank you for being here. I
17 know it's been a long day. And I know
18 normally you get a pass when it's your
19 first time coming here in Council, but I
20 got a question. I really like the
21 rebuild idea and putting money into our
22 playgrounds and parks. I think it's
23 important for the growth of our city, and
24 so to come up with the revenue to do
25 that. My concern is, we believe that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 fixing these parks and playgrounds is
3 important and also maintaining them is
4 important, but we see that the operating
5 budget is actually being cut. And when
6 we're fixing them and then we have less
7 programs to do or have less people in
8 these parks, I see that as a concern.

9 Is there any possible way to
10 increase our operating budget in our
11 Parks and Recs system moving forward?
12 Now, I know now that you're
13 Administration, you're going to have to
14 tow the line here, but it just doesn't
15 make sense to cut an operating budget
16 when we're trying to perform an increase
17 in growth in our park.

18 MR. DiBERARDINIS: Well, as you
19 might know, that was a difficult process
20 for me to be in, given where I've been at
21 the last seven years, and that's running
22 the Department of Parks and Rec and
23 having to sort of look at the budget with
24 a new eye. The \$500,000, at least from
25 my view, and I've talked to the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Commissioner about this, can really -- if
3 we manage our overtime better, that's
4 where we can come up with most of that
5 savings over the next year. And I think
6 it's legitimate given our choices this
7 year. The Rec Department was not --
8 Parks and Rec was not the only department
9 that needed to take some small cuts in
10 their operating budget.

11 To your broader question of the
12 future, as we consider rebuild, we're
13 looking at maybe some kind of an
14 endowment is a possibility, so we can in
15 some part ensure the proper upkeep and
16 investment over time in the system.
17 That's number one.

18 Number two is, I think the
19 continued extension of the small capital
20 program investments that we're doing to
21 expand that program. So we do more in
22 terms of long-term maintenance and
23 particularly facilities we may not get to
24 with rebuild. So we're paying attention
25 to them with a really efficient and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 cost-effective approach that the small
3 capital program we do in conjunction with
4 the District Council folks.

5 I think in the long run,
6 particularly around programs, I think
7 being more creative, either over time
8 building out some more of the program
9 staff or connecting and investing in
10 community leadership. Like would you
11 have come up, would you have spent a lot
12 of time in that adult leadership and
13 investing in more training and support
14 and encouragement for adult leadership to
15 support the programmatic side.

16 That's not a full sort of list
17 of things that we could do, but we're
18 beginning to think about long-term
19 maintenance and programming as we move
20 into this potential new era for parks,
21 recs, and libraries.

22 COUNCILMAN SQUILLA: And I'm
23 very much in favor of the capital
24 improvements because we know we need them
25 and the City for a long time has really

1 4/5/16 - WHOLE - BILL 160170, etc.
2 put maintenance -- deferred maintenance
3 basically behind the eight ball, and we
4 end up spending so much more money to
5 rebuild our playgrounds instead of
6 maintaining them. So, I mean, I think
7 this is a perfect way to start the
8 process and keep it going. I just think
9 by cutting the operating budget for our
10 programming and for the ability to now
11 not only grow the parks, to actually grow
12 the programming also with it. So it's
13 important, and I know it's not in there.
14 I would love to see it in there maybe in
15 the future.

16 But the other thing is the
17 money we have for trees. It's a major
18 issue. We love planting trees and we
19 planted trees for the last several years,
20 but the problem I see in the budget for
21 the removal of dead trees and the
22 maintenance and pruning of trees is just
23 not there again. We have people who wait
24 two years on the list, three years on the
25 list to get trees removed, and as a city

1 4/5/16 - WHOLE - BILL 160170, etc.
2 that's growing, I don't think that's
3 something we should have. I think it
4 should be a priority, and maybe if we
5 could put some of the budget for planting
6 trees, halving that into park for
7 maintenance of trees, I think that's
8 somewhere we really need to consider. I
9 know we talked about it last year and the
10 year before. What can we do this year to
11 push the needle forward to remove some of
12 the dead trees that we have, knowing the
13 problem with the ash trees that are
14 coming and other issues we have with
15 maintenance of trees when we have storms?

16 MR. DiBERARDINIS: Well, as you
17 know -- look, I would agree that we're
18 behind. Last year we testified -- I
19 testified as the Park and Rec
20 Commissioner that we were behind. We
21 have made some adjustment with the
22 remaining NTI money. So that's going to
23 help take some of the backlog. I already
24 talked to the new Recreation
25 Commissioner -- Parks and Rec

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Commissioner, excuse me, Parks and Rec
3 Commissioner to sort of look at how our
4 office, my office, new office, can be
5 more supportive in trying to get the tree
6 work done relative to vehicles and maybe
7 some support from the other departments.
8 But I do think in the long run, I think
9 you're right. We need to over time step
10 up our investment particularly in the
11 pruning side of tree care.

12 COUNCILMAN SQUILLA: Thank you.

13 COUNCILMAN GREENLEE: Thank
14 you, Councilman.

15 Councilwoman Parker.

16 COUNCILWOMAN PARKER: Thank
17 you, Mr. Chair.

18 And let me say good afternoon
19 to each of you. I heard him, but I don't
20 see him, and one of the things that
21 always bothers me about public managers,
22 public workers, and public entrepreneurs,
23 when we get it wrong, everyone in the
24 world screams about it, but when we get
25 it right, people just seem to whisper.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 And I haven't seen him in a very long
3 time, but he's got to be aging. He was
4 doing a dynamic job when I was a staffer
5 here, and the ten years that I was away,
6 we called him. He was still doing a
7 dynamic job, and now I made a roundabout
8 turn and I'm back, and he's still
9 performing. So if Tom Conway is here
10 somewhere -- I heard him. I just don't
11 see him.

12 COUNCILMAN GREENLEE: He's all
13 the way in the back.

14 COUNCILWOMAN PARKER: Oh, I
15 said you were aging and I didn't know you
16 were in the room.

17 COUNCILMAN GREENLEE:
18 Councilwoman, he was waving his hands
19 back there.

20 COUNCILWOMAN PARKER: I just
21 needed to say for the record, Managing
22 Director, he does an outstanding job.
23 You know, graffiti, major problem
24 throughout the City of Philadelphia, but
25 part of the way that you stem the tide is

1 4/5/16 - WHOLE - BILL 160170, etc.
2 as soon as it is there, it has to be
3 removed immediately or else you sort of
4 lose your positioning in the fight, and
5 he's done an outstanding job.

6 Now, because he's done so well,
7 this is what's happened. Commercial
8 corridors that are not managed by
9 sophisticated, well-financed, technically
10 savvy business associations and/or CDCs
11 have a problem with cleanliness. I'm
12 traveling along three actually. I'm
13 going through our Wadsworth, I'm going
14 through Vernon Road, I'm going up Rising
15 Sun Avenue, and they say, Well, if we
16 call you and tell you that there's
17 graffiti here or you drive through and
18 you see graffiti and you call it in, it's
19 removed immediately. Is it possible to
20 get that same team to come out and help
21 us with cleaning?

22 When they asked the question,
23 you know -- and sometimes some good
24 ideas, they come from the bottom up.
25 Government doesn't always have the right

1 4/5/16 - WHOLE - BILL 160170, etc.
2 answers. But I said to the constituent,
3 I've never had that conversation with the
4 City.

5 Have we ever thought about, in
6 an effort to maximize efficient use of
7 scarce resources, finding a way to use
8 the science associated with -- that has
9 been developed by CLIP on the cleaning of
10 neighborhood commercial corridors?
11 Again, not those that are very well
12 established, but those that don't have
13 organized structures.

14 MR. CONWAY: Hello,
15 Councilwoman. Tommy Conway, Deputy
16 Managing Director. Thank you for the
17 compliment, and I have aged dramatically.

18 What we can do, what we have
19 done in the past is actually send
20 community service offenders out to work
21 with the either corridor managers or the
22 business associations to perform a
23 community cleanup. Last year I think we
24 did over 600 cleanups throughout the City
25 of Philadelphia. We also have what's

1 4/5/16 - WHOLE - BILL 160170, etc.
2 called a community partnership program,
3 which loans out supplies such as rakes,
4 brooms, and provides bags and sanitation
5 pickup to different organizations. I'm
6 sorry. The community service program did
7 about 1,200 projects last year, and 600
8 organizations went through the community
9 partnership program.

10 So there is agencies that can
11 assist you and will assist you.
12 Actually, we're meeting tomorrow, so we
13 can go in further detail about that,
14 about creating some type of plan.

15 COUNCILWOMAN PARKER: So,
16 listen, I want to say thank you, but
17 again I want to plant the seed so you all
18 can potentially think about it, because
19 one of the challenges is a level of
20 consistency, and if during the week
21 corridors will know that there is a team
22 coming out at a certain time, people will
23 notice it. Again, not on those corridors
24 that are well healed, savvy. On those
25 without a structure.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Next I want to quickly turn to
3 Page 11 of your testimony. You give us
4 some performance metrics, and I see a
5 sort of steep decline in the number of
6 learners who complete the Intro to Adult
7 Learning and Careers course and just
8 wasn't sure if there was an explanation
9 as to why.

10 MR. DiBERARDINIS: I'm going to
11 ask the Director of the Mayor's
12 Commission -- or the Commission on
13 Literacy to answer the question.

14 (Witness approached witness
15 table.)

16 MS. INVERSO: My name is Diane
17 Inverso from the Mayor's Commission on
18 Literacy.

19 To answer your question, the
20 steep decline is in that quarter. We
21 have seen a 40 percent increase of
22 individuals who are reading at a lower
23 than a fourth grade reading level, which
24 means they cannot do that intro course
25 online, and there are also more students

1 4/5/16 - WHOLE - BILL 160170, etc.
2 that are coming to us that are ESL, which
3 means they could not do that intro course
4 either. The intro course is designed for
5 individuals who have been assessed in
6 reading above the fourth grade level.

7 COUNCILWOMAN PARKER: Wow. So
8 any effort, sort of targeted effort that
9 you witness that will help to, aside from
10 sort of overall increase in funding for
11 public education -- look, we're trying to
12 work on pre-K, right? We're trying to
13 work on providing quality seats in public
14 schools. Anything from a communications
15 perspective that we should be doing in
16 marketing of the Commission on Literacy?
17 Anything that we should be doing to
18 further connect from a particularly
19 District Council perspective?

20 MS. INVERSO: We do come and
21 visit City Council with our information
22 on our project, which is myPLACE, which
23 is the campuses that we have adults who
24 call and look for information on adult
25 education to go to where they are

1 4/5/16 - WHOLE - BILL 160170, etc.
2 assessed and they have opportunity to get
3 a first course online, which is this
4 intro course. And from there, they are
5 then given the opportunity to go to a
6 face-to-face class or continue with some
7 online services.

8 In terms of the level of
9 support for the Commission in terms of
10 getting the word out there, the reality
11 of it is the adult learners know about
12 us. They come to us. We don't have
13 enough space for them. That's the
14 reality. So the other place that I think
15 is always helpful is where can we impact
16 around the workforce and employers to
17 understand what is happening out there
18 and the employees that they cannot hire
19 because they're not working at a level
20 that's high enough to get a job and also
21 the transitional positions that are not
22 out there for people who are not -- that
23 do not have a high school diploma or a
24 GED.

25 So when we talk about adult

1 4/5/16 - WHOLE - BILL 160170, etc.

2 education, it's not just that realm of
3 reading, writing, and math that people
4 think about. It is getting them ready
5 for work. It's helping develop these
6 non-cognitive behavioral skills as well.

7 The Commission also is working
8 with getting a myPLACE campus, which is
9 what we're calling our intake and
10 assessment centers, also in the Prison.
11 We've done that for a little while and
12 we're right at the point now with looking
13 at creating an MOU. So if the individual
14 who is in prison has educational
15 services, their information is part of
16 our student information system. And if
17 you are a literacy provider and you offer
18 these services and you're one of our 32
19 providers, that individual who comes out
20 has his information in our system, and
21 our providers can go into the system,
22 look at the kind of function and work
23 that they've done already around
24 education, what levels they're at and
25 pick up at a point so that they're not

1 4/5/16 - WHOLE - BILL 160170, etc.
2 going at the very back in the beginning.

3 COUNCILWOMAN PARKER: Thank
4 you.

5 Thank you, Mr. Chair.

6 COUNCILMAN GREENLEE: Thank
7 you, Councilwoman.

8 Councilwoman Gym.

9 COUNCILWOMAN GYM: Thank you
10 very much.

11 So I'm going to have a few
12 questions for the Managing Director, but
13 then afterwards for Health and Human
14 Services.

15 So some of my questions have
16 been following up on the budget testimony
17 from before and, in particular, the
18 admirable and serious goal of trying to
19 reduce the City's prison population by 34
20 percent and just trying to understand,
21 because it's not really worked into the
22 budget, about how that will actually
23 impact, for example, like facilities and
24 spending that we're doing, but would like
25 to hear from your office in a little bit

1 4/5/16 - WHOLE - BILL 160170, etc.
2 more detail to some extent now but
3 primarily in writing about how you're
4 looking at specific strategies to reduce
5 the prison population, who you're pulling
6 together to be at the table to make these
7 determinations, and what kind of timeline
8 you're on.

9 MR. ABERNATHY: Thank you,
10 Councilwoman. I think we're happy to
11 provide that in writing. That's probably
12 a better forum to spark a conversation.

13 I think one of the largest
14 challenges we have on prison population,
15 one of the reasons you don't see it
16 worked into our budget going forward is
17 it's largely outside of our control. It
18 has to be with partnerships with our
19 other criminal justice partners, with the
20 District Attorney's Office, with our
21 court systems, and as well as our
22 Prisons. And so there's a broad
23 coalition. I think MacArthur hopefully,
24 knock on wood, will help us with that
25 conversation.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Reducing the prison population
3 is absolutely one of our top goals, but
4 we would have to reduce it significantly
5 in order to close the facilities, which
6 is where we would see a significant
7 savings. Otherwise we still need
8 correctional officers to guard prisoners.
9 We will still need to maintain those
10 facilities, which, quite frankly, are in
11 pretty horrid condition right now.

12 And so I think we need to have
13 a broader conversation about criminal
14 justice, where it is, where it should be
15 as a system, and where we would like it
16 to go going forward, and we'd love to
17 have you part of that conversation.

18 COUNCILWOMAN GYM: And the
19 timeline generally for this? Like how
20 does this get underway? What have you
21 started? I assume that people are
22 sitting around the table, but I could be
23 wrong around that.

24 MR. ABERNATHY: They are
25 sitting around the table. Actually,

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Julie or Judge Lerner can provide more
3 detail.

4 (Witnesses approached witness
5 table.)

6 MS. WERTHEIMER: Julie
7 Wertheimer, Chief of Staff to the Deputy
8 Managing Director for Criminal Justice.

9 Good afternoon, Councilwoman.

10 COUNCILWOMAN GYM: Good
11 afternoon.

12 MS. WERTHEIMER: So the 34
13 percent target in reduction in prison
14 population is over three years that we're
15 aiming to do so, and that target came
16 from actually the MacArthur Foundation
17 for the planning process that the entire
18 City was involved in, the DA, the courts,
19 the Defender, Behavioral Health. So the
20 planning process commenced approximately
21 a year ago and has been ongoing ever
22 since, and we submitted the application
23 to apply for funding that would help us
24 enact many of the strategies in January.
25 We're awaiting to hear word from the

1 4/5/16 - WHOLE - BILL 160170, etc.
2 Foundation on that funding, but at the
3 same time with that same group have
4 started to move forward on some of the
5 strategies that don't necessarily require
6 funding in terms of planning and laying
7 out the next steps.

8 So we're looking to get many of
9 them up and running in the next six
10 months, if we have not done so already,
11 and looking for full implementation over
12 the course of two years and then
13 continued implementation to reach that
14 three-year goal.

15 COUNCILWOMAN GYM: So you think
16 that actually we can reduce the prison
17 population within the one year? You see
18 that as being part of like primarily
19 through bill reform, primarily through
20 early release? I mean, because this is
21 not like -- we're not like starting to do
22 stuff right now. It's actually a
23 two-year study and then full
24 implementation in the third year.

25 MS. WERTHEIMER: Well, it's a

1 4/5/16 - WHOLE - BILL 160170, etc.
2 combination of strategies, but I also
3 think that aside from the strategies
4 specifically laid out in the plan,
5 generally there's been much better
6 cooperation and collaboration through
7 this process of the justice partners in
8 general, to the point where we've seen a
9 reduction already in the jail population
10 since July of about 500. So in July
11 30th, we were at 8,082. Today I believe
12 we're at 7,527.

13 COUNCILWOMAN GYM: Okay. All
14 right. Thank you very much. If we could
15 follow up, that would be great.

16 MS. WERTHEIMER: Absolutely.

17 COUNCILWOMAN GYM: And my other
18 question has to do with Health and Human
19 Services. So under -- obviously we saw a
20 dramatic restructuring around Health and
21 Human Services, primarily to the CUA
22 format and outsourcing of some of our
23 core functions around taking care of
24 families, and I guess one of the
25 questions I had for Commissioner

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Gladstein is, is the department taking a
3 look and an analysis about how effective
4 the CUA system is working and could we
5 expect any kind of report? And in
6 particular, any dramatic change will lead
7 to gaps. And I think some of it is not
8 just forcing you into a situation of it's
9 good or bad, but just trying to note that
10 we are very -- that we're paying
11 attention to and are very conscious about
12 the gaps in the changeover to that system
13 of outsourcing, and whether we are
14 starting to make sure that we're paying
15 attention to it, what are the gaps and
16 how we're planning to address it, some
17 reflection on it.

18 MS. GLADSTEIN: Eva Gladstein,
19 Deputy Managing Director, Health and
20 Human Services. Good afternoon. Good
21 evening.

22 So we're making a number of
23 short-term modifications right now, which
24 I can describe in a little bit of detail,
25 but we also on Friday issued a request

1 4/5/16 - WHOLE - BILL 160170, etc.
2 for proposals for an independent
3 evaluation of Improving Outcomes for
4 Children, which is the initiative that
5 began in 2012 after three or four years
6 of planning. And just to put on the
7 record, there were several goals for
8 Improving Outcomes for Children. One was
9 to ensure that for every child, there was
10 one plan and one case worker rather than
11 multiple individuals who might be
12 responsible or who might not be. And
13 then the second goal was to provide
14 services in a community-based setting.
15 But it was a major, major transformation,
16 and the implementation has hit a number
17 of bumps.

18 I personally feel that the
19 goals are laudable and that we want to
20 support them, but that we already know
21 that there are a number of ways that we
22 can improve it, and, again, we're hoping
23 to have this independent evaluation begin
24 in the beginning of June and complete by
25 December, so we will be happy to have a

1 4/5/16 - WHOLE - BILL 160170, etc.
2 report that we can share.

3 COUNCILWOMAN GYM: That would
4 be extremely helpful. I mean, obviously
5 as we know, that there are going to be
6 gaps in any type of system, but when we
7 have gaps in our system for vulnerable
8 children, those are 5, 7-year-old kids
9 who are at their most vulnerable stages
10 of life, and then they fall through our
11 own safety net and land nowhere, and
12 that's perhaps the reason why I want us
13 to know that we're paying attention to
14 what's happening to those young people,
15 whether they're foster care kids or
16 whether they're transitioning out of
17 foster care and whether we're paying
18 attention to like housing issues for
19 them. But it would be -- I appreciate
20 the fact that you're paying attention to
21 it, and we'd love to just be partners
22 with you and making sure that we're
23 tracking what's happening and not just
24 passing judgment but really trying to
25 address those things, because they're

1 4/5/16 - WHOLE - BILL 160170, etc.
2 serious.

3 MS. GLADSTEIN: Yeah. Agreed.
4 There's also a community oversight board
5 that's been meeting now since the Street
6 Administration, and it meets every two
7 months, and it's composed of local and
8 national experts on child welfare. So
9 they're looking at the trends as well,
10 asking hard questions, and providing
11 guidance and support to departments
12 during this entire time as well.

13 COUNCILWOMAN GYM: Thank you
14 very much.

15 COUNCILMAN GREENLEE: Thank
16 you.

17 Councilman Jones.

18 COUNCILMAN JONES: Thank you,
19 Mr. Chairman.

20 Tommy Conway got a lot of love.

21 COUNCILMAN GREENLEE: He's the
22 most popular guy.

23 COUNCILMAN JONES: He got a lot
24 of love in this Chamber today, and I love
25 him too, but I would be remiss if I

1 4/5/16 - WHOLE - BILL 160170, etc.
2 didn't mention my Commissioner Clarena
3 Tolson, who during the fourth worst
4 snowstorm of the year was out there on
5 trucks, I mean, digging people out, and
6 she got a lot of calls from me,
7 Mr. Managing Director, about people that
8 had not been iced and things like that,
9 and she responded to each and every one
10 of those texts and said to me, Be
11 patient, wait your turn. And so that's
12 okay. But wait a minute. Listen --

13 COUNCILMAN GREENLEE: I thought
14 she was just picking on me when she said
15 that.

16 COUNCILMAN JONES: No. I'm
17 trying to tell you, fair and even-handed.

18 But however and nevertheless,
19 at 2:00 in the morning, I heard these
20 trash trucks coming down the way and they
21 had their lights on, and my neighbors
22 were almost giving her a round of
23 applause. And I looked at my little
24 iPhone and it said, Coming in hot.

25 You remember that?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 And they came in, and I can
3 tell you that it's the little things.
4 It's not the legislation that we do in
5 here. It's "when will I be able to dig
6 out from my street" that we are judged
7 by. And I thank you, because you guys
8 were newly minted. You had no -- you did
9 not have a honeymoon. You had a natural
10 disaster, and I just wanted to say thank
11 you on behalf of my 150,000 constituents,
12 of which you are one. And she made sure
13 her block was last, and so we appreciate
14 that. So I wanted to say that.

15 But in transitioning, our
16 relationship with PennDOT I'd like to
17 examine a bit because of -- in efforts to
18 try to do a good thing, sometimes there
19 are unintended consequences. In my
20 district on Haverford Avenue, I share
21 that stretch with Councilwoman Blackwell.
22 They put in millions of dollars worth of
23 improvement, some of which we like and
24 some of which we're not too pleased with.
25 The curbs and sidewalks and the

1 4/5/16 - WHOLE - BILL 160170, etc.

2 beautification along those handicap
3 accessible walkways, gorgeous, and they
4 really give vitality to some of our
5 commercial corridors.

6 However and nevertheless, some
7 genius engineer that probably -- never
8 mind. Some genius engineer decided that
9 he wanted to improve or she wanted to
10 improve traffic flow -- this is the
11 rumor, which you dispelled, I get it --
12 from the suburbs to Center City, and then
13 they decided we're going to take a couple
14 of these unnecessary signals out so it
15 can go faster. But I don't think enough
16 consideration was given to the impacts of
17 pedestrians, our young people, our
18 seniors. And when they did that, my
19 constituents noticed and, you know -- I
20 don't know. You're probably too young to
21 remember the video game Frogger. Well,
22 they were going through that and we had
23 backed-up traffic jams. We had people
24 that were in danger of their life and
25 seniors trying to time getting across.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 And so the coordination between
3 the two agencies -- and, yes, you've been
4 very responsive. You came out and your
5 people came out, and there were 200
6 people blocking intersections, because it
7 meant that much to them. But I want to
8 examine how that interface works and how
9 much do they listen to us, those people
10 who have to live with those improvements.

11 MS. TOLSON: Thank you,
12 Councilman. I appreciate the compliment
13 and now the follow-up.

14 COUNCILMAN JONES: That's how
15 we do it.

16 MS. TOLSON: On Haverford
17 Avenue, we share your concerns about the
18 movement on that street and ensuring that
19 the residents have safe access to the
20 roadway in front of their homes or in
21 their community. This particular roadway
22 is a state road and PennDOT has a \$1
23 million project that does many of the
24 things that you just described. There's
25 beautification as well as other

1 4/5/16 - WHOLE - BILL 160170, etc.
2 improvements for traffic management.

3 Whenever a roadway has major
4 renovation to it, there's a portion of
5 the effort with regard to traffic
6 management where they examine the
7 condition or the warrants with regard to
8 the particular type of control that may
9 be in place. So in this situation, there
10 were three signals that didn't
11 necessarily meet the warrants to have a
12 signal. And the warrants simply are the
13 guidelines and policies that are used to
14 determine what's the safest mechanism to
15 control or manage traffic on the street,
16 and the engineers, planners use that,
17 because it's been studied and determined
18 that if you work in those guidelines, you
19 have a most assured possibility of
20 creating a safe environment and working
21 outside of those guidelines may create a
22 concern. In each case and each instance,
23 location has to be reviewed individually.

24 In this case, we've talked with
25 PennDOT about the concerns. We've seen

1 4/5/16 - WHOLE - BILL 160170, etc.
2 the road conditions subsequent to the
3 removal of the traffic signals.
4 Installation of beacons has been
5 accomplished, but there's been some
6 challenges with that because of how the
7 sun reflects off of the beacons and their
8 visibility and the like.

9 COUNCILMAN JONES: My
10 constituents call them Christmas lights
11 that they're replaced with, because you
12 can't see them.

13 MS. TOLSON: Right. We're
14 working with Police to try to help with
15 some enforcement in the corridor,
16 particularly during rush hour, while we
17 wait to see if there's some adjustments
18 that will happen over time or if there's
19 some problems that we really have to
20 address. In the meanwhile or I should
21 say at the same time, the Streets
22 Department is going back and reexamining
23 the data that PennDOT is using to affirm
24 that it is the most accurate data
25 reflecting the conditions there now. So

1 4/5/16 - WHOLE - BILL 160170, etc.
2 currently the traffic study that was used
3 for the PennDOT justification for the
4 lack of warrants is about three years
5 old -- I'm sorry; two years old. So we
6 are going back and redoing that. That
7 study takes a little bit of time.
8 Probably need another week and a half to
9 complete the study, and then we'll be
10 working further with PennDOT to try to
11 adjust the conditions that we may have on
12 the roadway. We think that we have the
13 opportunity to certainly on at least one
14 of the intersections to have the warrant
15 conditions met, and then we will continue
16 the dialogue on the other two.

17 COUNCILMAN JONES: So --

18 COUNCIL PRESIDENT CLARKE:

19 Councilman?

20 COUNCILMAN JONES: -- do we
21 have this problem in other places?

22 MS. TOLSON: Certainly the
23 issue of warrants, meeting warrants; in
24 other words, that have a traffic signal
25 or a traffic signal or a stop sign, is a

1 4/5/16 - WHOLE - BILL 160170, etc.
2 concern throughout the Commonwealth and
3 the nation. It's a problem or concern
4 that everyone has.

5 COUNCILMAN JONES: Thank you,
6 Mr. President.

7 COUNCIL PRESIDENT CLARKE:
8 Thank you, sir.

9 The Chair recognizes Councilman
10 Domb.

11 COUNCILMAN DOMB: Thank you,
12 Council President.

13 Just two quick questions. One
14 has to do with the Land Bank, which I
15 know Councilwoman Sanchez was the
16 champion of many years ago or a few years
17 ago or recently.

18 COUNCILWOMAN SANCHEZ: Seems
19 like too many years.

20 COUNCILMAN DOMB: Okay. But I
21 remember seeing a report that it cost the
22 City \$20 million a year to maintain a lot
23 of these properties that weren't being
24 utilized, and I was wondering if we were
25 making progress on unloading those

1 4/5/16 - WHOLE - BILL 160170, etc.
2 properties and taking that \$20 million
3 and applying it somewhere else maybe.

4 MR. ABERNATHY: Thank you,
5 Councilman. Actually, the Land Bank
6 would fall under the purview of the
7 Department of Planning and Development,
8 Anne Fadullon. I do know that from my
9 prior life as the Executive Director of
10 the Redevelopment Authority, the Land
11 Bank had some challenges getting up off
12 the ground. I do think they are making
13 more progress. They have properties
14 within the Land Bank, and I do think
15 they're beginning the disposition process
16 now. But I think Anne would be a better
17 person to answer that question.

18 COUNCILMAN DOMB: Thank you.

19 One other question. Not this
20 year but next year, is there a
21 possibility that we might consider
22 utilizing a financial tool on zero-based
23 budgeting for the City of Philadelphia?

24 MR. ABERNATHY: I think we are
25 making progress on that. I'd turn it

1 4/5/16 - WHOLE - BILL 160170, etc.

2 over to the Budget Director to provide
3 more detail.

4 MS. ADAMS: Hi. I'm Anna
5 Adams. I'm the Budget Director.

6 We are moving towards
7 program-based budgeting, which is in the
8 same light as zero-based budgeting.
9 We're moving away from doing incremental
10 budgeting, which I think is the key
11 point. What we're trying to do in
12 Philadelphia is turn all -- instead of
13 having sort of every budget by line item
14 by department, by division, we're trying
15 to make it more program based, so you can
16 see by department or even across
17 departments when we get to that point
18 what are the programs and services that
19 we deliver and what are the costs of
20 them, and that will be by line item, and
21 then sort of what is the performance
22 related to that program and how can we
23 measure that program's success and how
24 can we evaluate that. And we will
25 hopefully make that a budget decision, a

1 4/5/16 - WHOLE - BILL 160170, etc.
2 more transparent budget decision based on
3 how well a program and service is
4 performing.

5 COUNCILMAN DOMB: Okay. Thank
6 you.

7 MR. DiBERARDINIS: There's a
8 three-party process going on with
9 Finance, the COA, and the Managing
10 Director's Office to create this system
11 that ultimately will give us a good sense
12 of how well we're doing and the data that
13 would either back up a really good
14 program or one that is not necessarily
15 working.

16 COUNCILMAN DOMB: Okay.
17 Listen, I was very pleased when the Mayor
18 appointed you Managing Director, so I
19 have confidence that we're going to do a
20 great job here. So thank you.

21 MR. DiBERARDINIS: Thank you.

22 COUNCIL PRESIDENT CLARKE:
23 Thank you, Councilman.

24 The Chair recognizes
25 Councilwoman Quinones-Sanchez.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 And by the way, we're going to
3 have -- after the Managing Director's
4 Office, we're going to have the Office of
5 Community Empowerment and Opportunity and
6 we're going to push back the City Rep,
7 the Commerce Director and OEO until next
8 week, on the 13th, on callback day, the
9 13th. We'll conclude those hearings on
10 that day. All right? Thank you.

11 Councilwoman.

12 COUNCILWOMAN SANCHEZ: Thank
13 you.

14 I got to run out. I'm actually
15 going to a meeting where I'm going to get
16 beat up about the Land Bank this evening.
17 Anybody who wants to join me, they can.

18 I appreciate the restructuring
19 of the Managing Director's Office. I
20 think it really will go a long way to us
21 getting to an efficient and effective
22 government, and I really look forward to
23 looking at moving forward how we hold
24 different departments accountable through
25 this new structure. I think it's going

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to be very, very productive.

3 I wanted to get to the rebuild
4 pretty quickly, and I know a whole plan
5 hasn't been decided, but why did we make
6 a decision or the Administration make a
7 decision to create another structure for
8 rebuild? And let me preface that with
9 saying that no one is more frustrated
10 about the conditions of parks and recs
11 than I am. Mike D knows that I came up
12 with a ten-year plan when I got elected.
13 It's been -- I'm eight years in, three
14 years behind schedule and money on the
15 table.

16 So why a different structure?

17 MR. DiBERARDINIS: I think I
18 will state again I think from last week,
19 number one is that there's a serious
20 interest in improving the existing
21 capital program. With that said, the
22 size, the potential size, of this
23 initiative is going to need a set of
24 resources and skills and capacity that
25 doesn't exist in the current system and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 one that needs reform. So we think for
3 the -- how can we move efficiently and
4 effectively and on time and at sort of
5 the most -- the best cost that we can
6 get. So we're looking at moving outside
7 of that system using some of the
8 quasi-governmental organizations that
9 we've used in the past. So using PAID as
10 a vehicle for doing some of the functions
11 makes sense to us right now and creating
12 a non-profit of some sort -- and we're
13 trying to figure out which forms would
14 work -- that could easily take in both
15 bond money and philanthropic money. Not
16 so much guide the process or make
17 decisions. That will be done here with
18 you and the Administration and sort of
19 working with your communities, but moving
20 the money through and making sure that
21 the entities we've set up are well funded
22 and capable of getting the work done on
23 time and high quality and at the best
24 cost.

25 COUNCILWOMAN SANCHEZ: So why

1 4/5/16 - WHOLE - BILL 160170, etc.
2 not use some of our current partners,
3 Fairmount Park Conservancy and others,
4 when we do this now?

5 MR. ABERNATHY: Thank you,
6 Councilwoman. Just to add to both what
7 you and Councilman Green brought up at
8 the last hearing. I think we actually
9 are taking a step back and re-looking at
10 a strategy to make sure that we're
11 choosing the right strategy. I mean, if
12 our goal is to be nimble, efficient,
13 effective, and provide for oversight of
14 our MBE and WBE goals, we may already
15 have an institution in place that can
16 effectively meet those goals. I don't
17 think we've determined that yet, and
18 hopefully we can present a plan in detail
19 with reasons why in the near future and
20 certainly before you see anything before
21 the Council for a vote.

22 COUNCILWOMAN SANCHEZ: I think
23 that the issue for us is capacity. We
24 know it's the issue of capacity of
25 managing these products. I really would

1 4/5/16 - WHOLE - BILL 160170, etc.
2 want to see us fix it as opposed to say
3 to folks, We're too scared to fix our
4 system and we need to go outside of it.
5 Not to say that I don't love when we
6 leverage money with Fairmount Park
7 Conservancy and other folks. I love when
8 I can get something done quicker that
9 way, but ultimately we're three years
10 behind schedule on most of our projects.

11 MR. DiBERARDINIS: And I didn't
12 want to diminish. I think I tried to
13 lead with we need to fix the capital
14 program. We're serious about that.
15 We've heard this body, and I know I have
16 personally over the last seven years
17 heard your legitimate frustration and
18 concern. And so I don't want to diminish
19 the importance of that effort in the
20 conversation about rebuild.

21 COUNCILWOMAN SANCHEZ: Okay. I
22 apologize. I have to go, but I am going
23 to a Land Bank meeting where I am going
24 to get beat up, because we're not moving
25 fast enough. So I am going to have

1 4/5/16 - WHOLE - BILL 160170, etc.
2 someone from PRA, so I don't have to
3 listen to the music by myself. But in
4 terms of the -- Brian, you were very
5 helpful when you were at PRA in terms of
6 moving this along, and I know Anne will
7 have more details. Is there a commitment
8 from this Administration to really
9 streamline what have been some of the
10 stumbling blocks? I mean, I know we got
11 the deed stuff squared away, deeds are
12 cleaner, all this other stuff. Is there
13 a real strong commitment that there's a
14 value to pushing out some of these
15 properties into responsible taxpaying
16 hands?

17 MR. ABERNATHY: Yes, I think
18 there is a commitment to that and, again,
19 I don't want to overstep my role, but I
20 do think there is a commitment from the
21 highest levels of this Administration to
22 make sure that the process is working,
23 and I do think it's one of the reasons
24 the Council President proposed Planning
25 and Development. I think Ms. Fadullon is

1 4/5/16 - WHOLE - BILL 160170, etc.
2 an excellent choice to lead that
3 department, and I think with her
4 leadership, she'll be able to help
5 streamline a process and really drive
6 some of these initiatives forward.

7 COUNCILWOMAN SANCHEZ: Okay. I
8 look forward to that. I apologize. Let
9 me go get beat up.

10 COUNCIL PRESIDENT CLARKE:
11 Thank you, Councilwoman.

12 The Chair recognizes
13 Councilwoman Reynolds Brown.

14 COUNCILWOMAN BROWN: Thank you,
15 Mr. President. I'm going to push the
16 pause button and say what we knew
17 already, that this is your first round,
18 your first year, and historically you get
19 a pass because you're in this learning --
20 on the learning curve, but you should
21 also know that there are a number of
22 Councilmembers here who actually save the
23 questions from one year and ask those
24 same questions the next year. So I'll be
25 looking forward to hear what efficiencies

1 4/5/16 - WHOLE - BILL 160170, etc.
2 you're doing across departments, because
3 we've talked about it a lot, but you
4 listen to what people say and then you
5 watch what they do. And so next year I'm
6 curious to know in particular Revenue,
7 OPA, and BRT, based on complaints that we
8 get in our office, often it appears that
9 they are not on the same page. So we'd
10 be curious to know what's being done to
11 get those departments talking to each
12 other to increase efficiencies in a
13 concrete way with those three departments
14 in particular, and I'll leave it there.
15 But that question will be asked next
16 year.

17 MR. ABERNATHY: Understood.
18 And I actually think Rob Dubow when he's
19 here tomorrow for the Finance Department
20 is probably going to be equipped to
21 answer some of those questions as well.

22 COUNCILWOMAN BROWN: Okay,
23 then. Terrific. Thank you.

24 Thank you, Mr. President.

25 COUNCIL PRESIDENT CLARKE:

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Thank you, Councilwoman.

3 Councilwoman Gym.

4 COUNCILWOMAN GYM: I had a
5 quick question for transportation.

6 So I know that a lot of
7 determination about transportation has
8 often based it upon ridership and usage,
9 but this city has been evolving for the
10 last ten years in terms of communities
11 moving and demographics changing in the
12 City, poverty, solidifying,
13 consolidating, and I wonder if SEPTA
14 and/or the Managing Director's Office has
15 done a study on the need for
16 transportation access based largely on,
17 one, lack of transportation alternatives
18 in the neighborhoods that they live, lack
19 of cars or modes of transportation,
20 individual modes of transportation, as
21 opposed to usership. So to some extent,
22 I feel like usership may in fact
23 reinforce some lines of poverty, because
24 it concentrates it and reinforces those
25 who are able to use will use as opposed

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to what I think should be an important
3 aspect of understanding transit and
4 transit -- especially transit that is
5 geared towards addressing poverty issues,
6 and in particular that we're paying
7 attention to how our demographics are
8 shifting and that transit is needed not
9 just by those who use but by those who
10 can't get access to anything otherwise.

11 Has the City and/or SEPTA done
12 any kind of study that takes a look at
13 transit access based on those kinds of
14 criteria?

15 MR. DiBERARDINIS: I'm not sure
16 of that, but here's what I will tell you,
17 that your question is a very big interest
18 of mine, and I've talked very briefly
19 with Clarena about the idea of looking at
20 sort of going -- not to diminish Vision
21 Zero or Complete Streets, but to look at
22 how we move everybody around and what are
23 the opportunities for people to get from
24 their home to work or from their home to
25 shopping or from their home to family and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to try to analyze the broad
3 transportation system with a set of
4 values that we want to get to, and then
5 whatever the outcomes are, try to move
6 ourselves both resource-wise and
7 policy-wise and regulation-wise towards
8 those objectives as the plans complete.
9 But I think the framing that you just put
10 around the question is very attractive to
11 me and of deep interest to the office.
12 Beyond that, sort of what's currently on
13 the books and how that might support,
14 I'll look -- I mean, Clarena might
15 know -- probably knows much more than I
16 do at this point.

17 MS. TOLSON: Councilwoman, I
18 would say to you that as part of the
19 planning within transit, there's a need
20 to understand where people live and where
21 they want to go. So SEPTA routes as they
22 have been in over time don't stay that
23 way going into the future. There is --
24 part of the process includes revisioning,
25 thinking about where you want to try to

1 4/5/16 - WHOLE - BILL 160170, etc.
2 get people to, even if they're not going
3 there right now, or anticipating where
4 they're going to need to get to. So that
5 includes route extensions, modifications
6 or additions of routes, and that occurs
7 now.

8 COUNCILWOMAN GYM: And I guess
9 one of the things that I would suggest is
10 that there seems to be a tremendous level
11 of disparity about who gets to get where
12 they want to go, and I think that in part
13 it's based on this narrow framework
14 around usership and other types of
15 directional activity. And so you do see
16 an investment out to King of Prussia and
17 to the shopping malls and everything, and
18 it's based partly on usership and the
19 likelihood that these people will have
20 the resources, the money to be able to
21 travel out to those kinds of places, but
22 I guess I'm super -- sometimes I get very
23 frustrated because when we talk about
24 poverty and the lack of access of
25 transportation, which we know that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 one-third of our Philadelphians don't
3 have cars, for example, that we aren't
4 framing or even analyzing our transit
5 around the need, the desperate need, for
6 a real demographic study about transit
7 access and need, especially for older
8 Philadelphians, for disabled
9 Philadelphians, for high-poverty
10 communities, for immigrant communities
11 that may not otherwise have access to
12 cars or driving ability, and I'm hoping
13 that there is some vehicle, and I'm not
14 sure where this conversation gets held.
15 Like who talks about this and where and
16 how could we broaden that conversation?

17 MR. DiBERARDINIS: I think to
18 the nature of the question that you posed
19 suggests that we should start in the
20 MDO's Office, but it also strongly
21 suggests some connectivity, broader
22 connectivity, to other institutions,
23 organizations, and communities. So I
24 think it would have to be a rather broad
25 discussion, one that involves

1 4/5/16 - WHOLE - BILL 160170, etc.
2 policymakers and regulatory agencies, but
3 also folks who need and want access to
4 public transportation.

5 COUNCILWOMAN GYM: Thank you.
6 And, again, I think we have so little
7 leverage when it comes to SEPTA, and when
8 it's all based on usership, I feel like
9 our low-income communities and our
10 vulnerable communities lose on the
11 dialogue because we can't lobby for
12 usership. But if we could have some kind
13 of a study, a demographic study and a
14 transit access study that shows the gaps
15 that's happening, maybe we will have a
16 better foundation in which to go to our
17 state agencies and our broader agencies
18 about why we need to prioritize transit
19 projects in our city.

20 I'm happy to see some
21 infrastructure and transit shelters being
22 upgraded, but I think the real question
23 is the fact that so many of our residents
24 simply don't have access to a bus line
25 that goes by them or transit. We haven't

1 4/5/16 - WHOLE - BILL 160170, etc.

2 seen new SEPTA rail lines laid down, and
3 it's worth trying to figure out how that
4 happens.

5 So thank you.

6 MS. TOLSON: Just as a point of
7 clarification, my earlier comment with
8 regard to the users or riders was around
9 how we contribute. So you look at the
10 number of riders for how the City
11 contributes to the SEPTA budget. It
12 wasn't based -- it was not a discussion
13 about where bus routes or others are
14 located.

15 COUNCILWOMAN GYM: Thank you.

16 COUNCIL PRESIDENT CLARKE:

17 Thank you, Councilwoman.

18 Thank you all for your
19 testimony. Next up will be the Mayor's
20 Office of Community Empowerment and
21 Opportunity.

22 (Witness approached witness
23 table.)

24 COUNCILMAN GREENLEE: Good
25 afternoon, Mr. Little.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 If I could ask everybody to
3 please leave quietly.

4 Don't take it personal, sir.
5 Everybody is leaving when you walk in.

6 MR. LITTLE: I see.

7 COUNCILMAN GREENLEE: I think I
8 can almost say good evening to you.
9 We're at that point. We have your
10 written testimony, so if we could
11 summarize.

12 MR. LITTLE: Good evening.

13 COUNCILMAN GREENLEE: Please,
14 everybody, please. Thank you.

15 Sorry, sir. Please.

16 MR. LITTLE: Good evening,
17 Mr. Chairman and members of City Council.
18 I am Mitchell Little, Executive Director
19 of the Mayor's Office of Community
20 Empowerment and Opportunity. I'm pleased
21 to provide testimony on the Mayor's
22 Office of Community Empowerment and
23 Opportunity's Fiscal Year 2017 Operating
24 Budget.

25 In January 2013, CEO was

1 4/5/16 - WHOLE - BILL 160170, etc.
2 launched to align the City's effort to
3 lift individuals and communities out of
4 poverty and increase opportunities for
5 low-income individuals and families. As
6 Philadelphia's community action agency,
7 the Mayor's Office of Community
8 Empowerment and Opportunity is
9 well-positioned to be the catalyst and
10 serves as the supportive infrastructure
11 for the City's cross-sector efforts to
12 fight poverty.

13 Persistent poverty is one of
14 the biggest threats to our city's
15 prosperity. As of 2014, the City's
16 poverty rate stands at 26 percent and
17 includes 36 percent of our children, 24.5
18 of our working-age adults, and almost 18
19 percent of our seniors. While the
20 numbers have decreased in recent years,
21 it means that about 390,000
22 Philadelphians live below the federal
23 poverty line, including about 123,000
24 young people under the age of 18. So if
25 you're African American, Hispanic,

1 4/5/16 - WHOLE - BILL 160170, etc.
2 disabled or living in a female-headed
3 household, the likelihood of you living
4 in poverty is about 40 percent.

5 There is no single cause for
6 poverty and no single strategy that can
7 assist all those who are living in
8 poverty. Effective solutions require
9 coordinated, large-scale, and long-term
10 social change.

11 In Fiscal Year 2017, CEO was
12 focused on the continued implementation
13 of the Shared Prosperity Philadelphia,
14 the City's plan to fight poverty. This
15 plan is centered on five key areas - job
16 creation and job training, benefit
17 access, early learning, housing security,
18 and economic security. In addition to
19 coordinating efforts across those goal
20 areas, CEO funds services to over 41,000
21 residents through efforts including the
22 Financial Empowerment Centers, BenePhilly
23 Centers, the West Philadelphia Promise
24 Zone, Meals and More, and many others.
25 Through CEO's efforts, Philadelphia

1 4/5/16 - WHOLE - BILL 160170, etc.

2 residents are able to develop critical
3 job skills and find work, utilize all
4 public benefits for which they are
5 eligible, connect to meals and services
6 in safe and dignified settings, reduce
7 hazards in their homes, reduce debt, and
8 increase savings and much, much more.

9 CEO's budget consists primarily
10 of grant funding, which has increased to
11 16.1 million as of the FY17 current
12 projection from 15.9 million in the FY16
13 original appropriations. In FY15, CEO
14 appropriated General Funds for the
15 Reducing Hunger initiative, which was
16 transferred from the Office of Supportive
17 Housing, as well as the Child Care
18 Facility Fund, which was transferred from
19 the Office of Housing and Community
20 Development.

21 CEO acts as the backbone
22 organization in partnership with hundreds
23 of organizations in the Promise Zone. As
24 a result of the designation, we have been
25 able to provide many grants to civic and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 community organizations and provide
3 college and career readiness to thousands
4 of students in four high schools in the
5 support -- with the support of public and
6 philanthropic awards.

7 To do our work effectively does
8 not come without its challenges, and lack
9 of diverse funding streams is our biggest
10 obstacle. Our funding comes primarily
11 from the Community Service Block Grant,
12 CSBG. With these funds we are limited to
13 serving individuals who are 125 percent
14 below the poverty line. That makes it
15 more difficult to serve hundreds of
16 thousands of residents in need of
17 assistance that are above that line.

18 General Fund resources also are
19 in CEO's budget, which consists again of
20 grant funding, which has increased to
21 again about 16.1 million as of the FY17
22 projection.

23 To do our work effectively does
24 not come without its challenges and lack
25 of diverse funding streams. It is our

1 4/5/16 - WHOLE - BILL 160170, etc.
2 primary duty to help those who are need,
3 who are our most vulnerable and who are
4 most in need of assistance of the City of
5 Philadelphia and our office.

6 I'm happy to answer any
7 questions any of you might have for me
8 today.

9 COUNCILMAN GREENLEE: Thank
10 you, sir. You and I just talked
11 yesterday.

12 MR. LITTLE: That's correct.

13 COUNCILMAN GREENLEE: And I
14 know the great plans you have for this
15 office. I know you have experience
16 working under Ms. Gladstein. So I think
17 a lot of us are excited about all the
18 things that your office has planned.

19 Just one quick question. As
20 far as jobs, do you have like a specific
21 target of what you're looking --
22 particularly sustainable jobs that you
23 have planned over the term, I guess?

24 MR. LITTLE: Sure. So I think
25 that for the office, we have already

1 4/5/16 - WHOLE - BILL 160170, etc.
2 invested in several sort of industry-led
3 job training programs through 1199C and
4 West Philadelphia Skills Initiative.
5 We're reviewing the progress of that work
6 and we're looking how to further sort of
7 craft programs that really get at the
8 most vulnerable. Again, I said
9 industry-led. So a lot of times we
10 consider the employers' needs to make
11 sure those connections happen and those
12 jobs are really both family-sustaining
13 wage but longstanding jobs, but also how
14 to provide the support in what might take
15 an extended bridge programming or
16 additional support once those folks are
17 on the job site.

18 The other things that we're
19 doing is, we are invested in CEO. You
20 heard about that program earlier, which
21 connects folks from state detention to
22 both transitional work and permanent
23 employment. And we are also looking at
24 how to do that both within the City and
25 also in place-based strategies as well.

1 4/5/16 - WHOLE - BILL 160170, etc.

2 So how can we sort of layer and
3 complement our services, whether they be
4 the Financial Empowerment Centers, the
5 BenePhilly Centers, in our workforce
6 strategies to really help lift both
7 individuals and families.

8 COUNCILMAN GREENLEE: And I
9 know yesterday you used the word
10 "collaborative" a lot. So collaboration
11 with various agencies and other groups I
12 think are going to be very important.
13 Thank you.

14 Councilman Jones.

15 COUNCILMAN JONES: Thank you,
16 Mr. Chair.

17 Ms. Gladstein, can you come to
18 the table as well.

19 (Witness approached witness
20 table.)

21 COUNCILMAN JONES: My colleague
22 mentioned sometimes we spend a lot of
23 time when folk get it wrong, but we don't
24 spend enough time when they get it right.
25 I want to say on the record that when you

1 4/5/16 - WHOLE - BILL 160170, etc.
2 guys inherited this agency, I had a great
3 many concerns about its mission, its
4 future, its focus, its direction and that
5 basically there was no plan.

6 I want to put on the record
7 today for everybody that you, Ms.
8 Gladstein and Mr. Little, have renewed my
9 faith in that agency. And I say that
10 because whether I see you guys at
11 Overbrook High School or whether I see
12 you in the prisons talking to young men
13 learning how to be fathers, when I see
14 your mobile unit in and around the
15 community, when you put together a
16 substantive summit on the anatomy of
17 poverty and then potential pathways out,
18 when I see you collaborate with 1199C and
19 their training of an industry, selected
20 industry, that has such growth potential
21 and impacts the heart of single parents,
22 many of them female, when I see you
23 dealing with the reentry issue, it let's
24 me know that you get it and you got it
25 and that you're moving -- you're not

1 4/5/16 - WHOLE - BILL 160170, etc.
2 moving the needle as well because that's
3 all of our job to eliminate poverty, but
4 you're using the tools that you have to
5 create the resources that are necessary,
6 and I just want to personally thank you
7 guys for your commitment to it. It's
8 very easy to run and hide, throw your
9 hands up and say, Oh, well, it's not --
10 we can't do anything about it. But I see
11 the progress over time. It's almost like
12 still-life photography. Actually if you
13 go back to old testimony, I can see the
14 progress that you've made, and as an
15 elected official and on behalf of my
16 constituents, many of whom are in that
17 poverty guideline, I thank you.

18 That's all I had to say.

19 COUNCILMAN GREENLEE: Thank
20 you, Councilman. Well said.

21 MS. GLADSTEIN: Thank you.

22 COUNCILMAN GREENLEE:
23 Councilwoman Gym.

24 COUNCILWOMAN GYM: I would like
25 to reiterate my Council colleague's

1 4/5/16 - WHOLE - BILL 160170, etc.
2 statements and say that how important it
3 is to have an office devoted to thinking
4 holistically about anti-poverty.

5 Two areas that I wanted to ask
6 you about. Councilwoman Blackwell held
7 hearings last month about the issue of --
8 that touched on the issue of food
9 security and particularly for young
10 students who are on break or might see an
11 emergency, weather related kind of
12 situation, and I wonder if that's an area
13 that your office might explore. So like
14 spring break is almost a week and holiday
15 winter breaks are two weeks long and
16 that, for the most part, rec centers and
17 other kinds of programs that run great
18 food access and service programs in the
19 summertime are not up and in play. And
20 is that an area where you might take a
21 look at? Is that something that might
22 fall within your purview? And has that
23 like come up within your scope of work?

24 MR. LITTLE: Sure. That's a
25 very good question, actually. I think

1 4/5/16 - WHOLE - BILL 160170, etc.
2 food security is certainly in line with
3 our work and engrained in the work that
4 we do. We've done work historically as
5 it relates to what you mentioned about
6 summer food opportunities and play
7 streets and things of that nature and
8 Philly Safe Summer. We also create
9 additional congregate meals with food
10 providers, not only providing additional
11 meals but also connecting them to
12 services and also building infrastructure
13 with those providers, helping them work
14 more efficiently, both as separate
15 entities but also as a group.

16 So certainly that's something
17 that we find important. But the spring
18 break issue is something that I think I
19 find interesting and certainly would be
20 happy to talk to you further about.

21 COUNCILWOMAN GYM: Okay. And
22 we'd love to follow up with you on that,
23 I think, because I think some ideas came
24 out of it, but it seems that there was a
25 lot of coordination, there's a lot of

1 4/5/16 - WHOLE - BILL 160170, etc.
2 issues, and it would need somebody with
3 an office that's able to move between
4 different agencies to be able to do it.
5 Because any one entity is not assuming
6 responsibility for the coordination of
7 this issue. So that would be helpful.

8 The other issue that I wanted
9 to ask you about was -- so I wanted to
10 thank you for your attention to English
11 language learners and also that immigrant
12 communities obviously have high rates of
13 poverty but have very specific and kind
14 of unique issues, particularly around
15 language access. They might face issues
16 around less awareness about consumer
17 protection rights and that kind of thing.
18 And can you specifically address any
19 initiatives that you're taking a look at
20 to work within immigrant communities
21 within your department?

22 MR. LITTLE: Sure. I mean, I
23 think that's a growing part of our work.
24 You just mentioned the trainings that we
25 just had. I think that's something that

1 4/5/16 - WHOLE - BILL 160170, etc.
2 we want to do. I think diversity amongst
3 our workforce, especially our outreach
4 efforts through the BenePhilly Centers,
5 we try to bring on staff that are
6 bilingual, multi-lingual, and have sort
7 of strength of community engagement
8 through strong community engagement
9 groups. So that's something that we are
10 certainly working on, and we certainly
11 have used translation services before.
12 We work strongly in South Philadelphia,
13 in the east part of South Philadelphia
14 through United Communities and all of the
15 different community groups and groups
16 that have partnerships both in the
17 building and through their network. And
18 so we've been able to think about even
19 one of our services, the BenePhilly
20 services, how does that happen in that
21 type of environment. We've been talking
22 to Toy about how do we use our mobile
23 unit with a partnership with his
24 organization. So that's something that
25 we're really working on trying to --

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN GYM: And how many
3 languages are represented in your
4 department?

5 MR. LITTLE: Five.

6 COUNCILWOMAN GYM: And in terms
7 of bilingual staffing, is there a
8 percentage of staff?

9 MR. LITTLE: So my staff is
10 about 37 and I think we have seven folks
11 who are bilingual.

12 COUNCILWOMAN GYM: That's
13 great. Thank you very much.

14 MR. LITTLE: And that's
15 something that we work on intentionally.

16 COUNCILWOMAN GYM: Yes. I
17 appreciate that. Thank you very much.

18 COUNCILMAN GREENLEE: Thank
19 you.

20 Councilwoman Reynolds Brown.

21 COUNCILWOMAN BROWN: Could you
22 speak louder and repeat your answers to
23 Councilwoman Gym's last question.

24 MR. LITTLE: In regards to
25 diversity, language?

1 4/5/16 - WHOLE - BILL 160170, etc.

2 COUNCILWOMAN BROWN: And
3 staffing.

4 MR. LITTLE: So we have about
5 37 staff and seven of which are
6 bilingual.

7 COUNCILWOMAN BROWN: Okay. Are
8 they located citywide, or where is your
9 office?

10 MR. LITTLE: My office is at
11 1234 Market Street.

12 COUNCILWOMAN BROWN: Along with
13 your team?

14 MR. LITTLE: Most of them. So
15 we have staff through our BenePhilly
16 unit, who still work at the Mini City
17 Hall on 22nd Street. So we do community
18 services there, but also that unit does
19 pop-up sites, what we call, and so we do
20 engagements with less -- what might be
21 considered less sophisticated shops,
22 civic groups who don't have the
23 infrastructure, but we can come in for
24 six months, four months, help them with
25 the outreach, do the additional services

1 4/5/16 - WHOLE - BILL 160170, etc.
2 there, because we already know that they
3 have the trust of the community, right,
4 and they already offer a valuable
5 service, and then they get the experience
6 of what it is like to have layered
7 services. And I think that's what we're
8 trying to push, both in neighborhoods and
9 between departments. Let's layer our
10 services, complement each other, and
11 provide not a safety net but a safety
12 trampoline, so folks don't fall, they
13 just bounce, right?

14 COUNCILWOMAN BROWN: What is a
15 VITA site, V-I-T-A? And I want to get as
16 many questions in before that bell rings.
17 So you can be concise in your answers.

18 MR. LITTLE: Okay.

19 COUNCILWOMAN BROWN: So a VITA
20 is what?

21 MR. LITTLE: The VITA sites,
22 the tax preparation.

23 COUNCILWOMAN BROWN: Okay.
24 Because I was going to acknowledge
25 Councilman Allan Domb has been appealing

1 4/5/16 - WHOLE - BILL 160170, etc.
2 to us to make sure that folks take
3 advantage of the tax -- what is it
4 called, Councilman?

5 COUNCILMAN DOMB: EITC.

6 COUNCILWOMAN BROWN: EITC. So
7 you all do that, correct?

8 MR. LITTLE: Yeah.

9 COUNCILWOMAN BROWN: Any
10 linkages with the Mayor's Office of
11 Literacy?

12 MR. LITTLE: Not directly in
13 programming.

14 COUNCILWOMAN BROWN: Any
15 linkages with the PowerCorps that the
16 Managing Director talked about?

17 MR. LITTLE: Yes. Catie
18 Wolfgang is -- directly reports to me.
19 She's in my shop now.

20 COUNCILWOMAN BROWN: Okay. On
21 Page 2 of your testimony, you state that
22 your office provided 109,000-plus to
23 support the Health Department's Childhood
24 Lead Poisoning Prevention Program. So
25 are you just a conduit for those dollars

1 4/5/16 - WHOLE - BILL 160170, etc.

2 or are you -- are you just a conduit for
3 those dollars or no?

4 MR. LITTLE: So we use CSBG
5 funding to make investments in multiple
6 City departments. So that would be
7 Department on Health, Department of Rec,
8 OSH, things that align with the work that
9 we do, but help makes those connections.
10 So lead abatement, healthy homes, helping
11 folks secure permanent housing, those are
12 the things that we really work --

13 COUNCILWOMAN BROWN: How
14 reasonable is it to think that we could
15 increase those dollars since too many of
16 our children are still being poisoned by
17 lead?

18 MR. LITTLE: I would love more
19 funding.

20 COUNCILWOMAN BROWN: So this
21 number was dictated by whom?

22 MR. LITTLE: Where are you,
23 Councilwoman?

24 COUNCILWOMAN BROWN: Page 2 of
25 your testimony. You talk about the CSBG

1 4/5/16 - WHOLE - BILL 160170, etc.
2 funding supports the Philadelphia Health
3 Department Lead Poisoning Prevention
4 Program, bottom of Page 2.

5 MR. LITTLE: Yeah. So actually
6 we support them with \$380,000. I think
7 that was one for one-half a year of
8 investment. So we do 380 for the entire
9 year.

10 COUNCILWOMAN BROWN: So you
11 applied for that number or got it or did
12 you ask for a higher number and this is
13 what you got?

14 MR. LITTLE: No. This is the
15 investment that we make. So we use our
16 funding through Community Service Block
17 Grant, which is the funding for all
18 community action associations, all
19 anti-poverty agencies all throughout the
20 nation. And so it is the work of our
21 office to look at even larger
22 departments, like Health, like Rec, and
23 saying how can we leverage what we think
24 to be \$700 million to look at our same
25 client base along the continuum and

1 4/5/16 - WHOLE - BILL 160170, etc.
2 leverage those additional dollars to look
3 at it as an anti-poverty lens. Because I
4 think if we do that, I think if we're
5 smarter about how we do that, how we
6 access both folks from a preventive
7 standpoint along that continuum, folks
8 don't end up in crisis. Folks don't end
9 up in jail.

10 I'm sorry. You did tell me to
11 be brief.

12 COUNCILWOMAN BROWN: So are you
13 at the table of this task force that's
14 being pulled together around this capital
15 improvement initiative so that the folks
16 that you're touching are represented at
17 that table for this capital program
18 initiative that the Administration is
19 proposing, so that we're linking these
20 departments together?

21 MR. LITTLE: I am not. I would
22 love to be at that table. But what we
23 do -- what table I am a part of is sort
24 of working within my cluster, first and
25 foremost. And, again, I would love to be

1 4/5/16 - WHOLE - BILL 160170, etc.
2 at that table, but I think working within
3 the new construct of the Managing
4 Director's Office, working side by side
5 with all of these Commissioners, DHS,
6 Health, Rec, OSH, and starting there
7 because of the health and human services
8 piece, I think there are some easy ways
9 that we can make some connections. But I
10 would love to be at that table as well.

11 COUNCILWOMAN BROWN: So that's
12 a new paradigm that's in play here.

13 MR. LITTLE: Yes, ma'am.

14 COUNCILWOMAN BROWN: Well, I
15 echo Councilman Jones. The work you do
16 is important. It's for the most
17 vulnerable people who don't have a voice
18 at all for them. So what you do really
19 is exponentially greater than the dollars
20 that we see.

21 MR. LITTLE: Yes, ma'am.

22 COUNCILWOMAN BROWN: Thank you
23 for your service.

24 MR. LITTLE: Thank you.

25 COUNCILMAN GREENLEE: Thank

1 4/5/16 - WHOLE - BILL 160170, etc.

2 you, Councilwoman.

3 Councilwoman Blackwell.

4 COUNCILWOMAN BLACKWELL: Thank

5 you.

6 I wanted to say I agree with
7 all that's been said regarding you and
8 your agency, and look forward to working
9 more closely with you.

10 MR. LITTLE: We appreciate your
11 partnership, Councilwoman. Absolutely.

12 COUNCILWOMAN BLACKWELL: Thank
13 you.

14 COUNCILMAN GREENLEE: Sir, not
15 everybody that sits up there gets this
16 much praise. So you should feel good.

17 There being no further
18 questions -- again, thank you for all you
19 do.

20 MR. LITTLE: Thank you.

21 COUNCILMAN GREENLEE: There
22 being no further questions, the Committee
23 will stand in recess until Wednesday,
24 April 6th, 2016 at 10:00 a.m., which we
25 will reconvene right here, Room 400, City

Committee of the Whole
April 5, 2016

Page 410

1 4/5/16 - WHOLE - BILL 160170, etc.

2 Hall.

3 (Committee of the Whole
4 adjourned at 6:00 p.m.)

5 - - -

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

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

CERTIFICATE

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.)

Committee of the Whole
April 5, 2016

Page 1

A	164:5	249:7,8	397:18	267:8	262:12	290:14	274:8,18
a.m 1:7	189:17	250:8,17	399:15	acknowledge	292:6 309:4	311:18,19	276:9
409:24	191:3	252:18	407:6	403:24	310:12	315:11	282:24
abate 307:19	195:12,24	academics	accessible	acknowledg...	375:6	317:5	289:8 301:8
307:20,22	199:11,12	129:5	125:8 278:4	111:19	added 159:19	357:16	301:13
abatement	206:19	130:15	363:3	acknowledg...	323:9	359:25	303:5
308:8,9	208:14,17	244:3	accessing	177:16	331:11	366:20	326:20,23
405:10	221:23	access 7:20	125:9 295:2	acquired	adding	399:18	337:13
abatements	226:13	19:14,21	accidents	207:18	107:21	addressed	360:6 373:6
307:10	230:7	20:13 29:12	316:12	acronym	151:15	11:23 63:9	374:18
310:24	232:25	31:13 44:3	accommoda...	233:7,12	159:14	190:6	377:8,21
Abernathy	233:3 255:3	55:11 56:19	277:7	acronyms	addition	305:10	407:18
44:8 272:15	269:7 288:9	57:2,14	accomplish	282:2	20:24 23:17	addresses	Administra...
290:21,22	293:18	58:5 95:13	48:24,25	action 20:6	107:24	317:13	6:9 8:9 9:9
291:15,20	300:5,12	95:16,19	78:13,14	48:20 310:6	141:22	addressing	38:23 40:13
315:8	302:9	97:10	278:7	388:6	245:14	64:23 381:5	274:20
326:19	309:14,25	100:17	accomplished	406:18	259:14	adds 27:17	275:10
327:5	331:4 362:5	102:5,14	366:5	active 21:21	286:5	adept 210:16	321:20
332:16,25	378:4	103:4	accomplish...	141:6 227:9	292:18	adequately	Administra...
333:7 334:8	380:25	111:15	76:3	291:21	389:18	80:11	91:15
334:11,25	383:20	117:21	account	322:12	additional	adhering	administrat...
335:5,13,19	390:2,25	119:13	111:2	actively	16:7,12,21	124:7	10:11
352:9	399:3,4	139:24	accountabil...	144:17	17:7 60:22	adjourned	administrat...
353:24	400:18	140:22	40:10 56:13	335:6	61:6,9	410:4	53:2 80:9
369:4,24	aboard	142:4,16	76:4,10,15	activities	100:8,14,18	adjudicated	81:3 105:20
375:5	314:12	144:3,24	232:20	101:7	100:23	279:25	225:13
377:17	absent	145:3	233:2	254:10	102:4 106:3	285:11	226:6,11
379:17	243:19	150:23	234:20	274:16	106:4	adjust 304:20	238:2
ability 109:10	absenteeism	160:9 164:3	262:6	activity 38:6	107:16	367:11	272:17
112:7	243:15	164:5	accountable	107:4	110:22	adjustment	277:11
136:15	absolute 46:8	171:23	262:2	315:24	119:23,24	260:22	administrat...
176:13	72:10	178:25	372:24	383:15	154:7,8	261:4,6	83:13
211:8	absolutely	183:22	accounting	acts 390:21	159:21	341:21	admirable
238:16	63:21,24	199:5,12,17	227:11	actual 28:20	163:9,25	adjustments	287:9
252:5	87:11	201:17	accounts	207:7	173:17	18:6 166:16	351:18
340:10	150:15	202:12	274:8	236:23	186:9	366:17	adopt 2:13,17
384:12	156:5	203:8 223:5	ACCT 312:2	311:19	190:23,24	administrat...	adopted
able 29:12	233:23	226:13,21	accurate	Adams 77:7,8	191:5	4:8 5:7,14	249:25
33:11 35:3	271:12	228:21	104:20	78:18	240:14	10:3 14:13	adopting 2:19
35:8,16	291:7 297:5	229:19	185:15	154:24,25	254:13	19:3 20:5	118:25
41:3,8 42:3	353:3	230:13	366:24	155:19	307:8,20	21:23 25:2	adult 328:20
44:2 52:6	356:16	240:3	accurately	217:24,25	308:16,25	28:7 30:5	339:12,14
52:18 54:3	409:11	274:22	411:5	218:5 370:4	393:16	40:14 69:22	347:6
57:5 66:18	abuse 291:2,6	293:22	Acelero 111:2	370:5	398:9,10	69:24 70:16	348:24
70:23 78:12	academic	295:7,15	achieve 5:10	add 29:4 61:5	402:25	71:4 89:12	349:11,25
109:8	98:13 215:2	297:2,15,17	70:2 183:13	61:8 141:22	407:2	89:22 95:21	adults 136:18
110:10	215:14	364:19	274:17	152:16	Additionally	97:20 100:3	260:25
117:20,21	229:20	380:16	277:21	155:13	100:2	103:25	261:2
119:13	242:24	381:10,13	achieved	159:20	additions	152:15	275:19,19
131:9,11	243:3 244:6	383:24	140:6 143:8	164:7	30:18 383:6	160:13	278:21,21
144:23	244:9	384:7,11	achievers	183:19	address	166:9	348:23
155:12	246:23	385:3,14,24	142:25	193:3	206:14,16	222:21	388:18
160:8 164:2	248:18	389:17	Ackerman	206:23	256:9	273:20	Advanced

Committee of the Whole
April 5, 2016

Page 2

69:2	138:25	284:19	243:6,13	316:10	annual 22:8	anxious	appointme...
advantage	146:17	354:21	allies 47:8,8	319:14	33:19 80:14	263:10	41:23
142:7	175:13	368:16,17	47:12 55:14	amounts	80:21	anybody	appreciate
240:11,19	196:16,17	agree 18:4	55:15	151:17	annualized	54:11 85:3	12:2 16:5
240:23,24	224:14	32:3 233:4	allocated	273:23	31:15	133:19	18:8,8 50:6
242:7 314:7	231:10	255:11	192:2	ample 188:20	279:12	372:17	80:25
404:3	272:9,11	267:17	216:20	analysis	annually	anymore	133:12,17
adverse 321:7	282:5	292:18	277:17	31:11,22	33:11	258:22	155:16
advertisem...	290:10	321:22	306:12	32:5,15,20	330:24	anyway 74:25	259:8 301:6
288:20	297:6	326:8	allocation	33:10,19	annum 99:14	281:24	359:19
advertising	315:15	341:17	273:2	68:23 89:24	99:15	apologize	362:13
288:15	326:10	409:6	allow 7:2	294:25	answer 16:2	45:11	364:12
advice 238:15	342:18	Agreed	191:18	357:3	20:10 30:17	376:22	372:18
advisable	354:9,11	180:14	229:18	analyze 9:17	41:3,8 51:6	378:8	401:17
246:4	357:20	360:3	239:20	53:17 382:2	65:14 95:5	appealing	409:10
advisory	386:25	agreed-upon	309:17	analyzed	104:2	129:13	apprehend
11:16,20	age 59:7,9,15	162:14	allowed 208:8	31:19	137:25	403:25	310:10
advocacy	59:18	agreeing	allows 14:17	analyzing	148:15	appears	apprentice
233:16	260:18	146:23	43:15 136:6	384:4	155:23,25	196:23	332:22
advocate	304:21	agreement	altered	anatomy	155:25	379:8	333:6,14
158:8	388:24	3:9 22:10	287:23	395:16	164:24	applaud	apprentice-...
207:23	aged 345:17	264:10	alternative	and/or 19:15	188:2,4	251:21	293:21
advocates	agencies	agreements	217:19	344:10	201:6	applause	apprentices...
227:8	147:4	21:6 23:12	218:3	380:14	249:11,12	84:20,23	183:25
Affairs 6:24	253:10	agrees 167:22	245:21	381:11	249:14	361:23	333:14
7:22 11:17	256:11	ahead 25:15	246:9	411:23	278:11	applicable	approach
11:19 20:8	295:9,11	133:13	alternatives	anecdotal	290:20	10:20	35:17
27:11 43:3	346:10	152:20	380:17	193:14	297:10	applicants	224:20
43:22	364:3 385:2	281:25	amazed 34:25	249:13	301:7	112:22	246:16
231:23	385:17,17	296:21	amendments	Animal	306:24	197:10	281:19
233:8	394:11	aim 78:11	265:9	313:23	347:13,19	270:10	303:14
234:16	399:4	aiming	America	314:6	369:17	application	328:4
295:6 297:8	406:19	354:15	278:7	animals	379:21	197:5	331:17
affect 95:14	agency	ain't 50:15	American	312:12,15	392:6	227:25	339:2
affirm 366:23	293:14	airport 24:21	7:11,11	Anna 77:4,7	answered	228:4	approached
afford 48:15	312:19	24:25 25:2	11:14,17	154:25	218:23	354:22	13:8 21:12
112:25	388:6 395:2	25:5	35:12 89:10	217:24	answering	applications	60:4 79:15
113:6	395:9 409:8	airport's	98:25 145:9	370:4	64:12	220:13	94:8 217:22
114:23	agent 233:17	24:10	190:14	Anne 94:22	answers 16:4	applied 81:10	272:6 282:3
118:17	ages 293:12	Al 1:17 58:19	388:25	104:21,23	20:9 345:2	197:7,12	315:13
171:15	aggregated	align 388:2	amount 21:10	181:14,18	401:22	199:23	347:14
226:25	31:19	405:8	23:9 27:12	200:7 369:8	403:17	281:3	354:4
affordable	aggressive	aligned	31:17 66:14	369:16	anti-poverty	406:11	386:22
98:8	35:17 36:12	161:25	66:14	377:6	397:4	apply 222:16	394:19
African 7:10	298:21	aligning	107:22,24	announce	406:19	228:6	approaches
11:14,18	aggressively	255:25	120:20	58:4	407:3	354:23	130:13
35:11 89:10	327:17	275:9	127:5	announced	anticipate	411:21	approaching
98:25 145:8	aging 343:3	alignment	158:25	245:4	60:18	applying	151:23
190:14	343:15	205:21	189:8	announcem...	263:16	369:3	appropriate
388:25	ago 147:25	Allan 1:11	200:13	315:24	anticipated	appointed	59:13 73:13
after-school	148:11,12	403:25	311:4	317:9	37:9,25	42:3 371:18	98:2 294:6
101:6	207:12	alleviate	312:20,20	announcing	anticipating	appointment	appropriated
afternoon	283:24	227:12	313:13	316:15	383:3	47:16	390:14

Committee of the Whole
April 5, 2016

Page 3

390:13 approval 2:22 207:13 207:16 approve 76:11 approved 3:10 208:11 288:23 320:25 326:18 approves 208:6 approximat... 7:8 247:23 354:20 April 1:7 41:25 42:2 235:7 263:24 409:24 area 82:20 88:4 125:23 127:3 134:21 135:8 136:25 137:9,13 179:18 227:9 295:19 297:19 397:12,20 areas 5:11 28:12,17 30:5 44:11 70:5 81:19 149:8,20 207:5 301:12 389:15,20 397:5 argument's 208:12 arises 15:10 arms 148:17 234:3 arrested 302:17 arrive 97:24 262:21 arrived 106:11	157:6 artery 315:5 articles 139:14 articulate 55:17 212:3 268:12 articulated 55:17 articulation 50:6,17 Arts 6:23 27:10 43:3 43:12,17 ash 341:13 Asian 7:11 11:16 aside 16:6 110:23 348:9 356:3 asked 64:8 74:11 85:23 116:17 141:17 187:13 207:22 217:18 219:5 271:9 291:25 344:22 379:15 asking 54:24 62:18 109:21 116:10 117:18 119:6 218:2 233:25 249:20 328:14 360:10 aspect 179:13 210:8 381:3 aspirationa... 175:16 aspire 175:19 assess 295:19 assessed 348:5 349:2 assessment 237:5 350:10 assets 237:7	275:7 assist 37:15 346:11,11 389:7 assistance 66:3 99:24 102:23 141:25 153:12 159:10 242:7,8 297:16 391:17 392:4 assistant 253:21 288:6 assistants 226:6 associate 287:15 Associate's 239:14 associated 35:7 78:5 79:3,4 108:17 197:8,9 203:9 261:16 270:9 345:8 Association 233:14 associations 344:10 345:22 406:18 assume 291:17 334:7 353:21 assuming 105:12 108:8 201:2 399:5 assurances 23:14 assured 365:19 asthma 136:9 at-large 306:19 Atkinson 9:7	31:24,25 33:14 34:7 34:18 36:2 36:20 38:8 38:20 40:11 46:7,20 48:22 50:14 55:22 58:24 59:12 64:15 64:19 69:8 72:6,25 73:10,24 75:2 86:11 86:19 87:15 88:13,19 89:2 287:19 attached 77:21 149:6 attaches 316:5 attempt 108:2 112:4 302:7 attempting 286:6 294:6 attended 322:13 attention 51:17 54:12 88:7 148:10 204:4 259:15 338:24 357:11,15 359:13,18 359:20 381:7 399:10 Attorney's 310:9 352:20 attractive 151:19 382:10 attrition 249:5 attuned 125:10 audience 4:23 audit 24:19 augment 38:12 authoritative	237:25 authority 3:7 3:7,13 273:10 321:12,14 336:5 369:10 authorized 3:9 50:21 326:14 autonomy 253:16 availability 97:10 103:5 available 82:12,18 86:13 87:13 103:23 115:15 117:7,14 159:2 193:5 195:7 200:19,20 207:6 Avenue 344:15 362:20 364:17 average 89:25 90:2 90:14,16,20 120:22 127:20 304:21 awaiting 301:24,25 302:19 354:25 award-win... 211:3 awards 391:6 aware 17:12 17:16 36:9 71:22 224:4 248:23 302:6 316:2 320:23 323:25 awareness 399:16 B B 137:19 210:20	baby-sitting 178:19 back 14:24 15:23 20:9 20:16 23:6 25:25 37:19 45:15 49:15 50:14 60:2 64:8,14 65:14 85:19 112:20 117:24 122:25 144:11 146:25 168:21 169:5 176:16 182:18 184:24 187:15 188:12 189:2,5,7 189:13,18 196:7 198:13 200:12 212:11 217:5 218:20 225:16,18 226:11 229:11 260:3 271:20 279:14 280:21 288:17 289:3,25 291:12 294:16,18 314:20,23 330:3 336:6 343:8,13,19 351:2 366:22 367:6 371:13 372:6 375:9 396:13 back-office 225:4 226:4 227:24	228:11 backbone 390:21 backed-up 363:23 backfilled 330:17 backlog 341:23 bad 137:12 137:16 328:18 357:9 bags 346:4 ball 340:3 ban 25:8,22 Bank 368:14 369:5,11,14 372:16 376:23 barrier 143:19 barriers 9:21 51:16 139:9 139:10 144:5 212:9 243:7 251:24 base 319:21 328:9 406:25 based 26:15 73:12 90:13 90:23 100:24 116:19 137:23 138:6 139:11 157:13,17 168:5 172:16 187:9 191:6 213:22 228:13 230:19 246:19 249:15 254:16,19 257:23 258:10,22 317:2 319:4 319:5,23	370:15 371:2 379:7 380:8,16 381:13 383:13,18 385:8 386:12 baseline 64:20 65:24 86:22 87:2 87:4 286:18 basic 33:23 115:20 116:11 162:13 basically 87:12 105:25 159:7 216:25 239:3 291:14 307:17 319:21 340:3 395:5 basis 22:8 31:15 33:12 33:19 34:4 34:12 76:5 142:13 214:17 230:6 Bass 1:10 42:12,13,17 42:20,23 44:14 45:7 45:14 46:19 48:7 49:13 85:15,16 86:16 87:11 87:16 88:16 88:23 bathroom 151:16 beacons 366:4,7 beam 329:8 bear 27:3 192:25 bearing 81:9 beat 372:16 376:24 378:9
---	--	--	--	--	---	--	---

Committee of the Whole
April 5, 2016

Page 4

363:2	336:25	227:11	7:1 8:1 9:1	112:1 113:1	218:1 219:1	321:1 322:1	57:9,19
364:25	356:11	244:9	10:1 11:1	114:1 115:1	220:1 221:1	323:1 324:1	66:21 77:4
becoming	believes	251:17	12:1 13:1	116:1 117:1	222:1 223:1	325:1 326:1	78:7 127:13
229:6	97:20	258:10	14:1 15:1	118:1 119:1	224:1 225:1	327:1 328:1	127:16
308:18	bell 163:17	261:9,23	16:1 17:1	120:1 121:1	226:1 227:1	329:1 330:1	129:24
began 330:16	174:2	291:10	18:1 19:1	122:1 123:1	228:1 229:1	331:1 332:1	130:21,22
358:5	334:15	301:4 313:9	20:1 21:1	124:1 125:1	230:1 231:1	333:1 334:1	163:16
beginning	403:16	313:16	22:1 23:1	126:1 127:1	232:1,23	335:1 336:1	170:16
40:19 221:4	benchmark	314:7	24:1 25:1	128:1 129:1	233:1 234:1	337:1 338:1	187:24
221:7	154:12	323:15	26:1 27:1	130:1 131:1	235:1 236:1	339:1 340:1	204:4
228:20	benefit 29:24	328:7 338:3	28:1 29:1	132:1 133:1	237:1 238:1	341:1 342:1	211:13
229:22	151:12	352:12	30:1 31:1	134:1 135:1	239:1 240:1	343:1 344:1	223:17
256:20	176:6	356:5	32:1 33:1	136:1 137:1	241:1 242:1	345:1 346:1	235:25
284:18	389:16	369:16	34:1 35:1	138:1 139:1	243:1 244:1	347:1 348:1	241:12
290:24	benefits	385:16	36:1 37:1	140:1 141:1	245:1 246:1	349:1 350:1	244:25
291:14	179:22	beyond	38:1 39:1	142:1 143:1	247:1 248:1	351:1 352:1	245:23
302:25	211:12	123:17	40:1 41:1	144:1 145:1	249:1 250:1	353:1 354:1	271:14
339:18	306:19	147:12	42:1 43:1	146:1 147:1	251:1 252:1	355:1,19	290:16
351:2	390:4	149:21	44:1 45:1	148:1 149:1	253:1 254:1	356:1 357:1	293:16
358:24	BenePhilly	161:14	46:1 47:1	150:1 151:1	255:1 256:1	358:1 359:1	295:4
369:15	389:22	235:25	48:1 49:1	152:1 153:1	257:1 258:1	360:1 361:1	309:17
begins 302:22	394:5 400:4	274:15	50:1 51:1	154:1 155:1	259:1 260:1	362:1 363:1	313:16
begs 171:25	400:19	382:12	52:1 53:1	156:1 157:1	261:1 262:1	364:1 365:1	351:25
begun 222:9	402:15	bicyclists	54:1 55:1	158:1 159:1	263:1 264:1	366:1 367:1	357:24
287:19	Benjamin	316:8	56:1 57:1	160:1 161:1	265:1 266:1	368:1 369:1	362:17
290:25	300:22	317:16	58:1 59:1	162:1 163:1	267:1 268:1	370:1 371:1	367:7
behalf 187:14	best 19:9	bid 66:13	60:1 61:1	164:1 165:1	269:1 270:1	372:1 373:1	Black 11:12
299:13	34:13 36:21	bidding	61:15,15	166:1 167:1	271:1 272:1	374:1 375:1	70:7
362:11	67:3 71:16	322:16	62:1 63:1	168:1 169:1	273:1 274:1	376:1 377:1	Blackwell
396:15	135:22	bids 66:9,20	64:1 65:1	170:1 171:1	275:1 276:1	378:1 379:1	1:11 165:11
behavioral	218:9	big 119:14	66:1 67:1	172:1 173:1	277:1 278:1	380:1 381:1	165:12,23
244:15	228:12	132:3	68:1 69:1	174:1 175:1	279:1 280:1	382:1 383:1	166:6,18
350:6	243:10,11	149:24	70:1 71:1	176:1 177:1	281:1 282:1	384:1 385:1	167:9,17
354:19	322:7	180:3,24	72:1 73:1	178:1 179:1	283:1 284:1	386:1 387:1	168:11
belabor	323:13,18	239:19	74:1 75:1	180:1 181:1	284:2,4	388:1 389:1	217:12,13
284:13	374:5,23	260:22	76:1 77:1	182:1 183:1	285:1 286:1	390:1 391:1	217:17
belief 48:6,9	better 38:24	261:4	78:1 79:1	184:1 185:1	287:1 288:1	392:1 393:1	218:4,17
believe 5:15	39:9,22,25	262:15	80:1 81:1	186:1 187:1	289:1 290:1	394:1 395:1	219:12
21:20 27:16	43:7 51:5	267:6	82:1 83:1	188:1 189:1	291:1 292:1	396:1 397:1	221:5 222:7
41:15,24	65:3 72:4	327:21	84:1 85:1	190:1 191:1	293:1 294:1	398:1 399:1	223:21
46:22 60:12	87:21 92:14	381:17	86:1 87:1	192:1 193:1	295:1 296:1	400:1 401:1	362:21
63:24 74:14	92:17 96:9	biggest	88:1 89:1	194:1 195:1	297:1 298:1	402:1 403:1	397:6 409:3
84:13 86:20	110:11	110:14	90:1 91:1	196:1 197:1	299:1 300:1	404:1 405:1	409:4,12
87:4 103:21	157:17	136:7	92:1 93:1	198:1 199:1	301:1 302:1	406:1 407:1	Blackwell's
141:6	167:15	388:14	94:1 95:1	200:1 201:1	303:1 304:1	408:1 409:1	236:7
177:23,24	177:17	391:9	96:1 97:1	202:1 203:1	305:1 306:1	410:1	bleeding
210:7 239:7	179:2	bilingual 7:14	98:1 99:1	204:1 205:1	307:1 308:1	billions 37:18	299:25
306:13	194:17	400:6 401:7	100:1 101:1	206:1 207:1	309:1 310:1	324:10	blend 227:3
315:9	211:12	401:11	102:1 103:1	208:1 209:1	311:1 312:1	bills 1:19 2:7	block 362:13
323:24	213:17	402:6	104:1 105:1	210:1 211:1	313:1 314:1	2:11 3:18	391:11
324:11	221:15	bill 2:12,16	106:1 107:1	212:1 213:1	315:1 316:1	birthday	406:16
327:5	223:14	2:18 3:1,11	108:1 109:1	214:1 215:1	317:1 318:1	264:13	blocking
334:11	226:9	4:1 5:1 6:1	110:1 111:1	216:1 217:1	319:1 320:1	bit 31:6 52:18	364:6

Committee of the Whole
April 5, 2016

Page 5

BLONDELL 1:16 Blow 271:4 blueprints 213:8 board 82:16 82:18 91:3 148:2 308:24 311:25 312:2 313:6 313:6 314:14 318:13 320:19 321:25 322:3,10 325:24 360:4 BOBBY 1:13 bodies 215:19 body 5:16 74:11 82:7 116:21 212:11,18 263:17 264:9 318:24 320:22 376:15 bolster 108:2 bond 374:15 book 45:3 78:20 130:20 books 26:7 75:15,17 382:13 Boston 31:14 32:12 bothered 139:23 bothers 342:21 bottom 197:11 344:24 406:4 Boulevard 314:25 315:21 317:11 bounce 230:3	403:13 box 25:8,22 brain 139:16 branch 80:9 289:8 branches 46:10 brand 330:15 break 169:4 170:19 184:24 188:7 189:6 189:14,17 189:21 196:5 251:23 280:22 397:10,14 398:18 breakdown 29:16 30:18 191:4,25 192:15 195:13 201:4 breaking 257:2 325:8 breaks 397:15 breakup 192:20 breath 91:4 Brian 1:15 44:8 272:15 290:20,21 295:24 377:4 bridge 259:23 393:15 brief 237:19 288:15 407:11 briefing 317:4 briefings 109:5 133:12 briefly 207:12 381:18 bring 52:7 74:17 236:23	248:11 253:23 254:13 322:8 400:5 bringing 89:20 brings 39:4 broad 123:18 128:11 129:9 352:22 382:2 384:24 broad-based 218:16 broaden 384:16 broaden 159:10 274:18 275:10 277:16 338:11 353:13 384:21 385:17 brooms 346:4 Brother's 11:13 brought 28:24 148:10 171:3 181:17 375:7 Brown 1:16 36:25 37:2 37:6 38:10 40:2,21 41:5,9 42:5 53:11 89:4 89:5 91:11 91:16 92:7 92:18 93:5 137:10 146:12,13 146:16 147:17,24 150:5,17 152:2 195:20 231:7,8 233:4,22	234:14 235:2,9,19 236:4,16 237:8 263:7 263:8,23 264:25 265:7,13 329:5,6,14 329:20 330:2 331:24 332:20 333:2,25 334:10,14 378:13,14 379:22 401:20,21 402:2,7,12 403:14,19 403:23 404:6,9,14 404:20 405:13,20 405:24 406:10 407:12 408:11,14 408:22 BRT 379:7 budget 2:17 2:19 4:21 6:6,11,15 6:21 7:17 8:19,20 12:4 26:14 27:7,8,14 27:18,19 30:3 43:5 45:3 50:21 53:20 56:21 60:25 64:6 68:22 77:8 78:9,21,23 91:18,20 93:17 95:9 102:20 103:9,11,15 109:5 152:12 154:23,25 155:3,6 158:11,20 158:23	163:22 183:7 196:20 198:10 217:25 248:22 263:14 269:12 272:20 273:24 274:2 279:7 279:11 280:11 299:9 303:15,16 314:19 318:23 323:7 325:24 326:14 337:5,10,15 337:23 338:10 340:9,20 341:5 351:16,22 352:16 370:2,5,13 370:25 371:2 386:11 387:24 390:9 391:19 budgeted 16:20 326:18,22 budgeting 44:24 52:24 53:18 56:20 56:25 77:19 157:22 276:15 299:4 369:23 370:7,8,10 budgets 6:20 27:12 55:12 55:20 56:2 300:19 bugs 67:15 build 9:23 53:13 101:8	143:15 151:20 177:5,12,14 178:22 179:25 181:9 224:18 225:4 226:3 227:20 258:7 281:19 324:2 328:9 building 10:14 13:21 52:23,25 159:18 179:6 183:15 204:24 224:23 227:19 243:12 250:4 252:9 253:20 255:13 325:4 333:10 339:8 398:12 400:17 buildings 40:5 106:23 107:8,9 236:19,20 236:24 253:6 288:19,20 built 153:9 157:7 179:4 225:14 303:20 bullet 44:17 bully 271:14 bumps 358:17 bundle 225:8 burden 227:13 bureaucracy 105:20 108:13 257:9 bus 385:24	386:13 business 10:18 29:5 55:9 66:5 96:12 100:13 140:19 151:3 234:17 241:22 279:10 280:18 310:5 344:10 345:22 businesses 8:7 65:5 192:9 193:12 button 378:16 buy 68:17,17 134:22 C calendar 49:12 call 14:3 34:20 136:24 199:5 249:5 269:19 344:16,18 348:24 366:10 402:19 callback 191:3,25 195:12 372:8 callbacks 188:18 190:5 called 2:4 37:16 148:2 250:2 260:15 311:5 327:12 333:6 343:6 346:2 404:4 calling 350:9 calls 312:18 312:20	313:14 334:22 361:6 camera 309:24 cameras 309:13,14 309:21 camp 143:20 Campaign 273:11 campus 128:25 350:8 campuses 348:23 candidates 41:14,16 52:7,15 221:14 cap 113:3 116:13 117:13 121:20 122:18,20 160:16 175:25 capable 374:22 capacity 31:13 63:12 107:20 176:17 177:6,12,14 178:23 179:6,23 183:12,15 205:20 220:4 224:15,19 224:24,25 225:4,10 226:2,4 227:20 228:11 229:24 230:14 232:18 253:18 254:4 373:24 375:23,24 capital 2:13
---	--	--	--	--	---	---	---

Committee of the Whole
April 5, 2016

Page 6

2:17 3:20	carved 234:8	centered	174:17	314:14	295:14	161:21,24	269:14,17
3:21,22	case 19:16	111:24	306:21	318:4	306:15	162:6,17,20	Childhood
38:7 40:4	86:17 104:9	239:10	323:6,14	342:17	357:6	171:12	404:23
275:4 332:8	154:23	389:15	324:23	351:5 368:9	389:10	172:4,16,22	children 5:19
332:14	162:8	centerpiece	367:13,22	371:24	changed	172:23	95:13 96:6
334:4	212:23	334:5,12	375:20	378:12	49:23	185:19	96:13,21
338:19	252:19	centers	398:2,16,19	394:16	changeover	186:15,18	97:2,12,24
339:3,23	358:10	140:22	400:10,10	Chairman	357:12	186:20,22	98:4,6,12
373:21	365:22,24	149:7	certificate	26:19 58:22	changes 3:3	187:10	100:23
376:13	cases 254:11	218:24	258:12	69:7 138:19	8:24 11:21	198:13,14	102:17
407:14,17	304:2	219:18	411:2	152:6	14:17 26:15	198:17	111:11,15
caption 133:4	Castelbuono	220:19	certification	156:11	34:3 87:7,9	202:15	113:12,16
care 100:9,11	232:13	224:15	140:10	158:5 237:9	182:13	228:2 230:2	113:21,23
124:2	catalyst	238:3,24	238:4	313:6 318:7	287:10	231:24	113:25
130:12	388:9	241:18	411:20	360:19	changing	234:10	114:3 115:2
132:13	catch 88:2,3	269:18	certifications	387:17	170:23	239:13,16	115:6,9
136:10	catchment	275:6	294:8	challenge	182:16	240:14,15	119:2,9,11
148:18	134:21	286:23	certified	15:5 19:15	380:11	242:2 244:4	119:17,20
149:2 151:4	135:8 137:9	300:8 331:3	212:22	52:10	chapter 75:24	257:5	119:22
161:10,11	137:13	350:10	281:5	262:15	charge 24:9	259:15	123:16,22
171:25	categories	389:22,23	CERTIFY	challenged	35:22 71:12	358:9 360:8	123:24
173:18,18	299:24	394:4,5	411:3	133:16	217:3 309:4	390:17	124:4,25
173:18	category 6:18	397:16	certifying	321:24	charged	child's 243:8	148:17,25
186:25,25	304:6	400:4	411:24	challenges	291:8	childcare	149:2,16
228:3	Catie 404:17	centers'	Chair 15:14	208:3 335:8	chart 56:14	98:23 119:3	162:11
230:22	cause 55:13	126:3	18:16 23:2	346:19	charter	121:10	163:11,23
231:24	389:5	cents 90:7,8	26:22 30:23	352:14	205:15	123:17	164:11,12
234:10	causes 285:24	91:2	36:24 42:11	366:6	charts 242:19	125:21	165:4
271:4 279:9	300:12	century 95:25	49:18,25	369:11	check 177:24	126:2,15	171:13
313:23	cautionary	205:10	58:19 63:14	391:8,24	197:25	141:16	176:8,14
331:3	303:23	CEO 279:20	69:12 75:9	challenging	checks 26:7	147:14	178:25
342:11	CBH 251:24	281:23	93:9 123:2	109:15	Cherelle 1:15	149:7	185:20
356:23	255:22	283:21,22	132:20	246:11	150:18	150:22	186:10
359:15,17	cc 271:23	387:25	138:24	Chamber	Chestnut	157:9	187:10
390:17	CCIS 100:9	389:11,20	165:10	25:8 63:23	135:4	161:18	200:16
care-taking	113:25	390:13,21	169:9 175:9	303:12	chicken 140:3	162:9	201:13,15
259:14	220:19	393:19	184:16	360:24	Chief 4:18	172:25	201:18,19
career 92:20	226:23	CEO's	203:23	Chambers	6:25 9:6	173:2,10,23	202:10
95:19 96:17	CDCs 344:10	389:25	209:23	174:15	31:25 32:12	173:25	203:10
157:10	celebrating	390:9	214:16	196:15,22	43:23 52:2	174:24	209:3,4,11
205:7,23	90:5	391:19	217:11	champion	70:9 73:12	175:2	219:2,10,23
391:3	cell 14:4	certain 23:13	224:10	69:2 368:16	73:21,25	181:24	220:6,16,23
careers 89:16	census 200:5	31:17 35:6	231:3,6	chance 301:7	79:13,19	186:24	227:5
347:7	201:15	57:12	237:12	chances	80:4,6 81:2	190:13	230:22
cares 161:7	299:16	158:25	244:21	310:14	81:4 83:9	197:23	232:24
Caribbean	center 68:20	162:24	251:3 263:6	change 39:4	94:20 276:9	198:25	233:15
11:18	100:17	200:2	265:18	44:20 47:25	277:9,10	199:2	243:14
carries 316:9	137:7 142:4	246:18	266:20	48:5 85:8	354:7	201:22	252:15
carry 6:8	198:25	319:13	271:21	87:3 98:11	child 95:23	220:18	260:24
cars 317:15	199:3 228:9	346:22	290:6 293:4	122:6,7	99:8 100:9	222:18	261:3,5
380:19	282:6,12,18	certainly 46:7	298:12	133:6	102:6	223:9	262:4,13,17
384:3,12	315:6	92:22	305:19,23	152:13	131:16	238:24	262:21
carve 137:19	363:12	150:14	308:11	209:16	136:8 157:6	241:15,18	263:2

Committee of the Whole
April 5, 2016

Page 7

264:18	3:12,25 4:5	211:15	354:18	Clarena	119:16	283:2,15,20	151:13
358:4,8	4:17 5:2 7:8	215:20	363:12	315:16	120:3,7,15	283:25	161:17
359:8	9:10 10:16	220:20,25	368:22	361:2	120:19	284:4,9,22	177:17
388:17	10:18 11:8	226:15,22	369:23	381:19	121:3,12,19	285:4,7,16	clause 66:22
405:16	12:24 13:16	230:12	372:6 380:9	382:14	121:23	285:19	clean 67:12
chip 134:22	25:22 31:12	232:20	380:12	clarification	122:4,10,17	286:21	307:23
choice 327:13	31:14,23	235:14	381:11	205:6 386:7	122:23	287:2,14	309:8
378:2	35:14 36:11	237:7	385:19	clarified 82:8	132:18	288:3,12	311:14
choices	39:4,20	240:11,23	386:10	clarify 155:2	165:8	290:4 293:2	cleaned
178:20	40:17 45:23	254:18,25	387:17	155:20	168:22	298:10	311:12
338:6	51:25 69:21	255:17,18	392:4	163:16	169:13	367:18	cleaner 331:3
choose 131:9	80:8,16,22	256:12	393:24	241:12	175:7	368:7	331:4
131:11	81:6,13,16	262:16	402:16	clarity 44:22	184:14,23	371:22	377:12
135:23	85:6 94:19	268:3,9	405:6	124:18	187:21	378:10	cleaning
162:3	96:9,10	269:20	409:25	155:14	188:6,17,25	379:25	286:4 309:2
choosing	97:11 98:14	272:14	city's 9:18	245:18	189:12	386:16	344:21
127:17,18	98:16 99:7	277:15,24	79:13,19	269:2	196:3,12,18	Clarke's	345:9
375:11	100:6,12	278:3,6	80:10 98:6	329:10	197:15,21	147:2	cleanliness
chosen	102:3 103:3	280:10	116:9,13	Clarke 1:10	198:4,12	231:17	344:11
218:25	108:21	282:15	118:11	2:2 3:14	199:21	class 6:16 7:2	cleans 308:6
219:5,9,10	111:9	285:8	121:21	4:11,16 5:3	200:14	7:16,25 8:2	cleanup
Christmas	113:18	289:13	141:8	12:6,18	201:8,25	8:18,20	345:23
75:7 366:10	114:14	292:12,19	201:18	13:3,18,23	202:14,20	44:20,25	cleanups
chunk 119:15	115:4,15	293:14,19	274:12	14:2,7	202:25	45:2,5,5	345:24
201:21	116:3	293:22	283:6 284:5	15:11 18:14	203:6,21	103:12,16	clear 29:13
CINDY 1:10	117:21	294:14	322:7	22:24 26:20	209:21	103:17,19	30:17 36:16
cities 129:17	118:9,14	295:3,9	351:19	30:21 34:19	210:3	133:16	36:18 54:21
174:18	119:10	296:25	388:2,11,14	36:3,7,22	214:12,19	152:13	82:9,12,17
231:20	122:2	297:2,3	388:15	37:4 42:9	214:23	212:25	106:11
296:20	123:10	305:5 306:7	389:14	42:15 49:16	215:5,16,23	259:7	138:10
297:23	124:13	308:17,24	City-funded	49:22 58:17	216:21	260:23	143:4
298:3,3	125:2	311:13	114:14	59:23 60:6	217:9,15	261:10	165:22
citizenry	126:10	312:9,13,19	116:5	60:10,15	224:8 231:4	266:25	175:24
216:2	128:22	312:23	citywide 9:11	61:4,16	237:10	267:8,15,25	232:17
citizens 25:10	131:23	313:13	226:9	62:3,9,17	244:19	268:15	243:5 252:9
32:7 33:8	135:20	315:5,6	227:14	63:6,10	250:25	349:6	255:11
59:8 211:24	142:10	316:3,22	234:19	69:10 75:6	251:8	classes	270:5
275:18	145:22,23	317:25	276:14	93:7,24	257:14	101:10	clearer 50:10
278:20	149:5,16	319:19	292:2,20	94:3,6,10	260:14	208:9	82:8
279:2,20	151:21	320:18	306:17,21	94:16,19	261:12	230:10	clearly 19:5
280:2	153:21	321:8,9	402:8	102:9 104:4	263:4	classification...	35:16 51:15
282:21	158:10	322:16,25	civic 390:25	105:11,18	265:16	287:22	104:11
285:9,15	160:18	323:10,11	402:22	106:19	266:18	288:10	250:19
287:16	161:7 162:9	324:3,7,12	civically	107:2,6,13	268:23	294:13,13	316:25
302:10,17	167:8,14	324:16	278:6	108:4,23	269:11,15	classified	clerical 45:8
302:24	168:9 170:4	325:4,5,13	civil 32:22	109:24	269:23	155:8	45:10
310:16	173:5,20	333:21	33:22 34:2	110:20	270:4,19,25	classroom	Clerk 2:12
322:24	174:22	336:23	51:13 53:6	111:17	271:13,17	162:5 180:4	3:18 4:9
327:10	175:19	339:25	281:7	114:6,9,16	272:2,8,11	213:21	client 406:25
330:22	180:17	340:25	286:13,19	115:17	278:13	239:18	climate 130:5
331:6	204:14	343:24	287:5,10,21	116:7 117:4	280:4,23	243:18	climb 182:19
city 1:2,6	207:19	345:4,24	327:23	117:10,17	281:20	262:18	clinic 136:10
2:23,25	210:21,23	348:21	330:7	118:16	282:7,14,22	classrooms	CLIP 273:8

Committee of the Whole
April 5, 2016

Page 8

291:24	239:21	colleagues	196:6,14	commend	236:2,5,13	1:3 2:5,7	4:2 10:25
292:2	coalition	62:11 75:23	200:12	292:9	305:16	3:17 11:20	11:9 17:7
306:10,12	231:23	133:13	219:2	commended	347:12,12	36:4,4	17:25 43:14
306:16,19	233:8	266:7	239:23	312:23	347:17	174:7	44:2 70:11
308:14	234:16	278:16	240:16	comment	348:16	196:19	70:14 71:6
345:9	352:23	285:21	256:7	17:6 30:3	349:9 350:7	220:12	71:21 72:5
clock 152:3	code 140:12	collect 270:12	264:10	257:11	Commissio...	285:22	73:22 74:7
184:20	142:17	collecting	266:9,10,10	325:23	118:3	299:6	94:24 95:8
303:8	codifying	270:16	280:19,21	386:7	181:23	409:22	95:17 96:4
close 9:19	298:24	collection	289:19	commentary	Commissio...	410:3	96:16,23
42:2 52:6	cognizant	297:25	294:16,17	316:16,17	54:17	committing	97:9,14,17
164:3 166:5	48:23	college 177:4	298:17	comments	232:14	241:25	97:19
209:10	cohesiveness	224:22	314:20	190:17	296:2	common	100:21,22
212:16	251:17	227:22	336:24	Commerce	299:14	328:4,5	101:2,13,15
221:25	cohort 221:22	229:14,23	338:4	4:6 183:22	318:9 338:2	Commonwe...	101:16,20
245:15,25	cohorts	230:9 258:4	339:11	206:12	341:20,25	368:2	101:21,23
258:10	329:24	391:3	344:20,24	372:7	342:2,3	communicate	101:25
279:18	collaborate	collegial	348:20	commercial	356:25	73:13	102:4,13,19
300:25	149:22	303:16	349:12	140:18	361:2	261:25	102:22
307:19	157:4	color 45:21	391:8,24	144:19	commission...	communica...	103:7,19
353:5	183:21	89:14,21	394:17	145:7 289:4	41:11 53:3	73:5,16	104:10
closed 236:19	248:10	191:9,18	397:23	344:7	54:4,14	153:6	115:12
closely 28:20	395:18	195:23	402:23	345:10	55:3 57:12	252:13	127:13
149:22	collaborated	column 29:4	comes 52:17	363:5	268:10	253:2	128:2,10,18
157:4	166:14	combination	54:10 85:8	commission	287:20	261:22	129:12,25
166:14	collaborating	319:20	86:4 87:19	11:11,14,15	296:7,7	335:8	130:6,23
216:13	28:13 106:9	356:2	155:17	11:17,18	408:5	communica...	134:7,16
409:9	147:20	combine	204:7	26:4 40:25	commissions	153:5	135:19,21
closer 119:24	184:2	223:10	207:14	53:7 70:7,8	11:10,16	348:14	136:12
167:10	collaboration	226:16	240:4 247:2	70:10 72:9	41:17 70:24	communities	138:11
179:13	96:12,20	combined	258:8	81:16,18,19	70:25 71:16	71:3,18	141:7
258:23	277:20	273:22	297:18	82:3,10	commit	96:14 97:12	152:11,14
262:22	316:21	come 15:23	326:3 330:3	83:12,19,20	161:20	100:14	152:16,23
closing	356:6	25:19 35:14	332:2	83:21,24	commitment	101:12	153:3,3,8
106:23	394:10	41:4 49:15	350:19	84:3,8,14	9:9 46:8,11	107:11	153:11,15
144:11,15	collaborative	50:14 53:6	385:7	84:19 85:9	48:3,6,9,18	125:3	153:19,24
closings	145:2,24	55:3 56:2	391:10	92:11 110:8	128:14	176:12	153:25
248:17	184:4 248:9	56:16 60:2	comfortable	116:17,22	136:3	182:10	158:8 159:4
closures	264:10	63:19 64:14	157:20	117:25	300:19	191:9,21	177:3,4
245:22	394:10	65:14 76:7	coming 15:9	118:9	303:4 377:7	192:13	181:5 182:5
250:16	collaborativ...	114:15,18	54:12,16	148:21	377:13,18	195:23	182:9,25
cluster	256:11	122:25	154:22	157:2,4	377:20	246:18	187:25
407:24	collaborators	132:2	181:20	165:19	396:7	319:22	188:3 193:9
clusters	183:19	134:24	212:11	166:2,7,15	commitments	324:13	206:20
242:19	collapse	144:11	304:18	166:24	62:22	374:19	216:14,20
274:14	23:10	168:21	316:14	167:6,12,22	committed	380:10	219:4 221:3
co-location	colleague	169:5	336:19	168:2,14,16	7:6 39:2	384:10,10	221:10,21
150:2	24:8,8	184:24	341:14	168:18	91:5,25	384:23	222:2
co-op 47:8	285:20	188:11	346:22	223:24	97:6 105:15	385:9,10	224:22
COA 371:9	394:21	189:2,5,7	348:2	232:15	135:11	388:3	227:22
coaching	colleague's	189:13	361:20,24	234:24	162:3 242:5	399:12,20	229:13,23
99:23	210:6	191:21	commenced	235:3,8,17	301:14	400:14	230:8
176:23	396:25	193:18	354:20	235:25	committee	community	242:23,24

Committee of the Whole
April 5, 2016

Page 9

243:2,10	294:15	comprehen...	29:20	connections	346:20	164:20	289:23
244:11	compiled	31:10 97:9	379:13	101:8	consistent	183:17	contribute
245:3,20	205:2	206:25	condition	393:11	142:12	262:4	386:9
246:5,16	complaints	computer	141:16	405:9 408:9	214:17	293:18	contributes
247:8,9,12	334:22	39:15	353:11	connectivity	consistently	307:15	386:11
248:3	379:7	concentrates	365:7	384:21,22	51:11	311:24	contributing
251:14	complement	380:24	conditions	connects	consists 390:9	312:24	299:3
252:17	246:6 267:2	concern	289:23	315:5	391:19	313:7 314:8	contribution
254:8	394:3	48:10 72:10	366:2,25	393:21	consolidate	314:19	319:2
256:24	403:10	112:12,23	367:11,15	conscious	62:13 63:2	330:25	contributions
273:7,17,17	complemen...	126:23	373:10	357:11	consolidating	349:6	166:12
273:25	248:8	127:4	conducted	consequences	380:13	367:15	325:13
274:3,22	267:13	156:21	33:11 141:5	305:4	constant	continued	control 216:8
275:2	complete	190:2,16	conducting	362:19	24:24	312:11	268:4,7
281:24	33:25	191:24	10:21	Conservancy	constantly	338:19	313:23
295:16	134:10	194:23	conduit 11:8	375:3 376:7	230:4	355:13	314:7
298:22	347:6	288:19	404:25	conservative	constituent	389:12	352:17
301:19	358:24	304:25	405:2	62:10	306:5 345:2	continues	365:8,15
312:9	367:9	336:25	conference	consider 3:18	constituents	46:3 55:17	411:23
319:24	381:21	337:8	188:2	48:24 90:12	362:11	continuing	controversial
339:10	382:8	365:22	confidence	113:24	363:19	102:18	215:19
345:20,23	completed	368:2,3	303:18	160:13,16	366:10	continuum	245:12
346:2,6,8	33:5,12	376:18	371:19	218:3 234:2	396:16	406:25	controversy
360:4	completely	concerned	confident	279:17	constitute	407:7	137:8
364:21	231:13	190:7	264:19	338:12	3:19	contract 8:14	convention
372:5	233:5 259:9	257:24	confiscate	341:8	constraints	11:3 39:17	34:23 35:4
386:20	completion	316:11	310:11	369:21	212:7,10,15	67:9,15,18	35:24
387:19,22	57:24	concerns	conflict 80:10	393:10	construct	108:14	conversation
388:6,7	compliance	72:23 113:8	82:13 84:17	considerable	408:3	126:9 147:8	32:11 51:3
390:19	25:23,24	117:24	256:3,19	23:9	construction	147:15	56:10 69:17
391:2,11	39:11 60:20	141:5,8	conflicts	consideration	35:11 38:25	264:7,7	74:10
395:15	61:18 62:19	142:10	81:22 82:21	109:23,25	87:24 88:14	279:7	109:13
400:7,8,15	311:9,16,20	156:24	confluence	160:14	88:18,20	289:17,21	111:18,24
402:17	complicated	166:19,25	149:9	166:21	333:24	289:21	112:9
403:3	172:13	194:15,18	confusing	170:7,11	constructions	contracting	129:15
406:16,18	228:4	195:18	171:2	179:15	38:22	8:8 19:20	143:13
community...	305:12	232:10	222:19	234:9,13	consultants	20:13 64:24	169:23
105:10	complied	253:8 317:6	congregate	363:16	34:12	65:2 146:3	179:11
139:8	311:12	364:17	398:9	considerati...	consumer	192:25	183:17
144:19	compliment	365:25	conjunction	148:24	399:16	233:18,19	194:6 195:9
145:16	345:17	395:3	339:3	considered	contact 10:24	contractor	196:7 206:3
205:17	364:12	concert	connect 99:16	138:5	13:15 24:24	24:11 35:12	221:17
358:14	component	255:16	143:7	184:22	144:21	39:17	248:5 264:4
compared	179:17	concise	211:13	217:19	contacted	contractors	268:17
141:23	225:2 228:7	403:17	281:6,13,14	218:10	166:24	8:11 13:2	288:16
320:14	294:3,20	conclude	281:18	248:8	contained	322:15	312:6 313:2
compensati...	330:22	169:5 196:7	327:19,21	287:24	411:5	contracts	314:2
257:23	components	372:9	328:2	402:21	context 90:5	7:19,23	332:18
compensati...	101:14	concluded	348:18	considering	245:2	10:20 18:25	345:3
103:12	composed	283:4	390:5	41:14 74:5	continue 3:16	19:2 20:11	352:12,25
compete	360:7	concourse	connecting	99:3 117:3	9:25 14:16	27:17 28:25	353:13,17
139:18	composes	325:4,6	339:9	167:7	55:9,18	65:20 66:13	376:20
258:13	273:25	concrete	398:11	consistency	122:22	67:3 103:16	384:14,16

Committee of the Whole
April 5, 2016

Page 10

conversations	274:16	136:24	34:19,22	171:3 174:5	284:4,9,22	69:9,11,12	212:17
38:21 51:9	275:8	140:18	36:7,22	175:7,19	285:4,7,16	69:14 72:6	213:19
106:12	299:18	315:2,25	37:4 40:17	184:12,14	285:19	72:19 73:6	214:6,10,13
108:20	389:19	316:4,9	42:9,15	184:23	286:21	73:18 74:4	237:12,14
113:19	coordination	345:21	45:11 49:16	185:3	287:2,14	74:20 75:9	238:9,19
122:9	43:16 44:5	366:15	49:22 56:16	187:20,21	288:3,12	75:11 78:16	240:20
141:10	101:19	corridor-ba...	58:17 59:5	188:6,17,24	289:6 290:4	79:6,9,10	242:10,15
145:24	102:2 132:8	144:20	59:23 60:6	188:25	291:12	85:13,22	242:22
149:11	178:3,5	145:8	60:10,15	189:12,23	293:2,9	89:3 93:9	244:10,20
181:8 182:7	184:7	corridors	61:4,16	190:18	297:4	93:11,25	251:25
182:12	223:14	289:4 344:8	62:3,9,17	195:20	298:10	94:2 126:22	257:16,17
211:20	243:11	345:10	63:6,10	196:3,12,18	301:13	132:20,22	258:16
236:14	290:12	346:21,23	69:10,15	197:15,21	305:8 308:9	136:21	259:21
237:4	364:2	363:5	72:23 75:6	198:4,12	317:4	138:18,20	260:7 261:7
247:25	398:25	cost 53:16	75:12 80:22	199:21	336:19	138:21	262:9 263:5
255:8 264:9	399:6	57:11,21	85:6 87:6	200:14	339:4	146:10	265:18,20
267:19,19	coordinator	68:14 78:15	93:7,12,24	201:8,25	348:19,21	147:2 152:7	265:23
267:23	58:5 101:16	151:6,24,24	94:3,6,10	202:14,20	367:18	152:9,10,19	266:9,19
268:5 313:3	254:8,9,24	157:12,13	94:16,20	202:25	368:7,12	153:17	267:4,5
317:22	coordinators	157:18	102:8,11	203:6,21	371:22	154:10,18	290:6,8
converse	132:12	159:20,21	104:4,11	209:21	375:21	155:15	291:13,16
331:13	153:4,5,10	172:3 173:7	105:11,18	210:3	377:24	156:9,13,14	291:22
convey 54:5	153:12,22	178:21	106:19	214:12,19	378:10	157:19,25	292:5,23
248:12	159:9	185:14	107:2,6,13	214:23	379:25	158:3,4,18	293:3
convicted	CORDS 161:16	187:2,9	108:4,21,23	215:5,16,23	386:16	158:24	298:12,14
25:11 304:3	core 96:24	258:8,22	109:24	216:21	387:17	159:17,24	300:22
Conway	177:13	368:21	110:20	217:9,15	396:25	160:21	301:4 302:6
292:10	356:23	374:5,24	111:17	224:8 231:4	Council's	162:21	303:6 304:8
306:7,25,25	corner 73:2	cost-effective	114:6,9,16	235:14	174:7	163:8,19	305:18,20
307:5,16	269:25	339:2	115:17	237:10,15	305:16	164:15	305:21
308:21	271:4	costs 78:4	116:7 117:4	244:19	Councilman	165:7,9	306:2,23
309:7,19	306:10	98:18 99:10	117:10,17	250:25	1:11,12,12	169:9,11,15	307:3,14
310:21	correct 33:20	100:10,15	118:16	251:8	1:13,14,14	170:9,14,25	308:2
311:6 343:9	60:14 83:17	159:8,8,13	119:16	257:14	1:15,17,17	172:11	310:21
345:14,15	87:15 91:15	159:18	120:3,7,15	260:14	15:15,16,20	174:2 175:8	311:21
360:20	104:17,24	169:16	120:19	261:12	15:25 16:13	184:16,25	313:25
cook 228:8	113:21	172:17	121:3,12,19	263:4	16:16,25	185:2	314:11,18
cooperate	117:14	238:2	121:23	265:16,21	17:4 18:7	186:12	315:9,12,16
271:11	158:20	328:17	122:4,10,17	266:18	18:11,15	187:5,12	317:17
cooperation	187:8	370:19	122:23	268:23	23:2,4 24:2	188:10,21	318:2,4,6
3:7,9 356:6	193:16	Council 1:2	123:6,12	269:11,15	24:6 25:6	188:23	318:15,19
coordinate	241:2	1:10 2:2,23	124:13	269:23	26:5,18,21	189:3,4,6	319:7,12
44:12 142:6	242:13,14	3:10,14	129:6	270:4,19,25	26:22,24	189:10,20	320:7
173:22	242:21	4:11,17 5:2	132:18	271:13,17	27:23 28:21	189:22	321:23
253:23	258:3 292:4	5:3 11:25	135:14,21	272:2,8,11	29:23 30:11	192:14,19	323:21,24
254:10,25	329:11	12:6,18	138:14	272:12	30:19,22	193:13,17	324:9
coordinated	392:12	13:3,12,18	143:14	275:13	42:25 49:18	193:25	325:10,15
136:4 226:9	404:7 411:8	13:23 14:2	158:7 160:4	278:13	49:20,24	194:14	325:17,18
227:12	correctional	14:7 15:11	160:18	280:4,23	58:21 59:3	195:10	325:19,20
281:19	353:8	15:20 18:14	165:8 167:8	281:20	59:20,24	196:4	325:21,23
389:9	correctly	20:25 22:24	167:14	282:7,14,22	63:14,16	209:23,25	326:8,20
coordinating	24:15 201:9	26:20,25	168:9,22	283:2,15,20	64:17 65:16	210:5,12	327:3,7
142:12	corridor	30:21 31:2	169:12,13	283:25	66:19 68:25	211:4	328:15,25

Committee of the Whole
April 5, 2016

Page 11

329:3,4	19:22,24	150:5,17,18	264:25	401:21,23	331:19	371:10	170:6
334:17	20:14,18,23	152:2,8	265:7,13,17	402:2,7,12	363:13	373:7 396:5	381:14
335:3,10,15	21:17,24	165:11,12	266:21,22	403:14,19	course 20:5	398:8	critical 96:17
335:20	22:4,13,22	165:23	268:8,19,22	403:23	80:23 83:2	created 31:4	244:17
336:7,10,11	22:25 28:23	166:6,18	268:24	404:6,9,14	118:6	166:8 194:9	275:25
336:13,15	30:24,25	167:9,17	293:5,6	404:20	128:24	310:17	287:6 390:2
339:22	31:25 33:9	168:11,23	294:23	405:13,20	158:16	creating 51:7	critically
342:12,13	33:21 34:16	175:10,11	296:18	405:23,24	161:24	108:12,14	102:15
342:14	35:9 36:25	178:16	297:9 298:7	406:10	178:8 195:5	166:7 194:3	crop 140:25
343:12,17	37:2,6,8	179:20	298:11	407:12	204:22	194:19,25	cross-sector
351:6	38:10 40:2	180:15	308:12	408:11,14	298:4 347:7	211:15	388:11
360:15,17	40:11,21	183:2	309:5,11	408:22	347:24	257:9	crux 112:9
360:18,21	41:5,9 42:5	184:12,15	329:5,6,7	409:2,3,4	348:3,4	267:21	crying 223:25
360:23	42:10,12,13	184:18,20	329:14,20	409:11,12	349:3,4	277:13	Crystal 16:8
361:13,16	42:17,20,23	187:13	330:2	count 308:13	355:12	333:12	16:22
364:12,14	44:14 45:7	188:9,22	331:24	counted	coursework	346:14	CSBG 391:12
366:9	45:14 46:19	190:19,19	332:17,20	92:13 120:2	230:7	350:13	405:4,25
367:17,19	48:7 49:13	195:17,19	333:2,25	counterparts	courseworks	365:20	CTE 68:25
367:20	49:17 50:2	195:19	334:10,14	90:16,19,22	230:17	374:11	145:10,17
368:5,9,11	50:3 52:16	203:24,25	334:18	counties	court 303:25	creation	204:4,14
368:20	52:22 53:11	206:22	342:15,16	209:5,15	352:21	389:16	205:7,16
369:5,18	53:15 54:23	209:18,22	343:14,18	319:3,25	court-related	creative	207:4,14
371:5,16,23	56:6,18	217:12,13	343:20	320:3 322:3	305:13	339:7	208:6,9,19
375:7	57:25 58:8	217:17	345:15	counting	courts 354:18	credentialed	208:25
386:24	58:14,18	218:4,17	346:15	259:20	cover 100:9	260:25	211:15,22
387:7,13	79:11,12,17	219:12	348:7 351:3	country	165:2	credentials	213:16
392:9,13	81:12 83:16	221:5 222:7	351:7,8,9	129:20	295:23	89:12 92:21	216:5,12
394:8,14,15	84:11 85:5	223:21	352:10	156:5	covered	178:13	CTEs 144:13
394:21	85:11,14,15	224:9,11,12	353:18	Counts 99:9	176:15	182:23	144:14
396:19,20	85:16 86:16	225:20,25	354:9,10	105:2	covering 2:25	239:10	210:7
396:22	87:11,16	227:18	355:15	121:15	covers 205:11	credibility	CUA 356:21
401:18	88:16,23	228:23	356:13,17	164:9	craft 212:22	40:12,13	357:4
403:25	89:4,5,7	229:3,10	359:3	185:19	393:7	credits	culture 6:23
404:4,5	91:11,16	231:2,5,7,8	360:13	186:8,18	crafting	239:15,15	27:10 43:3
408:15,25	92:7,18	232:2 233:4	362:21	222:18	236:25	crime 300:12	43:12,15
409:14,21	93:5,8	233:22	368:15,18	county 208:7	crazy 271:5	criminal	47:3 273:18
Councilme...	123:3,4	234:14	371:25	208:8,13,14	cream 140:24	276:18	274:4
41:19 90:14	124:21	235:2,9,19	372:11,12	209:2 316:6	create 105:19	290:12	curbs 362:25
134:4 169:3	126:21	236:4,7,16	374:25	couple 12:8	106:3 108:5	291:9 299:7	curious 70:2
196:21	127:8,11	237:8,11	375:6,22	12:12 15:22	115:8	300:4,24	231:15
221:12	129:11	244:22,23	376:21	23:8 42:24	126:11	301:10,17	379:6,10
265:4	132:5,16,19	247:21	378:7,11,13	85:18 104:5	136:20	352:19	current 21:8
271:23	134:18	248:6,16,24	378:14	128:21	210:21	353:13	21:15 38:11
306:18	137:10	249:16,22	379:22	137:5	211:23	354:8	38:12 50:19
317:5	138:22,23	250:24	380:2,3,4	145:25	227:24	crisis 407:8	84:15 98:9
378:22	139:20	251:2,4,5	382:17	185:4,12	231:21	criteria 108:9	161:9
Councilpeo...	142:14	251:10	383:8 385:5	221:24	251:17	127:23	197:19
144:17	144:10	253:13	386:15,17	239:15	258:21	128:7,11	208:22
265:25	145:13	254:15,21	396:23,24	241:13	281:8 291:9	129:8	258:3 279:6
Councilwo...	146:11,12	255:20	397:6	259:3	296:11	135:12,14	312:14
1:10,11,13	146:13,16	256:16,22	398:21	278:14	328:7	135:18	313:9,11
1:15,16,16	147:17,24	257:12,15	401:2,6,12	305:25	333:22	138:12	373:25
18:17,18,22	148:15	263:7,8,23	401:16,20	311:23	365:21	169:25	375:2

Committee of the Whole
April 5, 2016

Page 12

390:11 currently 7:3 7:4 8:12,17 21:15 22:12 24:23 39:23 41:10,14 83:17 97:23 104:18 107:23 108:7 118:13 119:11 130:25 141:14 145:20 147:8 200:23 276:16 280:7,8 320:21 323:16 367:2 382:12 curriculum 98:2 161:25 162:4 171:24 214:20,22 215:7,13 239:18 Curtis 1:14 85:22 307:13 curve 67:21 75:20 188:8 378:20 cut 332:21 337:5,15 cuts 338:9 cutting 340:9 cycle 64:6 cycles 170:20	301:19,20 301:21 dare 142:15 DARRELL 1:10 data 31:17,18 33:4 55:6 149:14 166:15 181:20 197:19 201:15 297:25 366:23,24 371:12 datasets 54:25 date 21:21 22:9 39:14 45:23 80:13 dates 22:17 daughter 90:9 Daughtry 35:21 Dave 43:13 314:16 David 1:14 272:16 day 9:3 34:24 49:2 65:13 99:6 142:20 157:7 161:6 161:9,11 162:12 169:8 171:25 172:17,19 173:7,14,21 185:16,22 186:20 212:20 223:25 229:19,19 230:21 271:4 277:25 336:17 372:8,10 day-to-day 304:20 days 80:13 243:22,23	DC-33 11:3 dead 340:21 341:12 deal 16:9,17 179:21 193:23 227:17 301:16 302:4 312:12 314:20 dealing 12:23 12:25 13:13 215:10,12 300:11 321:21 395:23 dealt 320:22 death 277:8 deaths 23:11 debarment 68:4 debarred 68:2 debt 390:7 decade 141:13 December 22:3,5 33:13 50:16 58:11 79:24 83:6 358:25 decent 213:11 decide 66:15 131:6 decided 23:18 363:8,13 373:5 decision 108:17,19 178:12 216:23 232:5 264:24 370:25 371:2 373:6 373:7 decision-ma... 97:18 220:9 decisions 133:24,25 138:9 150:11,13	219:3,11 253:17 263:15 374:17 decline 347:5 347:20 decrease 6:13 6:17,18 7:18,19 159:22 312:15 decreased 27:8 388:20 dedicate 183:23 dedicated 95:21 143:18 151:8 178:2 225:12 deed 377:11 deeds 377:11 deep 382:11 deeper 130:21 179:11 296:16 deeply 75:7 Defender 354:19 deferred 340:2 define 5:14 definite 232:5 definitely 20:22 56:9 74:17 124:17 126:9,17 170:18 189:25 214:4 222:4 263:21 264:4 298:5 299:13 degree 216:8 258:4,19 288:25 303:18 Delaware 208:13 233:13 delay 194:20	delayed 57:20 133:25 deliberate 176:13 224:19 deliberative 28:10 deliver 10:4 33:18 71:10 370:19 deliverable 32:9 deliverables 34:14 delivered 34:9 delivery 102:7 109:2 111:4 112:2 delivery/the 112:6 delta 186:13 demographic 270:23 384:6 385:13 demograph... 197:8,9 270:9 380:11 381:7 demolition 23:13 department 23:19 38:18 43:20 46:22 51:4,25 52:8,15 53:5 55:7,8 56:12 59:13 60:12,21 75:25 76:2 76:6 77:12 77:25 78:12 78:23 81:3 81:6 137:22 174:23 183:22 211:10 279:22 282:19 283:6,7,14 286:10,11	292:9 297:11 299:22 310:8 320:25 327:10 329:19 330:3 331:16 332:4 337:22 338:7,8 357:2 366:22 369:7 370:14,16 378:3 379:19 399:21 401:4 405:7 405:7 406:3 department's 77:20 404:23 departments 3:25 5:9,13 28:3,4,8,11 28:13 30:15 37:13,14,15 43:9 44:4 44:13 50:19 50:23 51:11 51:16 54:16 56:24 57:4 57:8 65:9 137:21 210:21 274:13,17 276:6,12 277:18,24 283:12 294:7 296:3 296:8 297:12,14 314:21 326:25 327:20 330:8 331:14,23 335:7,18,25 336:3,6 342:7 360:11	370:17 372:24 379:2,11,13 403:9 405:6 406:22 407:20 departments' 300:19 dependent 323:3 depending 120:25 depends 153:7 158:19 deputy 10:11 12:16 13:10 13:11,22,25 14:6 15:7 16:11,15,19 17:3 18:3 18:10 21:14 21:19 22:2 22:11 23:21 24:5,17 25:14 28:14 43:13,25 44:8 53:3 60:8,14 61:3,7,19 62:5,15,24 63:8 70:5 72:21 94:25 206:10 272:16 274:11 282:10 290:22 291:9 296:7 298:17 300:23 307:2 315:9 315:17 345:15 354:7 357:19 DEREK 1:12 derived 272:22,23 272:24 describe 357:24 described	364:24 description 259:10 deserts 109:5 182:2 deserve 32:7 design 212:19 314:5 designation 208:25 209:16 390:24 designations 106:6 216:18 designed 67:6 348:4 designee 299:20 desires 124:19 desperate 384:5 desperately 130:10 despite 45:23 46:3 detail 111:21 155:3 255:8 278:25 279:3 346:13 352:2 354:3 357:24 370:3 375:18 detailed 191:4 273:15 291:5 details 255:19 296:16 297:21 314:22 377:7 detention 393:21 determinati... 14:15 138:15 290:3 380:7 determinati... 352:7
---	---	---	---	--	--	--	--

Committee of the Whole
April 5, 2016

Page 13

determine	179:17	272:10,13	172:18	248:5 249:7	347:11	53:21 55:21	distinguished
199:12	183:20,24	279:16	175:21	252:5	351:12	discounted	307:4
200:4 203:8	184:9	280:6,25	185:24	274:12	354:8	323:6	distributed
223:2	190:25	281:22	199:11	333:13	357:19	discrepancy	271:22
365:14	191:19	282:16,25	203:13,17	411:23	361:7 369:9	172:21	275:12
determined	192:3	283:8,18,22	203:18	directed	370:2,5	discriminate	distribution
97:17	195:15,25	284:3,7,16	206:19	100:4	371:18	67:24	128:20
194:11,13	206:9,18,25	284:25	207:5 218:6	193:12	372:7	discriminat...	145:2
195:4	208:4 214:9	285:6,10,18	222:5,14	294:19	387:18	59:9	district 64:9
365:17	225:17	286:5,24	256:11	direction 5:8	404:16	discriminat...	68:9,9
375:17	230:13	287:12,17	259:9,17	65:21,25	Director's 4:3	66:21	81:14 82:19
determines	239:14,16	288:5	297:12	66:7 217:2	6:21 27:22	discussed	83:8,14
203:7	254:12	289:11	298:24	255:15	28:19 169:6	150:8,10	84:4,10
detrimental	273:8	290:19	309:24	306:22	196:8 272:5	174:15	96:11
320:17	274:21	292:3,21	310:2	395:4	272:21	204:5	104:17
develop 9:18	275:17	293:24	317:14	directional	273:12	discussion	105:7,25
10:4 34:13	276:14,16	295:22	326:22	383:15	313:5	38:3,14	106:9,12
49:4 51:19	278:19	306:23	346:5	directly 44:7	314:15	47:15	107:7,9,20
102:21	279:2	327:16	372:24	62:2 72:13	326:21	156:21	107:22,25
128:11,16	280:16	328:23	373:16	153:14	327:2	167:24	108:3,7
144:25	286:8	329:13,16	399:4	268:3	331:12	179:19	110:12,13
221:22	294:19	329:22	400:15	277:18	336:4	232:4,7	110:23
222:10	331:7 369:7	330:13	differently	294:9	371:10	252:3 262:5	111:8 128:9
261:8 281:4	377:25	335:22	86:7 131:14	332:17	372:3,19	264:13,14	134:19,20
291:3 294:8	390:20	337:18	183:16	335:24	380:14	309:13	138:9
300:9	developmen...	341:16	difficult	404:12,18	408:4	318:25	139:16,19
302:22	133:23	347:10	125:22	director	directors	322:13	145:25
350:5 390:2	262:22	371:7,21	203:14	28:15 35:23	146:6	384:25	162:23
developed	developmen...	373:17	249:11	41:12,15	152:14,17	386:12	163:4 180:6
49:10	162:19	376:11	304:22	43:14,25	153:20	discussions	193:6
222:22	262:17	381:15	305:11	44:9,10	274:11	74:15	197:16
345:9	devices	384:17	337:19	72:9,17	325:25	124:13	198:5,6,16
developing	250:20	dictated	391:15	73:15 77:8	directory	256:17	198:17,18
5:21 49:6	devoted	405:21	difficulties	94:23,24	204:8,13	264:23	198:23
135:14	397:3	differ 86:7	179:16	95:3 104:23	disabilities	266:23	204:16
154:14	DHS 137:22	difference	dig 362:5	127:25	70:10 72:8	Disneyland	210:20
156:2 212:5	149:18	172:20	digging 361:5	154:25	72:11 73:14	259:6	211:2 215:3
259:15	251:24	260:23	dignified	206:10	disabled 65:5	disparities	215:12,15
development	255:23	different 9:20	390:6	217:25	384:8 389:2	9:19 64:22	216:17
96:16 99:22	257:5 299:2	28:8 29:2	dignity 6:3	272:13,16	disabled-ow...	86:14	220:11
100:17	299:21	36:17 56:23	dilemma	272:18	8:6	disparity	222:17
101:10	408:5	61:17,20	89:13	274:10	disadvanta...	32:6 200:22	231:15,18
102:12	DHS's 256:3	71:2,24	diminish	276:10	65:23 66:5	383:11	232:9,11,14
116:24	dialogue 73:4	73:7 77:6	330:17	282:10	disagree	dispelled	233:6
129:8	74:10 246:6	78:20 79:2	376:12,18	290:23	178:17	363:11	236:18,22
132:10,11	318:25	82:5 87:19	381:20	297:7	disaster	dispersal	237:6 245:4
139:25	331:13	89:15 117:5	diploma	300:23	362:10	227:15	245:13,15
143:18	367:16	130:7,14,25	213:2	307:2 312:8	discipline	disposition	246:2,7
151:9	385:11	134:19	349:23	313:19,23	130:13	369:15	247:5,16,22
170:12	Diane 232:13	135:3,5	direct 50:9	315:9,17	disclosure	disproporti...	248:13
176:21	347:16	137:21	72:7 102:7	335:2,6	82:23 83:15	175:23	249:25
177:23	DiBerardinis	157:11	144:21	343:22	83:22,25	176:11	250:19
178:3	44:10	162:4	148:15	345:16	disconnect	180:20	255:10

Committee of the Whole
April 5, 2016

Page 14

261:23,25	diverts	224:5	405:3,15	dramatically	328:10	174:7,17	efficiently 6:4
262:8	328:16	227:10	407:2	130:14	355:20	191:13	374:3
266:24	divided	228:2	408:19	345:17	389:17	205:8,9	398:14
267:7,20	273:13	232:19	Domb 1:11	Dream 133:2	earning 258:5	206:7 208:5	effort 61:13
269:5 270:7	division 4:5	234:17	26:23,24	dreaming	easier 180:3	210:8	248:7 267:3
271:2 306:6	78:25	237:5	27:23 28:21	205:3,4	easily 146:4,6	212:19	301:15,16
306:18	273:25	239:23,25	29:23 30:11	drill 146:21	161:19	216:12	303:12,13
308:10	288:7	248:13	30:19 75:10	drink 186:23	223:6	233:14	316:23,24
310:4,9	370:14	257:21	75:11 78:16	drive 344:17	288:10	235:24	320:5 345:6
339:4	division-ba...	260:8	79:6 93:10	378:5	374:14	240:9	348:8,8
348:19	78:22	261:24	93:11 94:2	driving	east 139:6	259:11	365:5
352:20	divisions 9:2	295:20	154:18	384:12	400:13	274:20	376:19
362:20	78:24	301:3	184:17,25	drop 162:11	easy 200:9	275:10,20	388:2
District's	273:13,14	308:15	185:2	192:12	251:7 396:8	278:22	efforts 19:9
245:2,25	273:21	309:15	186:12	260:3 286:3	408:8	348:11,25	67:24
district-level	274:4	312:22	187:5,12	drown 181:14	eaten 125:7	350:2,24	102:25
144:16	DNC 35:4,23	323:16	189:3	dual 254:22	echo 408:15	educational	184:4
districts	36:3	325:2	257:16,17	Dubow	economic	5:17 259:16	212:14
213:14	DNC's 34:23	328:12	258:16	289:13	5:20 39:8	350:14	316:15
221:13,15	document	338:20	259:21	379:18	74:3 88:22	educators	317:10
258:13	32:4,9,14	343:4,6	260:7 261:7	due 6:19	98:22	97:18	362:17
diverse 5:22	37:10 45:13	348:15,17	262:9	127:6 273:6	190:11	100:25	388:11
9:15 10:5	205:2	351:24	265:23	316:13	191:13,19	128:10	389:19,21
59:5 91:5	206:25	370:9	267:5	dumb 133:15	201:4	136:11	389:25
192:7,7,8	235:10	371:12	323:25	dump 309:15	389:18	153:15	400:4
277:14	263:17	374:10	325:19,20	dumping	economy	effect 246:17	egg 146:19
293:22	265:8,10	379:2	327:3,7	310:6	95:24	effective	eight 48:13
391:9,25	documents	393:19	328:15,25	duty 322:6	ed 127:20	10:14 11:7	53:11 340:3
diversion	234:12	dollar 21:10	368:10,11	392:2	edge 213:7	296:22	373:13
285:17	235:14	90:7 98:20	368:20	DVAEYC	education	357:3	EITC 404:5,6
289:2	doing 10:17	dollars 9:13	369:18	227:8	11:23 12:10	372:21	either 27:20
diversity 7:8	24:12,19,22	29:3,9	371:5,16	231:22	73:21 74:2	375:13	44:7 56:15
9:5,6,10	25:3 37:14	37:19 74:12	403:25	233:6,12	74:19 94:7	389:8	150:8
31:5,11	39:23 47:11	141:16,25	404:5	dynamic	94:21,22	effectively 6:4	173:17
32:2,12	49:3 50:18	143:17	Domb's 42:25	343:4,7	95:4,12,20	231:21	270:18
45:17,18,20	76:20 78:24	158:25	domestic	E	95:22 96:3	243:6 276:7	281:6
46:16,21	81:24 86:8	160:11	290:14	earlier 16:4	96:19 97:5	374:4	286:14
47:5,15,21	107:25	173:23	291:6	42:25 85:23	97:7 98:19	375:16	295:24
48:18 49:6	108:3	184:7	door 223:15	92:19	104:6	391:7,23	329:12
50:12 52:2	111:10,22	186:24	doors 199:5	113:24	106:14	effectiveness	339:7
52:8 61:10	131:12	192:2 224:4	doubles 311:3	135:17	126:18	330:10	345:21
69:18 70:9	136:10	226:25	dozens 300:2	258:9	129:18	efficiencies	348:4
85:19 87:20	140:5	234:20	Dr 215:7	302:13,15	131:11	378:25	371:13
88:15 145:5	150:20,24	240:12	217:6 267:7	386:7	133:2,7,14	379:12	elaborate
145:14	153:11,13	280:13,14	draft 110:7	393:20	140:10	efficiency	127:15
190:8	155:9 156:3	285:2,3	168:3 235:5	early 97:5	142:9	10:8 37:24	elected 80:23
193:19,23	164:19	306:12	235:11,18	104:6	149:13	223:13	373:12
206:16	167:5 178:4	324:11	235:18	111:18,22	169:18,20	275:23	396:15
209:10	181:15	326:4	265:8	112:13	169:24	efficient	electrical
275:15	182:21	330:16,18	drain 139:16	205:25	170:16,20	338:25	161:16
277:10	184:3	330:19	dramatic	214:15	170:24	345:6	210:16
400:2	186:17	362:22	356:20	285:24	171:18,19	372:21	electronically
401:25	204:20	404:25	357:6	300:9	171:24	375:12	204:11

Committee of the Whole
April 5, 2016

Page 15

element 131:5	51:14 54:6 82:6 90:2	273:10,11 enforce 61:15	enhance 112:7	364:18 enter 22:10	129:25 130:23	270:3 estimated	380:9 ex-offenders
elementary 253:25	90:18,21 103:13,14	enforcement 10:21 26:2	277:12 enhanced	229:6 entering	131:14 EOP 60:20	6:14 273:4 ethical 81:24	310:16 exact 27:11
elements 286:16	112:7 126:25	60:19 62:2 290:14	274:24 enhancing	262:4 enterprise	62:22 equipment	82:4 84:15 ethics 80:10	59:18 107:24
elevate 238:13	127:4 174:20	366:15 engage	275:5 Enriquez	147:5,18 enthusiastic	103:18 208:20	80:17,21 81:9,21	201:21 225:15
Eleven 212:25	254:18 310:15	124:17 160:18	297:5,7 enroll 100:6	123:8 entire 69:21	equipped 379:20	82:16,18 83:5,8,20	exactly 34:9
eligibility 223:2	349:18 employers	172:15 179:10,18	enrolled 97:2 198:15,18	152:24 308:24	equitable 142:4	83:21 84:24 ethnicity	87:10 88:8 136:5
242:20 270:10,13	17:12 25:23 26:10 127:2	182:3,13 193:9 194:9	200:16,18 241:5	323:7 354:17	equitably 10:6 37:22	31:13 Eva 149:22	181:25 292:13,16
eligible 128:6 199:13	174:11,19 349:16	195:8 206:2 221:11,17	242:12 275:20	360:12 406:8	38:13 275:12	282:2,9 331:20	308:2 333:8 exam 33:22
390:5 eliminate 111:14	employers' 393:10	222:5 290:25	278:22 enrollment	entirely 108:6 entities 70:12	equity 90:10 90:11 91:6	357:18 evaluate	51:13 examination
164:24 396:3	employing 7:7	290:25 engaged	100:16 118:24	108:15 112:14	91:6 era 339:20	370:24 evaluation	32:22 141:15
Ellen 80:3 else's 230:22	employment 282:6,12,18	115:12 144:17	150:16 199:9	112:14 115:23	error 44:24 45:10	156:2 186:5 358:3,23	289:24 examine 24:4
embarked 74:6	293:18 294:5,10	247:10 264:15	220:22 223:15	142:11 191:7	errors 335:9 ESL 348:2	evaluations 244:15	362:17 364:8 365:6
135:2 embarrassed 135:2	326:16 332:14	275:21 278:6,22	225:19 226:10,14	374:21 398:15	especially 70:5,13	even-handed 361:17	example 17:23 19:8
emergency 397:11	333:5,17 393:23	322:18 engagement	246:21,22 247:19	entity 38:4 105:21	84:16 138:13	evening 357:21	68:11 82:16 151:11
emotional 102:15	employs 7:12 empowering	11:6,12 70:6,7,20	270:14 ensure 9:12	108:6 109:20	140:12 242:16	372:16 387:8,12,16	174:14 276:19
emphasis 288:21	255:3 Empowerm...	134:16 135:6	50:20 85:7 96:19	194:3,10,19 195:2	253:25 305:8 381:4	event 35:4 eventually	295:13 296:24
emphasize 46:24	4:4 372:5 386:20	149:17 150:12,13	123:20 124:3	231:22 233:16	384:7 400:3 essence 19:11	78:11 everybody	320:16 351:23
213:24 303:11	387:20,22 388:8	153:8 181:5 247:12	125:25 126:22	263:10,17 263:18	essential 222:24	42:3 80:22 80:25 117:8	384:3 examples
employ 304:23	389:22 394:4	400:7,8 engagements	140:11,21 144:15	399:5 entreprene...	299:14,19 essentially	117:14 160:8 170:3	52:6 210:24 exams 286:20
employable 211:23,25	empty 58:6 emulate	402:20 engaging	151:3 180:7 180:16	342:22 entry 139:10	256:8 288:18	210:9 290:10	excellent 84:11
employed 205:23	266:6 enact 354:24	152:25 engineer	252:20 277:23	222:14,19 entry-level	establish 221:20	292:10 381:22	107:18 145:19
212:2 employee	encourage 206:24	363:7,8 engineers	295:7 332:11	287:25 environment	282:2 established	387:2,5,14 395:7	154:3,4 172:11
9:21 80:8 80:12,17	encourage... 339:14	365:16 Engler 94:25	338:15 358:9	10:14 130:5 131:18	9:4 60:19 108:10	409:15 everybody's	209:17 378:2
255:17 277:12	encouraging 42:6 192:12	English 136:17	ensured 150:23	135:7 162:5 162:18	283:23,24 294:2	53:22 evidence	exceptional 89:11
employees 7:3,13	endowment 338:14	399:10 engrained	ensuring 10:17 45:17	259:9 328:19	295:17 345:12	248:17,25 411:4	excited 133:5 312:10
10:17 17:13	energy 106:15	398:3 engrossed	96:8 150:21 275:11	400:21 envision	estate 174:12 218:11	evidence-ba... 276:23	392:17 excluded
	268:6	75:8	277:20	111:9	estimate	evolving	118:11

Committee of the Whole
April 5, 2016

Page 16

excuse 187:19 342:2	328:3,8 373:20	220:5 233:18	extent 37:10 127:19	320:2 390:18	familiar 20:12	160:2,3,5 220:16	feeling 169:7
excusing 323:15	exists 45:24 51:3 67:17	249:13 262:19,20	352:2 380:21	facing 71:25 fact 17:13	219:14 261:13	237:20 251:9,10	feels 168:18
execute 87:3	expand 108:11	264:20 287:23	exterior 311:7	35:7 80:18 148:20	families 97:12 98:23	267:22 296:21	feet 135:2
executive 14:10,12,16	219:18	288:8	external 12:20 13:4	175:22 177:8	100:24 101:9,19	297:15,20 297:23	181:21
14:22,25	220:3,4	297:19	13:7,17	265:24	115:4 116:4	318:15	fell 213:4
15:9 21:2	278:19	330:14	38:4 72:4	285:15	116:6	334:20	female 65:22
21:15 22:16	280:14	392:15	externally 25:13	292:7	118:21	392:20	68:13
35:23 41:12	283:11	403:5	252:23	315:22	119:25	fast 376:25	395:22
46:9 55:2	310:17	experiencing 123:25	extra 184:7	317:3	122:15	faster 363:15	female-hea...
72:8,16	330:11,12	expert 250:6	extremely 35:24 81:20	322:12	125:7,15	fatalities 316:12	389:2
73:15 80:8	338:21	expertise 88:4	142:18	359:20	165:5 173:4	190:12	females 66:4
90:3,17,20	expanded 97:13 101:5	139:25	359:4	380:22	199:15	fathers 395:13	67:25
133:25	216:6	147:20	eye 337:24	385:23	201:5,22	favor 339:23	field 23:13
289:8 312:8	274:22	232:16		factor 127:23	202:6,9	favorite 288:14	37:16 67:4
313:18,22	275:17	experts 156:3	F	factoring 299:4	203:14	February 139:5 235:6	157:11
369:9	301:16	360:8	face 72:4	factors 92:22	220:23	federal 29:18	205:24
387:18	expanding 219:22	expiration 22:17	399:15	135:16	222:20	105:5	fields 222:24
executives 89:14	236:5	expire 21:18	face-to-face 349:6	138:5	223:3,6	118:22	Fifteen 202:2
exempt 51:14	expansion 96:15	expires 21:3	Facebook 132:25	149:15,17	226:18	120:25	202:3
155:8	219:20	explain 306:15	facilitate 101:17	149:19	252:15	121:9	fifth 6:3
exercise 137:3	273:6	explanation 92:25 93:18	103:3	facts 92:24	260:22	141:15	fight 344:4
exhaust 115:6	278:25	347:8	facilitator 256:25	326:6	261:5	164:18	388:12
115:9	expect 8:8	explicitly 234:11	facilities 67:13	faculty 132:15	301:21	171:5	389:14
exhausting 119:4	33:10 228:5	explore 109:19	106:22	fade 260:15	356:24	172:13	figure 71:16
exist 9:22	319:13	397:13	107:19	260:15	388:5 394:7	173:3,12	193:7
46:3 77:3	357:5	exponentially 48:14	112:5	Fadullon 369:8	99:16 102:6	186:7 202:4	199:16,17
125:4	expectation 58:9 224:16	408:19	128:25	377:25	120:11,13	202:7	205:21
197:14	228:24	exposed 165:6	228:3	fail 19:6	120:21	226:24	206:5
251:24	230:15	286:16	231:24	281:24	122:19	388:22	222:23
298:25	296:5,12	expressed 81:23	234:10	fair 169:21	125:11	feed 52:14	264:21
373:25	334:2,9	294:15	239:17	333:7	131:18	304:24	374:13
existing 39:6	expectations 284:20	299:17	275:24	361:17	142:2,3	333:13	386:3
105:23	expected 22:9	338:23	287:9	81:10	149:7 171:6	feedback 32:16 71:4	figures 29:6
108:12	expend 74:11	353:5,10	299:17	296:21	171:9,15	71:8 160:19	59:6,18
110:17	311:13	facility 100:15	338:23	Fairmount 375:3 376:6	173:9 223:7	235:7	figuring 264:23
112:10	expended 9:13 29:9	151:10	351:23	fairness 9:15	381:25	feeding 67:17	file 83:19
118:13	expense 151:14	237:5	353:5,10	faith 395:9	family's 171:13	feel 31:18	fill 199:10
119:12,20	393:15	312:14	extensions 383:5	fake 332:24	199:13	46:5 221:13	211:9
121:8 149:7	expensive 208:18	313:11	extensively 45:18	fall 123:19	family-sust... 393:12	266:4	222:25
183:23	92:20			359:10	far 14:20	292:21	327:24
194:10	experience 149:18			369:6	18:9 31:21	320:10	filled 146:5
201:16	215:22			397:22	48:12 98:8	358:18	326:15
240:12				403:12	105:14	380:22	filling 239:3
280:10				falls 26:8	108:24	409:16	final 11:4
281:7					157:14		108:19
289:20							110:6,7
							168:3,4
							235:8 263:9
							265:10
							finalize 138:12
							168:9

Committee of the Whole
April 5, 2016

Page 17

finally 10:23 11:20 25:7 44:6 68:16 100:12 finance 53:5 218:21 276:10 371:9 379:19 financial 2:24 82:14,22 83:15,22,24 112:21 113:3 197:8 276:22 369:22 389:22 394:4 financing 67:6 99:4 143:15 157:5,16 258:7 find 39:16 55:25 144:25 199:24 200:21,25 203:16 204:13 213:12 223:7 269:9 269:19,25 333:4 390:3 398:17,19 finding 89:14 345:7 findings 90:4 fine 49:20 168:15 307:7 333:3 335:21 finish 225:24 finished 90:5 156:11 Fire 23:19 fired 251:16 firings 249:4 firm 19:18 67:18 firms 66:12 66:12 68:8 first 4:7 5:5	5:17 9:3,3 10:10 27:5 33:15,16 41:22,24 44:8 48:2 49:4 50:5 63:20 64:5 64:19 86:12 87:8 96:25 112:10 114:5,15,17 114:18 119:5 121:17 122:16 123:7,16 128:3,21 132:24 133:18 134:11 135:8,24 138:2 139:14 143:3 159:4 166:5 169:24 181:2 185:13 203:15 204:7 205:5 221:21 232:2,10 238:20 246:12 251:11 261:15,18 262:20 272:15 283:16 290:22 297:10 298:19 299:9,23 301:15 302:18 331:18 336:19 349:3 378:17,18 407:24 firsthand 266:13 fiscal 2:14,17	2:19,25 3:4 3:20,22 6:13 27:12 62:10 95:8 100:3 103:15 134:10 233:17 247:17 273:4 274:14 279:5,6 387:23 389:11 fit 134:17 179:14 fits 304:6 five 2:24 5:13 66:23 83:18 84:7 96:7 99:12 102:21 140:17 147:25 148:11,12 154:6 158:15 185:10 273:14 310:19 321:17 322:4 389:15 401:5 fix 376:2,3,13 fixing 337:2,6 flag 88:11 fledgling 210:24 Fleet 210:25 fleshed 183:10 flexibility 155:21 flight 188:5 floor 161:15 303:14 flow 363:10 fluid 263:12 flush 334:3 fly 182:20 focus 5:12 8:15 113:18	125:14 154:4 219:19 236:10 242:4 267:9 268:2 275:8 289:9 395:4 focused 25:21 51:23 96:5 106:13 132:3 133:14 151:10 152:25 157:3 199:20 219:22 268:6 389:12 focuses 15:8 focusing 8:25 40:3 52:4 79:25 131:19 folding 151:22 folk 304:17 332:12 394:23 folks 53:9 61:9 153:6 177:10 229:14 241:6 252:22 279:18 286:11 287:15 310:14 312:8 330:20 331:7 339:4 376:3,7 385:3 393:16,21 401:10 403:12 404:2 405:11 407:6,7,8 407:15 follow 85:21 158:6	190:17 200:6 210:6 293:9 325:22 327:18 356:15 398:22 follow-up 34:21 150:18 152:20 214:14 231:16 240:21 329:10 364:13 followed 46:12 following 3:25 42:24 274:4 299:12 351:16 follows 134:7 food 136:8 397:8,18 398:2,6,9 foot 232:22 312:13 313:10 force 83:6 84:25 206:4 212:5 245:21 407:13 forced 248:25 249:3 forcing 357:8 foreclosure 137:14 forefront 174:16 foregoing 411:7,20 foremost 407:25 Forgive 41:5 91:11 forgotten 43:19 46:13 form 199:10 222:22,24 223:3,3,7	239:3 format 77:3 81:25 356:22 formation 220:14 formed 11:4 11:6 former 252:7 295:25 formerly 205:8 forms 374:13 formula 319:5 formulas 129:18 forth 19:7 55:2 112:20 117:25 189:18 211:4 fortuitously 318:11 fortunately 318:8 forum 352:12 forward 33:24 48:14 70:15,17 102:18 123:10 124:16 147:22 223:19 249:24 264:22,23 265:8 312:7 322:11 337:11 341:11 352:16 353:16 355:4 372:22,23 378:6,8,25 409:8 forward-loo... 3:22 forwarded 310:7 forwards 295:13	foster 124:2 148:18 149:2 359:15,17 fought 24:7 found 17:8 67:24 309:20 330:6 foundation 32:21 33:16 34:12 144:3 181:24 276:23 280:12,14 285:3 354:16 355:2 385:16 four 7:15 48:12 76:5 84:7 120:12 120:14,21 121:2 122:20 125:11 134:10 158:12 169:3 171:6 177:10 178:9 220:19 245:5,6 247:23 358:5 391:4 402:24 fourth 5:24 347:23 348:6 361:3 frame 160:20 167:15 168:4,6 framework 9:24 58:11 383:13 framing 263:13 382:9 384:4 Francisco 298:4 frankly 34:24 35:15 113:5 171:16	353:10 Free 299:22 309:3 frequent 142:12 Friday 299:10 357:25 friend 189:15 304:13 306:4 friendly 332:22 Frogger 363:21 front 71:8 88:10 183:5 199:5 223:15 230:10 235:23 364:20 fruit 180:23 257:4 fruitful 175:3 frustrated 373:9 383:23 frustration 180:10 257:7 376:17 fudge 87:25 full 34:6 35:18 103:21 127:5 172:18,19 172:19 173:7,8 185:16,16 242:7 243:9 307:17 339:16 355:11,23 full-day 99:17 100:10 full-time 7:3 89:25 90:14 101:16 103:13 full-year
--	--	---	---	--	---	---	--

Committee of the Whole
April 5, 2016

Page 18

99:18	funders	49:11 57:9	212:16	185:11	391:18	189:16	149:23
100:10	108:10	90:4 108:20	258:11	186:16	generally	204:12	glaring 55:8
fully 102:21	280:13	109:13	gaps 180:19	187:8,18	13:20	227:4	go 18:5 25:15
124:23	funding 6:8	124:12,18	180:21	192:4,17,24	165:21	278:24	33:24 35:20
231:13	6:18 7:2	265:2 334:3	357:7,12,15	193:16,20	353:19	281:25	45:15 46:16
275:14	96:13 99:17	346:13	359:6,7	196:17	356:5	288:13	49:11 59:25
295:8 411:5	99:21 100:2	348:18	385:14	197:13,18	generated	290:5	61:11,11,14
fun 251:20	100:8 103:4	367:10	garage	197:23	289:3	294:10	63:18 70:16
function	111:3,4	393:6	211:14	198:7,20	generations	303:23	77:22 84:5
108:12	119:6	398:20	Gas 211:10	201:6,11	47:24 48:11	306:8	100:2
350:22	164:10	409:17,22	gathered	202:3,18,22	generous	307:16	112:10
functioning	173:5,20	future 66:24	172:12	203:3,11	125:5	318:16,20	113:17
108:7	176:21	91:25 93:14	gazillion 12:9	219:7,13	genius 363:7	320:19	119:9
204:19,23	179:24	96:9 98:18	geared 381:5	222:11,13	363:8	324:18	124:24
285:5	183:23	147:12	GED 101:9	225:13,23	geographic	333:17,19	130:20
functions	190:20,24	167:13	349:24	226:5	128:20	347:3 363:4	140:14
10:7 37:23	194:5	284:21	Gemmell	228:22	geographic...	371:11	146:25
356:23	195:15,24	317:10	94:13,23	229:9	192:8	given 32:23	152:19
374:10	198:9 203:7	338:12	104:21,22	231:25	geography	90:23	164:17
fund 6:11	207:15	340:15	104:23	233:11	138:4 150:2	148:25	169:16
99:5,7	208:25	375:19	105:14	234:11,24	230:20	156:22	176:16
103:8,10	217:19,21	382:23	106:8,21	235:4,13,21	getting 36:19	226:18	177:10,12
134:10	218:3	395:4	107:5,10,17	236:9 237:3	41:20 68:21	234:10	180:23
144:2 175:4	219:21	FY15 39:9	108:18	238:5,18,21	124:18	260:16	184:9
175:22	223:10	390:13	111:5 117:9	241:11	131:6	284:11	188:12,13
186:3 218:7	226:16,17	FY16 6:17	117:15	242:14,21	156:21	337:20	189:6
218:25	226:22	7:18 8:4,20	118:5,20	258:2,20	168:8	338:6 349:5	198:16,16
228:3	227:4	18:24 273:4	119:19	260:4,17	169:22	363:16	198:22,23
231:24	241:10	390:12	120:5,11,17	262:11	171:2 172:9	gives 32:4	198:24,25
234:10	307:8,20	FY17 4:20	120:23	263:20	182:22	86:21	199:9
272:23,24	309:2	6:6,11 7:2	121:6,14,22	264:2	192:23	328:19	204:13
272:25	324:21	8:7 9:23	121:25	265:12,22	236:10	336:4	212:21
273:2 285:8	326:4	10:9,25	122:8,14,21	267:17	238:3	giving 57:15	213:15
289:18,19	348:10	99:11	126:6 127:7	268:21	243:16	70:21	217:20
390:18	354:23	102:19	127:10	269:8,13,17	258:23	118:18	218:20
391:18	355:2,6	103:8,10	141:2	270:2,11,21	297:14	219:17	222:16
fundament...	390:10	272:19	143:10	271:12,16	301:6	361:22	224:5 230:4
114:21	391:9,10,20	274:9	145:12,18	271:24	332:13	glad 31:3	230:23,23
118:18	391:25	390:11	147:7,19	gender	349:10	48:8 55:18	244:14
122:13	405:5,19	391:21	149:10	145:21	350:4,8	63:11 79:18	258:18
fundament...	406:2,16,17		150:10	genders 9:20	363:25	190:4	259:5,23,23
108:16	funds 100:7	G	151:6 157:2	general 6:11	369:11	292:20	260:9,21,23
funded 8:21	103:12	gain 223:13	157:23	30:3 64:13	372:21	304:11	261:14,17
40:17 97:3	151:25	223:13	161:12	103:8,10	374:22	Gladstein	279:10
98:7,9	185:8	gains 261:16	163:5,15,21	130:4	Gevita 54:11	282:5,9,10	281:24
115:16	227:15	Galvan 95:3	165:17,20	272:25	giant 258:11	331:20	295:21
164:7	389:20	game 363:21	166:4	273:2 274:7	give 37:13	357:2,18,18	296:19
222:15	390:14	games 87:21	172:10	289:18	43:8 64:12	360:3	297:20
232:21,24	391:12	gap 82:21	175:6	294:11	66:5 69:6	392:16	300:5
285:2	furniture	111:14	177:15	296:14	71:3 79:21	394:17	302:18
288:24	288:23	119:11	180:14	300:15	114:11	395:8	317:2
313:15	289:3	164:4,25	181:3,19	356:8	162:15	396:21	324:15
374:21	further 20:9	173:11	183:18	390:14	165:24	Gladstein's	329:24
		209:10					

Committee of the Whole
April 5, 2016

Page 19

334:2	353:3 358:7	143:7 147:4	312:5,24	108:22	31:12 35:7	406:17	71:3 183:12
346:13	358:19	151:2 152:3	313:7,17	138:25	37:23 46:10	grantee	239:12
348:25	375:14,16	154:15	314:24	146:14,14	46:23 47:6	104:25	240:3,11
349:5	goals/comm...	168:25	321:5	146:15	47:10 49:8	grantees	408:19
350:21	60:21	169:2,2,7	323:12	154:17	50:7 65:8	111:6	Green 1:12
353:16	Gobreski	176:2,6	324:17,18	162:18	76:19 89:18	grants 29:18	69:13,14
363:15	94:24	177:5,12,14	325:5,6	175:13	105:5	103:20	72:19 73:6
372:20	127:14,24	179:21,23	327:4	189:15	114:24	272:22	73:18 74:4
376:4,22	127:25	179:25	328:17	196:16,17	141:15	390:25	74:20
378:9	131:4 132:9	180:4,7,16	329:17,25	210:16	142:11	grateful	188:10,21
382:21	135:10	180:17,18	337:13	216:7	164:18	118:7	188:23
383:12	152:18,22	180:20,22	340:8	221:13	172:14,14	gratification	189:4,7,20
385:16	154:2	180:22	341:22	224:14	172:15	134:2	189:22
396:13	155:23	183:6,13	344:13,13	231:10	256:12	gray 59:10	192:14,19
go-around	159:6,23	184:21	344:14	259:25	277:24	81:20	193:13,17
145:10,17	188:14	187:25	347:10	260:11	278:4	great 20:23	193:25
298:9	goes 30:5,6	188:7,10	351:2,11	261:14	312:10	44:15 75:17	194:14
goal 8:9 32:8	30:12 67:18	189:6 191:8	352:16	266:11	344:25	76:8,20	195:10
34:15 38:11	183:5	194:4,8,9	353:16	270:3 272:8	372:22	79:6 123:9	375:7
38:14 55:5	235:24	195:6,21	359:5	272:10	governmen...	126:7,7	Greenlee 1:12
59:4 62:7	332:17	196:5,13,19	363:13,22	282:5	64:21	131:24	15:15,16,20
70:21 75:25	385:25	200:7	366:22	290:10	grade 69:6	141:3 150:6	15:25 16:13
80:16 81:5	going 2:3	205:25	367:6 371:8	297:6	128:4,24	161:12	16:16,25
81:11 96:8	14:24 23:15	210:10	371:19	302:20	169:24,25	166:12	17:4 18:7
162:10	23:17,20	221:9	372:2,4,6	303:20	262:20	181:20	18:11 79:9
165:2 170:2	24:3 25:17	223:18	372:15,15	304:13	267:24	193:23	85:13 89:3
175:17	27:2 32:21	224:16,25	372:25	311:8	268:13	206:22	138:20
179:6	38:4 39:2	227:9	373:23	314:18	347:23	213:22	146:10
183:13,15	40:7,8,15	228:21	376:22,23	315:15	348:6	219:17	152:7
247:14	40:19 43:9	229:11,22	376:25	326:9	grades	239:24	156:13
264:11	47:14,22	230:12,14	378:15	336:11,13	136:14	241:11	157:19,25
275:25	54:13 55:21	230:19	379:20	342:18	267:2,9,16	244:10	163:19
276:25	56:23 57:5	232:22	381:20	344:23	Graduate	250:14	290:7,8
277:13	57:9 59:17	247:22	382:23	354:9,10	149:12	251:18	291:13,16
333:16	60:25 61:5	252:11,14	383:2,4	357:9,20,20	graduating	259:9 260:2	291:22
351:18	63:11 64:4	252:16,20	394:12	362:18	212:24	261:9	292:5,23
355:14	64:13 65:16	252:24,25	403:24	371:11,13	graduation	264:13,14	306:3
358:13	65:17 66:6	253:3,4,5	good 2:2 4:13	386:24	212:21	268:19	325:17,21
375:12	66:11,12	254:16,22	4:14,16	387:8,12,16	graffiti	295:19	329:3
389:19	70:15,16	256:17	15:18,19	397:25	307:25	306:5 310:7	334:17
goal-setting	71:19 74:9	261:10,20	18:20,21	409:16	308:15,23	311:21	335:3,10,15
58:12	76:11,12	264:21	27:2 28:21	good-faith	309:10	313:25	335:20
goals 5:14	78:3,6,7	266:15	31:16,24	61:12 67:23	343:23	315:6,12	336:7,13
6:10 9:25	85:19 86:6	291:4,6,18	32:4,16	Goode 24:9	344:17,18	323:9,11,20	342:13
19:6,10	88:7 108:13	293:25	37:2,4,6	gorgeous	grandfather	327:14	343:12,17
20:3 39:9	113:13	296:17	42:17,19,22	363:3	66:22	328:22	351:6
55:19 69:24	115:19,25	302:14,16	50:5 60:6,8	governance	grant 254:12	356:15	360:15,21
77:19 78:2	122:5,6,24	303:15,22	69:20 73:4	215:12	303:21	371:20	361:13
79:3 199:7	123:21	304:22	76:22 93:25	governing	316:23	392:14	386:24
243:12	125:16,19	306:16,17	94:10,12,13	215:19	317:18,24	395:2	387:7,13
277:21	125:22	308:15	94:18	government	330:16	397:17	392:9,13
278:8	134:8	309:16	104:22	6:3 9:11,14	390:10	401:13	394:8
299:15	140:20	311:22	106:15	10:7 11:8	391:11,20	greater 43:15	396:19,22

Committee of the Whole
April 5, 2016

Page 20

401:18	160:5	132:5,16	187:19,22	13:14 23:25	hard-wired	405:7 406:2	248:22
408:25	194:14,23	139:20	194:12	63:4	309:25	406:22	269:12
409:14,21	200:8	244:22,23	195:3 200:6	hands 343:18	harder	408:6,7	295:17
Greenlee's	237:17	247:21	204:5 205:4	377:16	161:19	healthy	372:9 397:7
126:22	293:14	248:6,16,24	205:6	396:9	hardy 105:8	161:14	hears 26:8
grew 68:8	301:2	249:16,22	207:25	happen 56:11	Harrisburg	405:10	heart 395:21
grill 124:9	356:24	250:24	211:17	88:12	207:20	hear 3:24	heartening
ground 325:8	383:8,22	266:21,22	213:18,25	125:17	Hart 284:2,5	31:3 45:25	264:18
369:12	392:23	268:8,19	214:8,18,21	137:17	Harvard	48:8 56:23	heavily
Grounds	guidance 5:8	293:5,6	214:24	180:4	210:10	76:12 79:18	147:16
288:7	238:15	294:23	215:8,21	207:21	213:5	92:25	287:24
group 74:18	360:11	296:18	216:9 217:8	223:18	hassle 199:15	148:14	heavy 244:14
142:2,3	guide 6:9	298:7 329:7	221:2,7	295:10	Haverford	150:23	heightened
291:10	116:23	351:8,9	229:2,8	296:17	362:20	167:18	10:8 37:23
302:5,10	150:14	353:18	230:25	314:17	364:16	180:9	held 384:14
355:3	374:16	354:10	235:12	366:18	hazards	190:22	397:6
398:15	guideline	355:15	243:2	393:11	390:7	231:16	Helen 1:13
groups 9:16	118:22	356:13,17	244:18,24	400:20	he'll 317:8	257:7	37:8 329:7
24:25 71:9	120:25	359:3	246:10	happened	head 64:8	300:14	hello 79:17
153:14	121:10	360:13	248:4,15,20	37:12 83:10	81:6 104:6	304:11	244:23
394:11	173:13	380:3,4	249:9,19	180:5	105:2 111:6	316:15	293:6
400:9,15,15	202:5,8	383:8 385:5	250:22	317:22	111:12	322:14	345:14
402:22	396:17	386:15	253:11,14	344:7	119:3 121:9	335:14	help 10:4
grow 99:14	guidelines	396:23,24	254:17	happening	123:17	351:25	11:7 54:13
159:13,16	51:10 171:6	398:21	255:7 256:6	72:3 126:14	137:15	354:25	71:16 91:3
191:18	365:13,18	401:2,6,12	256:21	255:24	147:15	378:25	108:2,11
195:24	365:21	401:16	257:10	349:17	164:9 186:7	heard 53:9	116:23
340:11,11	guiding	Gym's 37:8,9	261:19	359:14,23	198:2,24	109:12	125:12
growing	150:11,12	148:15	265:6	385:15	201:19	150:19	133:9 142:6
140:19	guts 330:10	401:23	268:16	happens	222:16	190:18	142:9 144:6
259:13	guy 14:3		hair 59:11	19:17 30:8	223:8	264:4	148:22
341:2	360:22	H	half 69:5	137:12	headquarters	284:10	151:19
399:23	guys 75:16	Hackney	97:23	386:4	34:23	321:24	160:20
growth 67:7	137:4	94:12,14,18	171:12	happily 77:15	heads 46:23	322:9	167:15
67:13	180:24	94:20	238:25	happy 12:5	98:25	332:23	168:4,5
140:17	213:5	104:21	241:18	58:4 92:16	190:15	342:19	182:16
336:23	336:16	109:16	367:8	135:17	332:4	343:10	191:15
337:17	362:7 395:2	110:4 113:9	Hall 1:6	278:11	healed 346:24	361:19	206:15
395:20	395:10	114:8,13,25	325:4,5	325:2 331:8	health 95:15	376:15,17	212:2,16
guarantee	396:7	116:2,15	402:17	352:10	97:13 101:3	393:20	216:9
123:14	Gym 1:13	117:16	410:2	358:25	102:14,16	hearing 2:4,6	222:25
guaranteeing	30:24,25	120:9,13	halving 341:6	385:20	128:19	3:17 25:19	223:5,6
150:21	33:9,21	124:10	hand 122:24	392:6	137:22	109:20	226:20
guard 353:8	34:16 79:11	137:25	151:13	398:20	161:16	124:14	239:24
guess 17:5	79:12,17	144:12	173:9	harassment	244:15	141:4	243:6,12
45:24 48:7	81:12 83:16	158:14,21	254:23	290:15	273:16	236:11	252:13
74:5 86:9	84:11 85:5	160:15	handicap	291:7	282:11	299:10,20	253:22
108:15	85:11 123:3	163:18	363:2	hard 24:7	331:20	299:23	254:10,12
109:11	123:4	164:23	handle 16:23	47:20 92:5	351:13	301:25	254:25
113:14	124:21	167:4,11,25	17:2 61:9	120:24	354:19	311:24	256:14
114:21	126:21	170:5,10,18	61:25	229:25	356:18,20	375:8	278:7
125:22	127:8,11	179:9	260:13	296:6,10	357:19	hearings	287:25
158:19,19	129:11	180:25	handling	360:10	404:23	17:21 174:8	292:11
		181:4					

Committee of the Whole
April 5, 2016

Page 21

301:22	Henon's	hire 16:6 58:4	149:4,9	384:12	390:22	27:11 43:3	295:8
303:22	251:25	140:8 253:3	310:19	horizon	391:15	43:22 295:6	implementi...
341:23	hey 66:11	330:20	homelessness	141:21	Hunger	297:8	106:16
344:20	Hi 4:14 77:7	349:18	123:25	267:23	390:15	384:10	267:21
348:9	79:12 123:4	hired 297:17	149:18	horrid 353:11		399:11,20	277:4
352:24	217:24	310:19	homes 364:20	horse 140:4	I	impact 212:8	importance
354:23	370:4	326:24	390:7	Host 36:3	iced 361:8	218:15	376:19
366:14	hide 396:8	hires 50:22	405:10	hot 361:24	idea 38:2	243:8 244:3	important
378:4 392:2	high 95:20	52:12	homework	hottest	43:8 142:15	255:23	26:6 49:5
394:6	127:19,20	hiring 12:14	236:22	140:18	327:18	259:4	53:24 54:7
402:24	128:5	83:9 91:25	honestly	hour 157:15	336:21	289:18	56:17 63:13
405:9	130:10	226:6	225:17	366:16	381:19	303:15,15	92:24 98:14
helped 29:17	142:25	252:23	honesty 287:6	hourly	ideally 176:7	321:8 323:8	102:16
149:20	247:11	253:3 279:8	honeymoon	211:12	ideas 62:6	349:15	128:8,21
282:2	254:2 259:4	320:23	362:9	hours 230:21	132:4	351:23	129:7
helpful 75:21	274:15	321:4 327:9	honor 152:3	237:18	344:24	impacted	133:21
75:22 76:24	349:20,23	Hispanic	hooky 213:20	housed 82:15	398:23	24:14 319:4	134:12
92:8 93:14	374:23	89:20	hope 36:9	household	identified	impacts	135:15
235:5 250:5	391:4	388:25	38:17 70:21	121:2 389:3	100:25	175:23	142:18
250:15	395:11	historically	80:19 85:5	households	103:6 147:3	363:16	152:24
332:5	399:12	378:18	146:7 150:6	99:2 137:16	208:2 247:3	395:21	162:23
349:15	high-level	398:4	164:10	190:15	254:7,20	implement	163:12,13
359:4 377:5	256:17	history 90:6	173:22	housing	identifies	10:3 23:20	164:21
399:7	high-need	215:20	183:21	359:18	207:4	36:10 96:7	175:16
helping 85:7	123:16,21	hit 358:16	205:5	389:17	identify 7:10	97:8 210:20	177:18
195:22	149:20	Hite 215:7	244:11,13	390:17,19	101:24	247:8	178:18
285:8	high-poverty	217:6	248:12	405:11	158:15	276:23	210:8
324:12	384:9	hitting	276:21	Howard	181:10	implementa...	212:18
350:5	high-stakes	212:13	280:9	210:11	200:10	15:6 118:24	229:13
398:13	130:17	324:19	283:10	HR 84:3	205:14,19	136:4	256:18
405:10	higher 91:22	hold 147:8	299:3 334:4	huge 52:9	212:5,10	150:15	266:6 296:5
helps 50:8	159:15	148:8	hopeful 39:4	126:14	221:9,19,23	170:12,13	296:9 308:4
244:3	161:3 211:6	177:19	141:20	151:12	222:2 247:6	194:21	322:17,24
Henon 1:13	211:13	188:25	hopefully	180:21	256:13,13	216:16	336:23
49:19,20	238:17	262:2,7	64:25 72:14	184:10	291:10	235:20	337:3,4
68:25	240:5	372:23	77:22 190:5	252:14	identifying	236:6,15,25	340:13
210:12	275:20	holiday	191:3	308:22	221:18	241:3 243:9	381:2
237:13,14	278:22	397:14	221:22	hugely	ill-coordina...	246:24	394:12
238:9,19	406:12	holistically	256:14	175:15	203:19	256:23	397:2
240:20	highest	397:4	263:8	human 25:17	illegal 26:12	274:19	398:17
242:10,15	137:13,14	home 142:3	268:11	26:3 34:10	309:15	276:10	408:16
242:22	137:14	230:23	280:11	51:4 273:16	310:6	289:10	importantly
244:10	377:21	304:18	310:10	282:11	image 292:12	355:11,13	177:2
305:20	highlight	310:18	332:10	331:20	imagine	355:24	252:20
307:3,14	8:23 11:5	319:21	352:23	351:13	119:4	358:16	277:22
308:2	highlighted	381:24,24	370:25	356:18,21	122:15	389:12	impressed
310:21	89:19	381:25	375:18	357:20	133:9	implemented	35:25
311:21	highly 245:12	home-based	hopes 227:12	408:7	192:11	34:4 51:10	impressive
313:25	247:10	140:22	hoping 23:18	hundred	immediately	81:11	312:4
314:18	323:2	145:7,15	137:18	171:7 304:9	19:4 57:13	126:24	improve 83:7
315:12	Hill 135:4	homeless	185:21	326:4	344:3,19	246:18	141:19
317:17	hinged	123:25	186:22	hundreds	immigrant	247:20	238:13
318:2	239:17	148:17,25	358:22	66:9 192:5	6:24 7:22	288:24	262:21
					11:19 20:8		

Committee of the Whole
April 5, 2016

Page 22

277:11	174:25	inclusive 2:15	388:4 390:8	300:2	385:21	275:13	intentional
358:22	229:17	10:5 65:9	405:15	347:22	388:10	317:2	89:9,20
363:9,10	incentivizing	72:3 206:15	increased	348:5	398:12	input/engag...	281:2
improved	53:8	275:15	95:16 102:5	358:11	402:23	167:13	294:20
102:13	incidences	income	143:24	388:3,5	inherited	inquired	intentionally
103:3,4	250:13	113:20,22	240:6	391:13	395:2	207:19	401:15
157:8	inclement	114:20	246:21	394:7	initial 116:23	insofar 72:16	intentions
246:23	134:24	115:18	390:10	industry 47:7	159:18,20	inspect	63:23
248:18	include 29:16	116:8,13	391:20	210:15	225:11	307:18,21	interact 44:3
249:7 250:8	56:14 71:21	117:13,20	increases	333:24	initially 87:4	inspection	70:12 73:25
250:17	77:11 101:3	119:17	30:11 164:9	395:19,20	initials	310:23	74:2
274:23	101:7	120:4	321:17	industry-led	281:23	Installation	interacting
improvement	110:16	124:11	increasing	393:2,9	initiated	366:4	73:20
85:4,25	119:23	160:16	48:18 95:19	infancy	116:16	instance	interaction
100:16	128:14	169:25	105:22	263:13	initiative 74:6	51:24	28:5 70:4
126:14	206:19	170:6	239:5	infants 203:4	74:12,22	226:10	72:20 74:21
239:9	268:14	171:13	incredibly	influence	100:22	239:11	161:22
250:11	273:14	175:25	264:18	322:8	102:10	281:10	162:17
273:7	274:19	190:2	incremental	influencing	151:2	365:22	216:4
362:23	321:3	203:13,15	34:3 370:9	321:11	164:22	institute	285:25
407:15	included	270:12	inculcate	information	190:3	54:14	interactions
improveme...	91:20	incorporate	69:4	20:19 22:20	191:13,14	institution	215:9
141:20	110:19	228:25	independent	29:21 33:7	194:22	375:15	interdepart...
315:2	145:6	incorporated	358:2,23	59:7,14	195:14	institutions	277:20
339:24	includes 6:15	25:12	indicated	76:16 87:13	267:7 275:3	384:22	interest 80:10
364:10	6:22 7:17	incorporati...	271:19	165:18,25	275:9 332:8	instruction	81:22 82:13
365:2	11:13 80:22	3:3	indicating	183:9 191:2	332:15	243:18	82:22 84:17
improves	99:22	increase 8:19	44:18	192:23	334:4 358:4	instructional	125:20
96:20	103:11,15	30:9,16	indicative	197:6 198:3	373:23	99:23	130:9
improving	132:10	63:12 96:12	70:15	199:2	390:15	176:22	146:21
5:17,20,24	159:7	96:25 97:10	indicators	219:17,25	393:4	instructors	150:6
34:5 96:5	176:22	99:11,20	128:18,19	269:7 270:6	407:15,18	140:9	199:24
98:22	382:24	102:25	individual	270:16,23	initiatives	insurance	248:13
237:21	383:5	106:7	5:10 28:17	271:21	95:18 96:25	228:17	264:17
242:6	388:17	113:12	54:4 56:11	284:14	103:9 277:5	intake 276:4	284:11
275:22	including	115:14	131:22	294:25	277:17	350:9	320:9,11
276:17	6:20 11:11	140:2 161:9	184:11	348:21,24	298:21	intangibles	373:20
358:3,8	31:12 83:9	165:3	198:2 201:4	350:15,16	378:6	47:20	381:17
373:20	97:13 99:21	176:19	212:22	350:20	399:19	integral	382:11
in-depth	135:13	186:6,8	225:10	information...	injuries 277:8	228:6,19	interested
32:19	176:20	232:23	270:21	220:8	inmates	integration	31:9,22
in-house	269:5	240:2	350:13,19	informed	304:6	129:2	36:19 56:22
126:12	274:21	247:19	380:20	291:18	innovation	integrity 6:5	241:24,25
incarcerated	388:23	273:3,5,9	individually	infrastruct...	128:15	79:14,19	301:14
285:13	389:21	274:9	208:17	38:6 153:9	input 70:24	80:4,6 81:5	330:4
incentive	inclusion 9:5	293:21	301:19	154:8 159:8	102:12	83:9	interesting
52:25	9:7,10 31:5	302:8	314:21	159:13,15	135:13	intend 40:18	137:3
143:22	32:2 35:18	306:11	365:23	159:19	138:13	intended	252:12
184:11	37:17 45:17	307:9	individuals	273:19	156:6	305:3 330:9	398:19
incentives	47:6 50:13	337:10,16	117:22	275:3 277:3	160:19	intends	interface
53:13	52:3 69:19	347:21	120:21	315:18	167:8 168:9	262:24	50:11
174:11,20	74:8 145:5	348:10	197:7 211:6	319:9	232:16	intention	231:18
incentivize	145:14	379:12	279:9 283:3	320:15	265:5	184:8	253:10

Committee of the Whole
April 5, 2016

Page 23

364:8	393:2,19	isolate 53:19	306:14	390:3 393:3	394:14,15	59:7 181:10	133:11
interfaces	investing	isolated 55:13	316:13	393:17	394:21	184:21	149:3
300:18	245:5 339:9	issue 8:13	317:6,13	396:3	408:15	220:15	153:18
Intergover...	339:13	14:10 16:10	341:14	jobs 53:4,5	Jones' 85:22	258:17	156:24
3:6,8	investment	17:22 20:11	359:18	212:25	Josephine	291:18	169:16
interim 41:11	28:16 29:25	32:18 36:14	381:5 399:2	213:10	271:3	340:8	175:14
41:15 52:19	96:10 98:14	39:11 51:13	399:14,15	281:7,10	journey	Keeper 11:13	176:4
intermediary	98:16 186:7	73:13 91:18	item 183:21	287:9,25	239:5	Kenney 4:19	181:13
105:24	186:21	92:3 112:17	184:6	288:8	JR 1:14	9:4 14:23	209:10
108:8,19	190:16	112:20,24	370:13,20	293:22	judge 65:17	38:22 89:7	211:5
194:4 232:3	267:15	117:24	items 151:8	295:3	295:19	95:21	245:17
264:6	268:14	129:22		324:15	300:21	251:13	250:5,15
internal 9:24	280:12	141:9	J	326:14,23	301:5 304:7	274:7	251:20
12:19 13:14	324:10	145:14	J 1:15	327:22	305:6 354:2	Kenney's	271:9,10
72:12 81:7	328:8	171:2,17	jail 302:15,18	330:6	judged 362:6	95:17	283:17
internally	338:16	176:17	304:18	392:20,22	judgment	231:14	284:10
25:13 71:25	342:10	178:22	328:17	393:12,13	88:21	kept 117:18	290:15
72:3	383:16	189:9 190:8	356:9 407:9	Joe 271:3,4	359:24	key 5:13 6:19	308:19
internship	406:8,15	191:24	James 94:25	join 45:16	judicial	131:5	314:11
52:13	investments	197:2 204:6	jams 363:23	85:20 266:8	285:14	153:19	316:24
interrupt	11:22	206:5,6,7,8	Jane 4:9,17	298:18	Julie 354:2,6	154:20	318:20
303:7	183:11	207:13	JANNIE 1:11	372:17	July 356:10	333:15	324:14
intersections	275:5,11	208:4,5	January 3:11	joined 4:21	356:10	370:10	328:10
364:6	276:2	223:23	182:7	322:10	jump 239:19	389:15	332:2
367:14	338:20	230:12	326:17	Joining 94:22	June 57:3	Keystone	333:10
interviewing	405:5	267:6	354:24	Jones 1:14	263:15	141:11	334:23
24:20 25:4	investors	284:13	387:25	23:3,4 24:2	358:24	147:9	338:13
25:9	184:2	320:21	jeopardizes	24:6 25:6	justice 131:8	kick 133:23	350:22
interviews	invite 40:22	340:18	321:6	26:5,18	132:6,14	kid 133:16	352:7 357:5
24:22	182:17	367:23	Jim 4:18	63:15,16	276:18	kids 131:20	381:12
intimately	involve	375:23,24	95:17	64:17 65:16	290:12	140:11	385:12
40:6,16	126:17	395:23	Joanna 43:24	132:21,22	291:9 299:7	142:19	397:11
236:14	130:12	397:7,8	job 39:22	136:21	300:4,16,24	148:18	399:13,17
intricacies	involved	398:18	46:24 53:7	138:18	301:10,17	151:5 164:5	kindergarten
213:9	34:10 39:18	399:7,8	53:21 54:2	189:10	352:19	185:9 213:3	97:25 98:5
intro 347:6	40:6,16,18	issued 14:13	76:20 92:20	209:24,25	353:14	213:4	164:13
347:24	72:13	19:2 20:4	101:17	210:5	354:8 356:7	233:25	257:20
348:3,4	147:11,16	83:5 357:25	115:11	212:17	justification	243:16,25	259:24
349:4	154:16	issues 10:23	153:13	213:19	367:3	259:6	260:2,10,10
introduce	229:14	13:19 23:25	204:20	214:6,10	juveniles	260:21	260:21
279:13	236:14	24:12 32:24	259:18	298:13,14	304:3	359:8,15	261:3,6,10
invaluable	301:17	45:19 49:7	280:17	300:22		kind 26:14	262:3,13,16
232:12	308:5	62:21 69:18	287:6	301:4 302:7	K	32:13,15	262:19,22
inventory	354:18	72:22 73:9	292:11	303:6 304:8	K 1:12	50:7,9 56:7	263:2,3
236:17	involvement	73:19 74:8	294:13,17	305:18	106:13	62:11 82:25	266:14,25
Inverso	291:21	87:19 109:3	296:22	307:13	128:5 267:9	108:24	267:24
347:16,17	involves	130:12	301:9 306:6	360:17,18	267:16	111:22	kinds 124:2
348:20	298:23	206:14,16	325:3	360:23	268:13	112:15	128:12
invest 106:14	384:25	212:6,12	333:21	361:16	Kaplan 79:18	124:5	246:6
133:22	involving	243:13	343:4,7,22	364:14	80:3,4 83:3	125:19	293:20
141:24	297:3	256:10,15	344:5	366:9	83:18 84:21	127:22	304:17
invested	iPhone	305:9,10,12	349:20	367:17,20	84:24 85:10	129:14,24	305:2
98:21 105:4	361:24	305:13,17	371:20	368:5	85:12	130:5	381:13
			389:15,16		keep 17:17,24		

Committee of the Whole
April 5, 2016

Page 24

383:21	184:21	343:15,23	23:12 24:18	153:21	63:8 211:19	389:17	level 8:15,21
397:17	187:23	344:23	24:25 26:16	155:7 271:7	lead 11:2	395:13	37:16 55:2
King 324:4	190:8	346:21	60:3,13	320:16	40:9 250:7	leave 10:22	56:12 66:13
383:16	192:21	349:11	72:21 206:8	324:10	250:17	14:5 16:18	67:4 89:15
knew 36:8	197:17	358:20	206:10,11	large-scale	258:11	16:23 17:9	109:8
378:16	199:22	359:5,13	lack 45:20,20	389:9	357:6	42:7 77:14	111:21
knock 352:24	201:20	363:19,20	87:21 98:3	largely 52:5	376:13	228:16	120:4
know 15:23	204:17	368:15	127:22	352:17	378:2	314:24	122:19
16:5,8 17:6	206:9	369:8 373:4	190:2 211:7	380:16	404:24	335:11	130:18
18:25 21:10	208:18	375:24	211:8	larger 181:12	405:10,17	379:14	137:15
25:18 26:11	209:6	376:15	324:21	200:17	406:3	387:3	140:2 143:2
26:11 27:11	211:18	377:6,10	367:4	270:7	leader 288:6	leaving 59:16	143:3
29:17 31:8	213:6	378:21	380:17,18	406:21	leaders	63:19 145:4	153:16
31:21 35:5	214:15	379:6,10	383:24	largest	135:21	226:24	156:23
39:20 47:13	218:21	380:6	391:8,24	269:24	287:7	242:16	180:10
47:14 51:25	221:14	382:15	lacking 81:21	274:2	leadership	387:5	181:5
54:10 55:20	227:21	383:25	125:3	352:13	9:6 102:9	led 172:24	183:12
57:2 59:4	230:16,16	392:14,15	laid 168:7	laser 329:8	141:9 166:7	191:17	192:22
62:11 65:13	230:17	394:9	191:6 356:4	lasts 68:23	166:10	ledger 38:15	227:14,14
65:19,23	233:17,24	395:24	386:2	lately 125:19	274:6,10	Lee's 139:6	239:20
66:2,8	233:24	403:2	land 92:22	Latina 89:10	296:8	left 215:6	241:9 255:7
67:16,22	243:18	knowing 64:2	279:9	Latino 7:11	339:10,12	250:19	258:18
76:8,23	244:11	225:8	359:11	35:10	339:14	272:17	259:11
78:8 80:12	247:11,16	263:13	368:14	lattice 157:10	378:4	legal 136:19	262:6 279:3
81:23 82:2	250:11	330:5	369:5,10,14	laudable	leading 24:9	273:19,20	284:11
82:11,23	252:9	341:12	372:16	69:25	leads 56:19	305:12	297:15
83:5 86:10	253:13,25	knowledge	376:23	358:19	240:21	legally 289:6	319:5 322:8
87:10 88:8	255:5 269:2	22:12	Landau	launched	248:18	legendary	346:19
88:10 90:6	269:24	264:20	25:18	388:2	249:6,6	210:14	347:23
90:25 92:18	270:11	324:5	landscape	law 17:16,23	Leah 35:21	legislation	348:6 349:8
105:15	279:14	known 205:8	172:13	26:7 51:24	learn 161:24	15:7 60:16	349:19
106:22	285:20	239:13	landscaping	290:14	162:7,20	95:2 211:4	383:10
108:25	289:6	273:7	281:10	layer 146:19	203:15	362:4	levels 6:14
109:2 113:4	300:15	knows 80:9	Lane 139:6	173:4 227:3	262:14	legislative 8:2	31:11 57:23
115:3 125:4	301:9 302:6	373:11	language	394:2 403:9	263:10	46:10	128:4,24
125:24	303:3,8,18	382:15	7:20 19:14	layered 403:6	279:9	263:16	137:2,3
129:25	304:14,19	kudos 331:25	19:21 20:13	laying 355:6	281:15	legislators	193:10,21
130:18	305:7		29:11 31:13	layoff 250:3	learned 146:2	207:23	234:3
134:4 138:7	306:13	L	55:11 56:19	layoffs 249:4	175:18	legitimate	247:12
139:20	308:16	L 1:10,11,15	56:25 57:14	lays 229:4	255:21	338:6	257:24
142:21,25	311:3 315:3	411:14	58:5 66:21	Lazer 13:10	286:17	376:17	260:12
144:24	322:20	L&I 23:17,19	109:4	13:11,22,25	learners	lens 407:3	273:5
148:11	323:23	23:23,24	136:17	14:6 16:11	347:6	Lerner	275:16
156:6,20	324:18	label 125:6	295:7,15	16:15,19	349:11	300:21,22	316:11
158:7 160:2	326:7	labeling	297:2,15,17	17:3 18:3	399:11	301:5 304:7	319:2,4
160:6 161:5	327:11,17	137:11	399:11,15	18:10 21:14	learning	305:6 354:2	326:17
164:16	334:21	labor 10:11	401:25	21:19 22:2	75:20 101:5	let's 39:20	350:24
166:13	335:3,15	10:13,13,16	languages	22:11 23:21	130:16,17	189:2 196:6	377:21
168:25	336:17,17	10:25 11:2	7:15 401:3	24:5,17	136:17	264:25	leverage
171:15,17	337:12,19	12:15,17,23	language	25:14 60:2	201:12	271:2 287:8	173:22
172:2 174:6	339:24	12:25 13:11	113:15	60:8,14	210:13	314:3	225:8
176:9 180:9	340:13	13:13,16,17	large 72:17	61:3,7,19	243:8 347:7	395:23	280:11
182:10,20	341:9,17	13:19,20	98:2 129:16	62:5,15,24	378:19,20	403:9	376:6 385:7
		15:21 21:5					

Committee of the Whole
April 5, 2016

Page 25

406:23	232:18	271:10	278:24	29:14	longer 64:7	357:3	352:4 355:8
407:2	252:5	339:16	290:16	local 9:14	68:13,23	372:22	355:11
leveraging	309:22	340:24,25	293:16	66:11 82:17	155:25	378:8	360:9
102:3	330:14	listed 86:5	295:4	98:23	213:20	381:12,21	372:23
libraries	391:12	listen 137:4	300:10	100:24	longitudina...	382:14	374:6
275:6	limits 107:18	140:4	307:4	101:22	31:20	386:9	378:25
339:21	260:18	305:23	309:17	102:25	longstanding	397:21	381:19
Library	line 22:6	346:16	312:17	172:15	182:9	399:19	392:21
43:17	28:11 40:12	361:12	313:8,16	173:20	393:13	406:21,24	393:6,23
299:22	40:14	364:9	350:11	186:21	look 8:7	407:2 409:8	looks 5:22
license	120:24	371:17	351:25	190:13	14:24 20:8	looked 31:20	32:25 86:23
161:19	121:18	377:3 379:4	357:24	226:16,21	23:12,24	66:19 83:4	149:5
238:25	124:15	listing 22:14	361:23	260:9	28:7 32:21	213:5 218:5	263:18
241:16	151:8	lists 19:25	362:3 367:7	320:23	34:5 56:9	231:19	319:20
licensed	183:21	20:2 182:8	385:6	321:3 360:7	61:12,20	326:21	looped
241:17	184:6	197:19	386:25	locally 164:7	62:6 64:7	327:11	220:15
licensing	197:11	220:20,22	387:6,12,16	186:3	68:5,23	334:20	lose 250:9
145:21	210:6,18	247:14	387:18	232:21,23	69:3 77:5	361:23	344:4
161:15	252:13	269:18,21	392:12,24	locate 252:22	78:20 79:2	looking 15:8	385:10
238:23	305:24	literacy	395:8	253:6	81:14 82:25	18:24 19:3	lot 17:9,11,20
241:14	336:5	267:10	397:24	located 207:7	102:17	31:12 32:20	25:7,21
life 95:15	337:14	274:23	399:22	220:2	115:2 130:9	34:2 52:13	33:4 38:2
98:11	370:13,20	275:19	401:5,9,14	386:14	130:24	54:8 56:14	47:21 82:8
133:24	385:24	278:21	401:24	402:8	133:2	56:24 61:8	87:18,20
170:24	388:23	347:13,18	402:4,10,14	location	135:18	61:23,24	106:14
273:7 304:3	391:14,17	348:16	403:18,21	115:22	137:2,8	62:16 75:15	115:5 124:7
305:5	398:2	350:17	404:8,12,17	319:21	138:3 141:8	79:24 92:3	126:15
306:14	linearly	404:11	405:4,18,22	365:23	141:19	109:19	127:4 130:9
359:10	331:25	little 29:19	406:5,14	locations	148:3,6,13	110:11	131:23
363:24	lines 131:3	31:6 48:24	407:21	140:14	151:4 156:7	123:10	135:12
369:9	380:23	52:18 57:9	408:13,21	310:2	179:21	127:17	150:19,24
life-saving	386:2	57:19 77:4	408:24	locked 301:23	180:19	128:3,13,23	154:15
312:16,22	linkages	77:5 127:13	409:10,20	long 28:9	191:12	130:11	155:20
lift 141:9	404:10,15	127:15	live 28:8 68:9	32:11 78:7	195:6 206:4	132:6 142:6	161:6
142:9 388:3	linking	129:24	208:7,13	98:17	211:7 213:3	154:6	162:19
394:6	407:19	130:21,22	209:5,7	139:23	223:19	158:12,15	164:18
light 175:21	list 19:8	163:7,16	304:23,24	184:9	246:13	168:2 171:9	177:13
177:8 370:8	46:17,18	170:16	364:10	197:22,24	249:19,21	175:22	181:20
lights 361:21	113:25	187:23	380:18	207:12	253:15	176:25	182:7 193:7
366:10	114:15,19	189:17	382:20	294:4	254:6 256:2	186:2 190:4	199:4,11,18
likelihood	115:6,9	204:4 213:7	388:22	300:11	256:18	194:2	218:22
383:19	116:4 119:5	223:17	livelihood	336:17	264:22,23	206:12	219:24
389:3	135:17	235:24	323:5	339:5,25	271:5	208:23	223:4,12
likes 104:11	156:17	239:24	living 10:19	342:8 343:2	287:21	224:20	226:3
limit 106:17	172:25	241:12	125:21,25	372:20	289:16	290:18	227:13
106:20	173:2	244:25	126:3,8,13	397:15	294:12	298:2 307:3	234:17
limitation	192:15	245:23	210:17	long-term	296:25	307:18	235:14
106:25	197:22,24	247:15	234:6 389:2	102:16	314:16	309:23	237:17
limitations	198:6	252:4 253:9	389:3,7	191:10	337:23	310:17	245:18
107:14	220:18	253:22	load 183:5	333:16	341:17	321:16	252:10
limited 56:21	247:4 269:4	268:25	loans 346:3	338:22	342:3	322:11	259:6,7,18
114:7	269:10	269:25	lobby 385:11	339:18	348:11,24	338:13	264:16
176:13	270:8,13,24	271:14	lobbying 8:13	389:9	350:22	350:12	285:23

Committee of the Whole
April 5, 2016

Page 26

288:2,8	low-hanging	277:19	297:18	262:17	maximize	113:2 118:3	168:3
292:8	180:23	299:24	managers	mapped	224:21	118:6	170:19
295:14	257:4	313:13	342:21	149:6,15	345:6	126:18	174:22
301:25	low-income	315:5	345:21	mapping	maximum	142:8	182:19
302:16	220:6 385:9	340:17	manages 7:22	149:3	119:8	235:22,23	197:13
305:11,11	388:5	343:23	managing 4:3	180:18	267:12	240:8	202:16
307:9 308:7	lower 92:12	358:15,15	6:21 27:21	207:6	Mayor 3:5,11	303:13	207:16
308:8	136:13	365:3	28:14,18	maps 137:11	4:2,18 9:4,4	313:4	211:17
311:15,17	237:22	majority	43:14,25	242:18	10:11 12:16	347:11,17	214:2,25
311:19	311:20	273:23	44:9,10	MARIA 1:16	13:10,11,22	386:19	215:10
320:9	347:22	makeup	56:25	MARK 1:17	13:25 14:6	387:19,21	216:6
327:22	lowest 92:10	192:20	107:23	marked 45:3	14:22 15:7	388:7	228:18
330:23	130:18	making 15:2	154:19	67:20	16:11,15,19	404:10	241:6,8
335:11,16	238:11	39:19 74:7	169:6 196:8	market 23:10	17:3 18:3	Mayor's-ap...	242:3,18
339:11		87:13	228:16	66:10	18:10 21:14	84:2	247:4
360:20,23	M	126:13	272:5,13,16	402:11	21:19 22:2	mayoral	255:13
361:6	M/W/DBE	138:9,15	272:20	marketing	22:11 23:21	22:16	257:6
368:22	8:10 19:6	190:15	273:12	26:10,14	24:5,17	mayors 14:10	260:17
379:3 380:6	73:19	213:11	274:10,11	348:16	25:14 48:17	MBE 375:14	263:25
392:17	192:20	226:8	282:10	marshmallow	55:16 60:8	MBE/WBE	264:11
393:9	ma'am 334:8	241:23	290:22	133:20	60:14,17	21:3 38:5	269:24
394:10,22	408:13,21	248:2	300:23	134:3	61:3,7,19	MDO 274:5	286:22
398:25,25	MacArthur	253:16	307:2 313:5	Mary 54:10	62:5,15,24	274:15	292:17
lots 46:20	276:22	258:17	314:15	Masjidullah	63:8,22	275:7	303:6
125:13	303:21	275:14,25	315:17	204:20	70:6 72:21	277:19,22	307:15
162:3	352:23	306:20	326:21,25	massive 38:6	89:7 91:19	278:18	308:5 315:4
307:19,20	354:16	315:23	331:11	match 186:21	94:25 95:18	MDO's	333:20
308:6	machine	317:9	336:4	186:24	206:11	168:24	335:4 340:6
310:23	189:16	357:22	343:21	220:23	231:14	273:24	355:20
311:17	magical	359:22	345:16	matched	251:13,18	384:20	359:4 361:5
317:13	187:2	368:25	351:12	173:20	292:8	meals 389:24	375:11
loud 82:2	main 101:14	369:12,25	354:8	materials	298:17	390:5 398:9	377:10
321:10	maintain	374:20	357:19	103:18	315:23	398:11	382:14
louder 401:22	323:4 353:9	Male 11:12	361:7 371:9	208:20	316:15	mean 13:7	399:22
love 76:19	368:22	70:7	371:18	322:15	317:8	35:5 61:8	meaning
259:2,18	maintaining	Males 11:15	372:3,19	math 257:22	328:12	62:5 82:11	173:14
340:14,18	8:15 337:3	malls 383:17	375:25	350:3	371:17	107:17,20	299:25
353:16	340:6	manage 56:3	380:14	matter 92:21	Mayor's 4:4	108:24	meaningfully
359:21	maintenance	227:11	404:16	140:11	4:10,20,22	109:17	98:11
360:20,24	67:9,10	291:6 338:3	408:3	182:21	5:6,12 6:12	110:4	means 51:21
360:24	288:7 311:7	365:15	mandate	188:19	7:4,5,6,9	114:10,17	66:11
376:5,7	338:22	managed	55:16 256:3	210:11	8:4,16,24	115:21	114:17
398:22	339:19	39:7 50:16	295:8,20	215:2 411:7	10:12 11:2	116:9 118:2	115:10
405:18	340:2,2,22	173:3 183:4	manner	matters 12:20	11:10,14,22	122:8 138:2	117:7
407:22,25	341:7,15	344:8	86:24	89:19 92:20	12:4 31:4	142:2	157:14
408:10	major 15:5	management	247:10	196:20	43:4 54:19	151:15	161:20,22
Lovie 139:6	32:21 38:21	10:15 58:12	manufactur...	215:25	54:20 69:19	153:18	162:4
low 100:19	55:19 59:10	210:25	321:7	217:4	70:3 73:11	154:15	201:23
179:8	74:6 141:14	215:11	Manufactu...	Mattleman	91:10,14,18	158:9,22	218:18
275:18	143:19	281:11	69:2	80:4	92:4 94:21	160:15,21	222:12
278:20	151:14	365:2,6	map 149:20	max 120:20	95:3,7 96:2	161:4	233:7
low-cost	232:9	manager	176:9	maxed	96:3,18,23	162:22	240:10
238:3	233:19	35:11	181:24,25	140:13,16	112:11	165:2,20	263:24,25
	274:12,20						

Committee of the Whole
April 5, 2016

Page 27

265:2 311:9	131:15	139:15	million 21:16	minted	modeling	336:21	104:22
315:3 330:7	139:5,9	225:7	21:18 99:11	300:15	151:7,25	340:4,17	146:14,14
347:24	251:12	290:13	99:12 119:7	362:8	157:12	341:22	146:15
348:3	331:9	306:4 361:2	152:13	Minus 171:8	187:9 258:7	373:14	236:8
388:21	346:12	mentioned	159:6	minute 88:3	258:22	374:15,15	307:13
411:22	360:5	15:21 17:13	177:12,25	106:10	models 99:4	374:20	336:12,14
meant 68:3,3	367:23	32:15 70:19	178:2 179:5	361:12	156:4	376:6	361:19
364:7	372:15	134:8	187:11	minutes	modes 277:7	383:20	morph 217:5
measure	376:23	139:20	190:21	148:12	380:19,20	monies 29:17	mothers
54:15 76:9	meetings 36:5	147:5 232:6	225:11	188:16	modest 164:8	monitor	178:24
78:3 262:25	73:8,11	309:12	226:3 245:6	196:6	186:6,8	23:17	229:16
276:11	74:24 75:4	394:22	247:23	Miriam	modifications	monitoring	motion
370:23	76:7 284:12	398:5	273:4,22	295:24	357:23	24:10 25:12	309:21
measured	meets 135:22	399:24	274:3 275:4	296:15	383:5	154:19	motorists
50:15	221:25	mentioning	316:24	297:6	MOE 256:9	239:22	316:7
180:13	360:6	155:5,11	317:18,23	mirrors 90:25	MOIMA	Montgomery	317:14
183:4	member	174:21	318:17,21	misses 243:22	56:22	208:13	MOU 350:13
measureme...	94:15	204:18	320:8,20	mission 9:25	moment 8:22	month 33:3	move 27:24
64:10	166:12	mentoring	321:18	10:12 331:2	15:13 86:8	34:8 41:22	27:25 48:13
measures	196:23	240:16	322:22	331:5 395:3	196:22	90:6 175:18	52:23 53:17
3:20 56:13	236:12,13	menu 137:11	325:3 326:4	mistake 45:8	198:8	397:7	56:20 61:5
77:12,21	311:25	met 129:5	364:23	mistaken	203:20	monthly	65:20 66:6
79:4 276:13	members 2:6	180:16	368:22	111:7	281:23	34:11 36:5	77:18 87:25
298:2	4:17,22	367:15	369:2	Mitchell	Monday	months 49:8	111:13
312:17,22	5:16 7:9	metal 208:15	390:11,12	387:18	136:24	58:7 76:6	112:8 122:2
mechanism	34:21 71:2	metric 54:8	391:21	mix 188:9	money 17:7	110:3	124:8
60:19	72:23 82:9	metrics 51:9	406:24	285:15	44:25 55:25	172:20,21	126:11
365:14	83:12,18,23	51:17 64:22	millions	mixed-inco...	62:12 76:11	173:15,16	143:23
mechanisms	84:3,7	86:12 156:2	141:24	176:8	98:17 105:3	178:8	176:23
26:2 34:13	91:23 94:19	162:14	362:22	177:17	106:3	185:23	178:7 191:8
Medley	97:19	221:19	mimicking	Mm-hmm	107:22	187:2 199:8	238:7,10
313:21,22	102:11	347:4	186:18	127:7	112:13	280:20,22	239:7
314:10	124:14	mic 167:10	mind 49:23	mobile 125:8	115:19	283:24	257:13
meet 9:24	128:11	167:19	168:13,16	395:14	116:9	284:19	280:15
10:18 87:23	129:6	221:6	204:8 363:8	400:22	118:18	286:14,15	288:9 294:9
97:16	135:13,19	288:14	mindful	model 9:15	121:21	293:13	302:11
124:20	135:20	290:5	110:13	129:13	125:13	328:22	309:14,25
131:22	136:12	Michael 95:2	118:7	134:16	140:8	329:12,12	311:22
136:7 146:4	138:14	272:12	mine 266:7	143:16	151:17	329:13,15	312:7
146:7	166:3,23	MICHELE	304:13	153:7	154:16	331:19	327:25
173:23	196:14	411:14	381:18	160:24	159:3 172:9	355:10	339:19
214:16,25	212:18	microphone	Mini 402:16	221:11,22	173:3 183:5	360:7	355:4 374:3
289:15	272:12	78:17	minor 327:8	228:10	240:4	402:24,24	381:22
328:13	297:3	189:11	minorities	229:21	241:23	morning 2:3	382:5 399:3
365:11	387:17	301:2	66:4 67:25	242:25	242:16	4:13,15,16	moved 28:18
375:16	memorializi...	mid 223:20	minority 8:6	243:4,10	279:6,11	15:18,19	30:14 43:4
meeting 19:6	306:20	middle 128:5	65:4,22	244:7 245:8	289:19	18:20,21	65:24 66:10
19:12,18	men 89:11	326:16	66:12 68:13	245:20	319:14,15	27:2 31:24	155:22
20:3 34:11	90:7,11	Mike 44:9	89:25 90:15	246:5 247:8	320:9	37:3,5,7	286:12
41:22,24	91:2 395:12	373:11	90:17,20	249:25	321:13,15	42:18,19	330:23
57:3 89:8,8	mental	Millennial	146:5	283:10	321:18	50:5 60:7,9	movement
108:9	244:15	11:19	minority-o...	332:7	324:14,18	94:11,12,13	364:18
111:19	mention	Miller 16:8	193:11	333:12	330:23	94:18	moves 161:2

Committee of the Whole
April 5, 2016

Page 28

moving 6:19	313:19,21	92:17 98:7	392:2,4	345:10	234:2 256:4	54:2 71:24	103:24
118:9,14	315:16	104:10	399:2	neighborho...	257:11	74:17	113:12
124:16	347:16	113:13	needed 17:23	139:17	273:24	nominations	115:8,13,14
143:20	names 104:7	117:23	76:2 134:18	144:14	276:14	41:20	119:21
147:22	narrow	121:4	134:20	neighborho...	279:18	non-cognitive	155:7 157:5
223:2	383:13	124:12	242:19	230:6	283:16	350:6	159:10
295:13	nasty 307:12	125:14	338:9	neighborho...	285:21	non-discri...	162:24
316:20	nation 323:11	128:15,16	343:21	9:16 97:22	295:20	25:9	164:5 165:3
337:11	323:13,19	135:4,21	381:8	110:17	296:24	non-profit	176:19
370:6,9	368:3	136:14	neediest	125:2	298:4,16	38:16 89:14	177:24
372:23	406:20	138:6	138:7	242:17	300:16	131:24	179:8
374:6,19	national	146:25	needing	275:24	301:8,9,10	194:8	181:15
376:24	162:14	148:10	55:22	315:7	312:7,10	234:16	185:13,18
377:6	257:24	152:4	needle 65:21	324:13	313:18	263:9	185:25
380:11	279:20	167:19	66:7 111:13	380:18	330:15,16	281:15,18	187:3
395:25	360:8	176:10,14	341:11	403:8	335:2,5,23	374:12	191:11
396:2	nationally	179:14	396:2	neighbors	337:24	non-school	197:17
multi-faceted	91:3 246:19	188:4	needs 14:17	361:21	339:20	139:11	199:25
253:12	nationwide	195:21	15:3 47:5	neither 148:3	341:24	non-STAR	200:2,5,9
multi-lingual	257:19,21	216:11,19	89:18 97:16	net 359:11	342:4	99:25	200:10,16
400:6	natural 362:9	218:15	101:25	403:11	372:25	176:24	200:17,22
multi-modal	naturally	222:2 228:5	124:19	network 97:5	386:2 408:3	191:16	200:24,25
315:2	139:13	230:18	128:17	277:6	408:12	193:21	201:3 207:4
317:12	nature 109:6	231:16	131:6,7,10	400:17	newcomers	normally	219:23
multi-year	384:18	238:14	131:15,23	networks	22:15	114:24	225:15
275:8	398:7	239:24	135:23	244:12	newly 11:4,5	330:20	231:10
multiple	near 375:19	242:17	136:7,8	never 76:14	300:15	336:18	232:23
149:11	necessarily	244:8	140:2 153:2	133:9,10	362:8	Norris 110:25	236:19,19
358:11	112:13	251:16	153:24	241:24	news 311:8	North 69:3	250:12
405:5	142:5	252:10	167:16	284:10	nice 251:15	Northeast	269:19
municipal	169:19	262:7	173:24	285:25	333:21	315:4	271:6,18
277:14	214:25	295:11	234:4 255:6	345:3 363:7	night 65:12	notably 10:25	284:17
288:15,19	216:2	299:13,19	321:23	nevertheless	nimble	note 178:11	295:11
288:20	319:25	301:22	374:2	361:18	375:12	357:9	303:11
municipalit...	355:5	302:21	393:10	363:6	Nina 41:4	notes 411:6	326:2,3
231:19	365:11	303:16	negatively	new 8:25	nine 239:15	notice 346:23	327:3
Mural 43:17	371:14	304:12	212:8 243:8	12:14,14	280:20	noticed	338:17,18
murder	necessary 6:7	305:7	negotiate	15:9 16:22	283:24	363:19	347:5
137:13	9:24 54:7	321:15	92:5	22:10 27:4	284:19	notion 148:4	357:22
213:13	220:12	333:17,19	negotiations	31:14 44:24	286:14	NTI 341:22	358:16,21
murders	233:3 246:3	333:22	11:3	50:22 51:20	329:12,13	nuisance	373:19
300:2	296:13	339:24	neighborho...	55:25 57:12	329:14	307:10,21	378:21
MURPHY	302:23	341:8 342:9	96:22	57:22 58:5	nine-month	307:23	386:10
411:14	396:5	353:7,9,12	102:24	60:23 64:7	280:17	number	405:21
music 377:3	necessity	367:8	109:7,10	67:18 80:12	293:13	14:21,22	406:11,12
myPLACE	176:2	373:23	127:19	99:13 100:6	Nolan 9:7	15:2 23:8	numbers
348:22	need 15:10	376:4,13	139:7	105:19	31:25 45:15	27:16 30:6	20:17 62:19
350:8	17:17,24	380:15	140:18,21	108:6,13	45:24 54:3	37:12 46:17	87:23 88:2
	26:9 37:15	382:19	204:19	109:14	54:9,10	65:18 69:17	90:13,24
	47:7 55:4,4	383:4 384:5	219:2 275:7	151:2 194:8	63:18 74:24	81:19 83:7	91:7,10,14
N	55:25 80:21	384:5,7	275:13	194:19,25	85:20	86:3,6	91:21 92:3
name 41:19	82:3,7	385:3,18	278:2 289:4	227:19	287:18	93:15 97:2	92:14
136:23	84:14,18	391:16	332:12	231:22	Nolan's 53:21	99:13,20	127:21
260:16							
282:8							

Committee of the Whole
April 5, 2016

Page 29

163:16	occasions	27:10,10,21	331:12,13	187:15	294:17	222:11	331:14,16
183:14	204:6	27:22 28:19	335:23	318:5,6,15	307:16	223:15	331:23
185:5,6,13	occupations	31:4,4,8,10	336:4 342:4	318:19	318:2,6	225:18	335:25
192:6,18	205:12	34:10 39:8	342:4,4	319:7,12	323:21	226:10,13	336:2 337:4
201:21	occupied	43:2,4,12	351:25	320:7	327:7	one-stop-sh...	337:10,15
258:9	142:20	44:6 48:20	352:20	323:21	334:10	204:25	338:10
310:22	occurred	51:7,20,21	371:10	324:9	335:20	one-third	340:9
312:3	26:15 72:15	52:17 54:11	372:4,4,19	325:10,15	336:7	384:2	387:23
388:20	87:7	54:19,20	379:8	326:8	356:13	ones 17:22	operation
numerous	occurrence	69:20 70:3	380:14	343:14	361:12	53:3,6	72:12
218:12	137:2	73:3,9 74:3	382:11	396:9	368:20	ongoing	operationally
O	occurring	74:18 79:19	384:20	Oh's 325:23	371:5,16	101:18	328:3
o'clock	74:21	80:2 84:3,4	386:20	OIA 295:10	376:21	154:21	operations
185:24	occurs 20:6	88:6,21	387:19,22	okay 15:12	378:7	314:2	6:8 28:20
299:11	73:16 383:6	89:24 91:10	388:7	16:3 18:7	379:22	354:21	71:13 74:15
O'NEILL	odd 198:9	91:14,18	390:16,19	21:24 22:4	398:21	online 80:24	81:8 333:21
1:15	OEO 4:6 40:8	94:7,21	392:5,15,18	22:6 24:2	402:7	83:14 84:6	opinion
Oak 139:6	372:7	95:4,7 96:2	392:25	28:21 40:2	403:18,23	84:9 100:16	156:24
objections	offenders	96:4,19,23	397:3,13	41:9 44:14	404:20	347:25	168:15
411:4	345:20	99:4,16	399:3 402:9	45:7 49:13	old 90:10	349:3,7	249:18,24
objective	offer 174:23	111:20	402:10	49:23 52:16	202:17,19	OPA 379:7	250:6,16
112:16	205:15	123:14	404:10,22	57:25 58:8	260:8	open 77:23	opportunities
113:10,10	208:14	126:18	406:21	58:14 59:20	329:15	108:20	5:18,20
objectives	230:7,19	138:14	408:4	62:4 63:7	367:5,5	122:9	65:3,4 69:4
382:8	240:25	141:5 142:8	officer 6:25	74:4 87:12	396:13	143:13	95:14 98:22
obligation	241:7	168:24	9:7 32:2,12	93:22 117:5	older 59:8	180:3 232:7	101:5
6:14 187:6	350:17	169:6	43:23 47:6	121:20	384:7	236:11	113:16
273:5	403:4	179:10	52:3 61:23	122:24	once 33:12	296:23	128:25
obstacle	offered 87:17	181:7 196:9	70:9 73:21	124:21	56:14 67:8	298:5 300:8	165:5
226:19	204:15	199:7,20	74:2 79:14	132:16	85:20 86:25	327:23	174:25
391:10	209:13,14	206:12	80:5,7 81:5	150:17	136:22	opening	178:21
obstacles	265:24	214:3	83:10 94:21	153:18	138:11	147:2	209:4
212:7 243:7	266:11	226:12,20	276:9	157:25	154:23	openly	219:23
257:2	offering	235:22,24	277:10,11	159:24	195:5,8	166:16	227:5
obviously	110:18	240:8	Officer's 81:3	174:2	205:6	operate	275:18
14:23 17:19	offerings	245:19	officers 353:8	184:19	212:10	238:25	278:20
38:20 44:11	204:14	249:17,23	offices 11:10	193:25	246:23	operating	282:6,13,18
54:20 104:8	office 4:2,4,10	251:22	28:3 70:19	195:10	247:20	2:19 3:19	293:20
139:12	4:20,22 5:6	256:8	71:11 73:7	201:11	249:9	4:21 6:3	294:11
167:6	5:8,12 6:7	262:24	124:18	203:22	254:19	7:17 12:4	323:4 332:2
175:13	6:12,22,23	272:5,21	149:23,24	216:22	256:12	44:12 65:9	381:23
204:17,22	6:24 7:5,6	273:12	206:3 222:5	219:7 229:2	259:22	95:9 144:21	388:4 398:6
205:9,13	7:10,12,21	277:2	official 25:4	234:14	307:6	204:22	opportunity
206:7	8:4,16,25	290:13	80:23	237:8	334:21	272:20,24	4:5 12:3
221:11	9:5,8,11,17	295:5,6	396:15	238:21	393:16	273:24	34:22 39:8
245:17	9:23 10:12	296:23	officially 42:3	257:12	one-half	274:13,17	52:9,11
249:12	11:2,5,6,12	297:7	offline 314:22	259:21	406:7	276:5,12	62:13 74:3
264:16	11:22 12:4	310:10	Oh 1:14	265:13	one-on-one	277:18,23	88:22 98:3
268:9,17	12:10,22,24	313:4,5	129:18	270:5	227:7	280:8	112:4
323:8	13:15 15:21	314:15	169:10,11	284:23	one-person	282:17	129:14
356:19	16:20,21	326:21	169:15	290:5	254:3	285:2 296:3	131:13
359:4	18:5 20:8	327:2,12	170:9,14,25	291:16,22	one-stop	327:20	132:2 162:7
399:12	24:18 27:9	328:16	174:2	292:23	199:9 207:2	330:18	162:20

Committee of the Whole
April 5, 2016

Page 30

182:14	231:12	outlined	overseen 39:7	225:7	336:22	400:13	339:6
188:20	286:17	113:11	oversees 96:3	226:18	337:2,8,11	407:23	342:10
190:11,12	320:15	142:24	oversight	paradigm	337:22	part-time	348:18
191:14,19	390:22	outreach	28:16 38:5	408:12	338:8	103:14	366:16
209:12	400:24	10:21 17:7	124:5 274:7	parameters	339:20	228:8	392:22
248:9	organizatio...	17:25 36:4	274:12	319:2	340:11	participants	397:9
264:17	251:23	152:14,16	360:4	paramount	341:25	284:17	399:14
278:9	organizations	152:23	375:13	304:25	342:2	293:17	parties
323:19	10:16	153:4,11,19	overstep	parent 101:9	373:10	participate	239:23
327:14	110:25	153:22	377:19	137:15	part 24:6	98:4 100:19	partly 20:10
333:18	181:13	400:3	overtime	142:22	25:17 36:6	participated	383:18
349:2,5	191:17	402:25	338:3	160:11	47:20 51:6	84:22 174:9	partner
367:13	205:18	outside 28:25	overview	parents 97:19	55:12 60:25	participating	100:12
372:5	227:23	209:7	18:24 22:16	100:25	61:25 70:20	136:25	126:19
386:21	233:10	239:21,21	27:7 79:21	136:12	74:9 75:19	participation	138:8 150:4
387:20	291:2 346:5	239:22	155:17	142:20	92:2 98:2	8:5,10,16	220:2,24
388:8	346:8 374:8	250:6 324:7	overwhelmi...	395:21	111:8 117:2	21:3 35:5	224:23
Opportunit...	384:23	324:16	193:10	park 280:3	132:10	40:7 45:21	232:12
387:23	390:23	352:17	owned 193:24	330:17	137:17	48:19 68:14	322:12
opposed 34:5	391:2	365:21	owner 311:18	337:17	138:2,17	73:19	partnering
105:21	organized	374:6 376:4	owner's	341:6,19	149:24	275:16	226:15
108:12	274:13	outsiders	311:18	375:3 376:6	153:13	particular	227:7
191:20	345:13	239:22	owners 146:5	Parker 1:15	180:7,17	21:2 54:15	partners 85:7
280:17	original	outsourcing	311:10	18:17,18,22	181:2,2,10	72:16 81:22	102:4 177:3
376:2	390:13	356:22		19:22,24	187:22	82:4,22	190:23
380:21,25	OSH 405:8	357:13	P	20:14,18,23	203:11	85:9 130:8	195:16
opt 105:19	408:6	outstanding	p.m 173:15	21:17,24	206:20	134:8	352:19
opted 239:2	OSHA 23:14	204:20	410:4	22:4,13,22	225:9	203:10	356:7
opting 240:10	23:15,15	343:22	pace 36:12	28:23	228:19	245:25	359:21
option 173:19	Otero-Cruz	344:5	package	138:22,23	229:18	246:8	375:2
229:6	43:24	outweighs	24:15	142:14	236:24	267:16	partnership
optional	Otis 94:20	98:8	227:24	144:10	264:3	293:23	126:17
241:20	205:6 252:7	over-cover	page 18:23	145:13	270:14	299:16	310:18
options	261:13	296:15	19:20 27:6	187:13	285:21	351:17	346:2,9
127:18	ought 302:3	overall 6:10	37:19 44:16	188:9,22	290:11	357:6	390:22
195:7 218:9	out-of-scho...	28:6 38:24	155:17	190:19	297:4	364:21	400:23
316:25	274:25	153:7	200:15	195:19	298:20	365:8 379:6	409:11
order 2:4	outcome	154:17	278:17	203:24,25	300:4,10	379:14	partnerships
21:15 42:2	294:25	323:6,8	326:16	206:22	303:4	381:6	10:15 130:3
87:8 173:6	outcomes	348:10	347:3 379:9	209:18	310:13,24	particularly	131:3
227:4	5:18 95:15	Overbrook	404:21	342:15,16	328:11	19:13 22:15	352:18
267:10	96:5,21	395:11	405:24	343:14,20	331:10,21	31:9 53:16	400:16
278:7	98:13	overhaul	406:4	346:15	334:6	132:8 143:5	parts 128:22
334:12	213:16,22	33:25 34:6	paid 10:22	348:7 351:3	335:23	144:16	135:20
353:5	242:2 244:9	84:14	16:17 24:23	Parker's	338:15	177:3	144:8 156:4
Orders 14:10	246:23	overnight	29:7 39:19	134:18	343:25	188:19	240:22
14:12,16,22	248:18	223:19	127:5 374:9	150:19	350:15	249:3	party 40:9
14:25 15:9	249:7,8	overpromise	painful 257:7	parks 43:16	353:17	285:23	231:20
21:2 22:16	250:8,18	269:9	pantry 136:9	275:6 283:9	355:18	286:9	pass 134:4
ordinance	252:18	oversee 6:9	paper 139:14	286:11	382:18,24	294:12	336:18
2:13,16,18	293:16	11:9 80:15	235:8	300:7	383:12	297:19	378:19
3:10 279:13	328:6 358:3	overseeing	326:13	329:23	397:16	322:25	passed 60:16
organization	358:8 382:5	40:6	paperwork	331:4	399:23	338:23	64:25
			182:22				

Committee of the Whole
April 5, 2016

Page 31

146:18	181:24	176:23	408:17	105:8	255:13	163:12	146:23
163:23	PennDot	178:4	people's	160:10	256:14	177:4	233:23
passing 69:6	316:21	182:18,24	55:20 56:2	177:11	285:25	186:14	philosophy
359:24	317:25	191:17	peoples 72:7	228:13	369:17	204:15,16	46:2
passionate	362:16	193:2	percent 7:9	239:12	personal	207:6,23	PHMC
251:16,19	364:22	197:12	7:12,14 8:5	320:14	387:4	208:8,15	110:25
path 67:7	365:25	199:23	8:9 17:15	401:8	personally	209:3,8,9	147:5,6
pathway	366:23	200:3,23,24	19:10 20:2	perfect 78:9	34:25	209:13	148:2,11
212:3	367:3,10	204:9	52:5 76:18	340:7	358:18	210:23	phone 14:4
pathways	PennDOT's	206:13	90:15,18,21	perform	376:16	215:20	photography
170:22	288:18	207:2 209:7	93:15,16	337:16	396:6	272:14	396:12
213:12	Pennsylvania	210:11	98:5 104:19	345:22	personnel	273:10,11	PHS 279:7
395:17	1:6 3:6	223:5 228:5	105:6,9	performance	52:17	278:3 306:7	physical
patient	141:13	241:22	110:22	77:12	128:14	308:25	136:8
361:11	147:10	242:5	111:2	276:11	Persons	313:24	PICA 77:11
pause 75:5	162:2	243:14	114:18,20	298:2 347:4	62:18	315:4,7	77:17
378:16	Pennsylvan...	250:18	115:4	370:21	perspective	316:5,22	pick 134:9
pay 29:5	149:12	253:2	118:11,22	performanc...	20:19 22:20	318:12	350:25
54:12 68:12	penny 148:5	257:23	119:25	52:24 53:18	69:22	319:9 320:4	picked 93:14
90:11 91:6	people 17:2,9	259:2,18	120:6,24	56:20	111:25	320:5,10,12	picking 57:22
91:6 113:6	17:11 24:23	279:24	121:9,11,15	276:15	193:14	320:18	361:14
114:23	26:10 29:5	286:22	127:20	performing	194:17	324:4,8,12	pickup
118:17,23	35:14 39:13	287:8 288:9	157:18	343:9 371:4	196:2	324:24	173:15
119:9	45:21 46:15	295:2	160:8,22	period 35:2	207:17	343:24	346:5
122:12	46:20 47:9	299:12,21	162:25	35:18 134:9	240:8	345:25	picture 37:13
139:18	51:21 53:19	301:16,22	163:2,6	periodically	300:17	369:23	132:24
186:14	54:21 55:9	301:22	171:7	154:22	348:15,19	370:12	149:5
208:20	57:22 59:8	302:2,14,15	173:12	Perkins	perspectives	389:13,23	pictures
224:2	59:10 61:5	307:7	201:18	207:15	74:9	389:25	310:6
paying 51:16	61:6,17,21	322:25	202:2,3,4,5	Perkins-fun...	phase 182:6	392:5 393:4	PIDC 67:7
68:20 88:7	61:25 63:4	323:2	202:7,8,11	208:9,16	294:22	400:12,13	piece 61:10
111:20	67:23 72:10	324:15,17	241:4,6	permanent	302:13	406:2	71:20
125:13	72:11 73:14	327:13,25	243:20,21	293:18	316:20	Philadelphi...	137:10
172:2 176:5	76:18 80:20	328:16	243:25	295:3 330:6	phases	5:19 97:24	216:10
259:15	86:24	329:11	245:9 249:3	330:7	143:11	388:6	230:14
338:24	103:25	330:5 333:4	250:3,9	332:14	212:4	Philadelphi...	252:17
357:10,14	104:9 113:5	335:11,16	262:13	333:5	phasing	5:21,25	408:8
359:13,17	114:19,23	337:7	276:20	393:22	154:7	274:24	pieces 50:10
359:20	117:20	340:23	299:8	405:11	Philadelphia	304:9 384:2	216:11,18
381:6	121:2,4	342:25	310:15	permission	1:2,6 2:23	384:8,9	249:13
payments	122:12	346:22	311:9,16	4:24	2:25 5:23	388:22	pillars 5:13
39:20	123:19	349:22	312:15,16	perpetrators	9:17 32:7	philanthropic	pilot 320:24
payroll 62:18	126:25	350:3	319:8,18	300:3	33:8 35:15	100:13	piloted 129:3
157:14,18	132:4	353:21	326:5	Persistent	36:12 39:5	374:15	pipeline
228:15	142:16	359:14	347:21	388:13	67:12,17	391:6	40:19 52:14
310:20	148:8	361:5,7	351:20	person 4:7	69:3 72:18	philanthropy	210:22
pays 211:11	152:25	363:17,23	354:13	16:7,8,12	81:15,17	96:11 151:9	211:6,15
240:17	153:6,14	364:5,6,9	388:16,17	16:14,17,21	95:23 96:6	151:19,24	212:8 281:8
pedestrians	156:4,7	379:4	388:19	16:22 35:22	135:23	Philly 68:24	286:3
316:8	162:11	381:23	389:4	54:18 61:22	139:19	332:12	PLA 21:16,22
317:16	171:23	382:20	391:13	62:20 73:14	148:4,7,13	398:8	place 71:10
363:17	174:24	383:2,19	percentage	160:12	158:10	Philly's 276:2	75:22 87:8
Penn 144:3	175:24	388:24	59:15,16	204:9 254:9	161:8	philosophic...	126:12

Committee of the Whole
April 5, 2016

Page 32

131:21	170:13	295:5	386:6 387:9	354:14	pot 173:3	PRA 377:2,5	171:11
136:18	175:15	297:16	pointed 258:9	355:17	potential	practice	172:6
142:19	179:13	382:8	267:5	356:9	19:17	131:8	174:12,17
159:9	180:8 181:9	392:14	points 222:14	populations	223:12	practices	174:19
216:11	183:10	plant 346:17	222:19	149:21	231:12	25:9 26:16	175:2,15,17
222:16	224:17	planted	264:24	150:3 220:7	242:20	81:25 83:8	176:20
274:15	225:3,4,10	340:19	poisoned	293:23	267:12	84:15 131:8	177:21
282:23	228:10,24	planting	405:16	portfolio	293:16	228:12	182:2 185:7
289:21	230:16	340:18	Poisoning	60:13	303:21	praise 409:16	185:19
302:18	235:11,20	341:5	404:24	portion 171:4	304:5	pre-appren...	186:8,18
309:23	236:6,25	play 277:19	406:3	274:2 365:4	339:20	332:18,23	190:3,10,16
314:13	241:3	397:19	Police 299:22	portions	373:22	Pre-K 4:3	197:2,11,12
334:23	245:25	398:6	310:8	317:24	395:17,20	12:10 70:10	198:15,18
335:2,4	247:16	408:12	366:14	posed 384:18	potentially	70:14 71:6	199:6 200:4
349:14	267:21	played 87:22	policies	position	216:3	73:23 74:7	200:17,18
365:9	291:3,5	player 110:14	255:22,23	12:14 36:10	346:18	94:7,23	201:14
375:15	309:2,20	playgrounds	256:4,19	58:6 142:8	pots 240:3	95:8,16	202:11,15
place's	314:3,4,13	336:22	365:13	215:6	poverty	96:4,16,24	202:23
136:16	317:19	337:2 340:5	policy 15:5,7	231:14	118:22	97:3 98:7,8	217:21
place-based	346:14	playing 37:16	95:2,3	288:6 321:9	120:25	98:15 99:5	222:18
393:25	356:4	67:4	169:19,20	321:20	121:9	99:9,13,18	226:22
placed 43:6	358:10	please 2:10	169:21	322:21	128:19	99:20 104:6	232:15,24
placement	373:4,12	40:22	170:15	positioning	169:20	104:18,20	232:25
43:7	375:18	144:15	171:20	344:4	170:15,20	104:23	235:17
places 162:11	389:14,15	145:4	181:25	positions	171:5,22	105:2,21,23	236:5 237:2
199:11	395:5	196:15	216:10,18	154:8 155:3	173:12	109:5,9	237:20
222:17	planned	197:3 221:6	policy-wise	155:4,7,9	202:4,7	111:9,15	240:23
293:12	320:17	281:25	382:7	155:21	380:12,23	113:17	241:4,6,7
367:21	392:18,23	298:18	policymakers	168:19	381:5	116:19,25	257:19
383:21	planners	325:19	385:2	211:9	383:24	118:10,15	258:11,17
plan 2:24	365:16	387:3,13,14	poo-pooed	349:21	388:4,12,13	118:23	259:23,24
3:22 18:5	planning	387:15	216:25	positive 216:4	388:16,23	119:10,12	259:25
46:25 47:18	101:18,22	pleased 4:19	poor 170:3	292:18	389:4,6,8	121:14	260:8,11,18
48:21 49:6	110:5	95:6 362:24	171:23	306:15	389:14	122:3	260:20
49:10 50:17	135:25	371:17	173:24	312:21	391:14	124:23	261:6,9,14
50:17,25	136:3	387:20	175:24	possibility	395:17	125:13	261:17
55:4 57:4	149:25	point 10:24	176:11	133:6	396:3,17	126:16,19	264:15
58:10 64:23	232:13	13:15 44:17	323:2	136:20	399:13	133:22	266:4 267:3
65:2 99:13	273:9	65:11 68:10	pop-up	248:2	power 51:20	143:16	267:11
110:11	304:17	108:22	402:19	338:14	PowerCorps	146:20	269:4
126:11	316:19	131:21	popular	365:19	279:23	150:3	274:23
132:3,10	317:21	159:16	58:25 216:2	369:21	281:22	156:22	321:17
136:5,16,17	324:2	251:25	360:22	possible 29:8	283:13,18	160:3,3,7,9	348:12
148:19,20	354:17,20	256:14	populating	37:10	284:24,25	160:12,24	pre-K's 112:3
150:9,15	355:6	288:21	72:9	154:12	293:10	161:5,11,13	pre-K-age
151:23	357:16	296:11	population	160:6 227:4	329:9	162:22,24	163:11
152:4	358:6 369:7	323:22	72:18	240:18	330:11,12	163:24	predict 34:9
154:16	377:24	327:8 333:8	276:21	300:7 337:9	331:22	164:6,9,12	preemptive
160:20	382:19	333:16	302:8	344:19	332:7	164:19	247:15
161:23	plans 57:3,17	350:12,25	324:20	possibly 59:9	333:11,20	165:6,18	preface 373:8
164:6	57:23	356:8	351:19	258:17	404:15	166:2	preference
167:15	228:18	370:11,17	352:5,14	post 50:24	PowerPoint	169:18,23	320:24
168:10	245:2,15	382:16	353:2	53:5	235:22	170:3	321:4

Committee of the Whole
April 5, 2016

Page 33

preferences	26:20,25	188:25	290:4,9	391:10	173:21	343:23	226:23
264:5	30:21 31:2	189:12,23	292:25	primary	274:16	344:11	233:20
preliminary	34:19 36:2	190:18	293:2	10:24	296:10	367:21	237:4
143:11	36:7,22	195:20	298:10,15	104:25	324:25	368:3	238:22
267:18	37:3,4 42:8	196:3,12,18	367:18	267:2,9,16	341:4	problems	247:5
preordained	42:9,14,15	197:15,21	368:6,7,12	268:13	prison 299:13	51:12	250:19
147:12,21	45:12 49:16	198:4,12	371:22	392:2	301:23	198:21	256:23
preparation	49:22 58:16	199:21	377:24	prime 24:10	302:2,8	213:21	263:12
248:21	58:17 59:22	200:14	378:10,15	65:19	350:10,14	256:13	264:16
403:22	59:23 60:6	201:8,25	379:24,25	principal	351:19	366:19	270:14
prepared	60:10,15	202:14,20	386:16	252:7	352:5,14	procedural	276:5
236:10	61:4,16	202:25	President's	253:20,21	353:2	276:24	279:10
249:12	62:3,9,17	203:6,21	123:13	255:12,15	354:13	procedures	281:12
prepares	63:6,10,17	204:2	293:9	255:16	355:16	81:9 247:6	287:19
212:20	69:10,15	209:20,21	press 279:8	principally	Prison's	proceedings	290:24
preparing	75:6,12	210:2,3	pretend	69:18	276:21	305:14	297:13,24
8:12 32:14	93:6,7,12	214:11,12	291:4	principals	prisoners	411:4	302:13,25
95:23	93:24 94:3	214:19,23	pretrial 302:2	251:14	279:22	process 8:3	303:2 308:8
prerogative	94:6,10,16	215:5,16,23	pretty 105:8	252:3,23	353:8	8:14 20:13	314:20,23
305:24	94:19 102:9	216:21	166:14	253:4,8,15	prisons	25:4 28:9	318:23
preschool	104:4	217:9,14,15	171:8	253:24	352:22	28:10 33:2	322:12,19
98:21	105:11,18	223:22	296:20	257:8	395:12	34:7 36:6	337:19
140:17	106:19	224:7,8	353:11	printer 35:10	private 47:7	38:25 40:17	340:8
222:15	107:2,6,13	231:4,9,17	373:4	prior 76:3	76:14 97:11	61:2,15	354:17,20
259:5	108:4,23	237:10,15	prevailing	182:6 369:9	211:11	67:14 69:5	356:7
preschools	109:24	244:19	10:19 23:16	priorities 5:7	237:6	77:24 78:7	369:15
258:5	110:20	250:25	23:24 24:11	5:15 79:22	270:22	80:19	371:8
prescription	111:17	251:8	prevalent	97:15	281:9	101:18,22	374:16
137:24	114:6,9,16	257:14	308:19	100:24	privatized	127:16,23	377:22
presence 2:5	115:17	260:14	prevent 238:3	123:19	180:6	134:15	378:5
72:15	116:7 117:4	261:12	preventable	274:18,21	probably	135:7 136:2	382:24
present 1:9	117:10,17	263:4	277:8	275:11	12:9 41:3	137:18	processed
33:18 95:4	118:16	265:15,16	prevention	278:18	41:25	138:10,17	76:17
264:13	119:16	265:21	210:9	prioritize	111:22	143:5,7	processes
292:7	120:3,7,15	266:17,18	300:13	101:24	200:17	144:18,23	133:23
375:18	120:19	268:23	404:24	119:2	201:2 256:7	145:3,6	276:4
presented	121:3,12,19	269:11,15	406:3	123:15,16	290:2	148:18	procurement
91:7 235:10	121:23	269:23	preventive	176:3	307:24	149:25	10:6 37:21
322:14	122:4,10,17	270:4,19,25	300:6 407:6	220:17	309:8	150:16	38:11,12,17
presents	122:23	271:13,17	previous	385:18	323:13	172:7	233:20
262:14	123:6	272:2,8,11	222:21	prioritized	352:11	177:11	produce
President	132:18,23	278:13	313:4	114:4	363:7,20	192:25	68:24 77:9
1:10 2:2	158:7 160:4	280:4,23	previously	123:22	367:8	194:21	producing
3:14 4:11	165:8,13	281:20	39:10	prioritizing	379:20	195:9 197:6	67:11
4:16 5:3	168:20,22	282:7,14,22	primarily	172:25	382:15	198:10	product
12:6,18	169:12,13	283:2,15,20	6:19 106:13	220:21	problem	206:21	67:11
13:3,12,18	171:3 174:5	283:25	169:19	priority	45:24 46:3	216:15	227:21
13:23 14:2	175:7	284:4,9,22	192:8	31:23 33:7	46:6 59:10	219:14,16	228:18
14:7 15:11	184:13,14	285:4,7,16	193:24	54:22 61:21	67:20 91:24	219:24	306:16
15:17,21	184:23	285:19	273:6 352:3	62:8 63:5	203:12	220:8 221:4	328:7
18:13,14,19	185:3	286:21	355:18,19	103:6	225:21	221:8 222:4	productive
20:25 22:23	187:20,21	287:2,14	356:21	124:24	340:20	222:6	373:2
22:24 23:5	188:6,17,24	288:3,12	390:9	136:7 170:9	341:13	223:16	products 31:7

Committee of the Whole
April 5, 2016

Page 34

375:25 professional 87:24 132:11 139:24 140:10 professionals 88:5 259:8 prognosis 137:23 program 2:13 3:21 43:18 52:14 67:18 77:25 78:2 78:4,5,12 78:14,15,25 99:10,10 100:9 103:5 104:12,19 105:2,3,20 105:21,23 108:14 111:9 118:2 118:3,4,6 121:7 124:5 128:15,16 146:9 159:5 160:17 161:23 165:6 177:7 178:6 183:25 185:9,20 186:5,8 198:19 203:13,16 203:17,19 204:18 208:19 211:3 214:9 259:25 260:2,11,19 261:9,13 273:7 279:21 280:16 281:17 282:15,20 283:11 284:6,15,18 284:23 286:7,8,12 289:9 292:2	293:11,13 297:18 306:20 308:6,7 311:8,15 320:24 327:12 328:15,22 329:15,24 330:15,25 331:16 332:8,15,19 333:12 334:4,6,13 338:20,21 339:3,8 346:2,6,9 370:15,22 371:3,14 373:21 376:14 393:20 404:24 406:4 407:17 program's 370:23 program-b... 77:18 78:21 370:7 programm... 273:14 274:14 339:15 programm... 207:14 274:25 339:19 340:10,12 393:15 404:13 programs 68:25 71:18 71:22 77:20 79:5 87:2,3 96:8 98:10 101:7 105:4 105:13 106:16 109:14 110:18 118:13 119:12,21	121:8 129:3 140:15 144:20 153:5 159:11 164:2 178:7 178:9 197:10,11 197:14,20 199:14 201:16 202:12 203:3,8 204:21 205:14,16 205:19,22 207:7 208:6 208:10 216:5 218:7 222:25 252:6 253:24 254:11,14 279:19 280:8,15 281:15,21 285:8,17,23 285:24 293:21 328:4 337:7 339:6 370:18 393:3,7 397:17,18 progress 277:21 312:11,25 314:8 328:14 368:25 369:13,25 393:5 396:11,14 progression 99:12 project 21:5 40:4 310:18 320:16 348:22 364:23 projected 186:6 projecting	164:8 projection 390:12 391:22 projections 172:17 projects 21:9 38:7 40:4 45:22 275:14 324:24 346:7 376:10 385:19 promise 39:13 389:23 390:23 promote 68:6 promoting 9:9 proper 338:15 properly 153:23 247:20 properties 307:10,22 307:23,24 309:3,9 368:23 369:2,13 377:15 property 311:7,10,14 314:5 proportion... 179:24 proposal 40:15 99:19 112:11 113:2 151:7 157:16 176:18 proposals 104:15 358:2 propose 8:18 proposed 3:3 3:19 6:6,11 6:15,25 7:16 11:21 27:6 103:8	103:11 152:12 272:19 279:11 377:24 proposes 275:3 proposing 107:21,23 111:12 407:19 prosperity 388:15 389:13 protection 399:17 protocol 50:19,22 52:19 proven 250:7 provide 4:19 4:24 10:13 12:3 56:15 95:6 100:7 100:22 101:18 102:23,24 103:4,12 109:8 115:25 125:25 170:2 174:11,19 191:4,25 192:15 195:13 197:4 199:8 203:18 229:23 244:7 302:9 302:23 310:13 321:2 352:11 354:2 358:13 370:2 375:13 387:21 390:25 391:2 393:14 403:11	provided 5:2 9:13 29:22 66:4 102:11 114:4 195:14 310:5 317:4 404:22 provider 97:11 114:11 141:7 150:13 180:3 198:24 219:13 225:10 226:7 227:13 228:8 240:5 350:17 provider's 157:18 providers 19:23 97:5 98:24 99:21 99:25 100:4 100:5,18 101:20 105:10 107:16 110:16 115:13 124:6 126:9 126:19 139:8,12,18 140:17 144:8 145:8 146:6 150:3 150:22 151:14,18 151:22 162:2 176:10,20 177:6 179:2 180:2,9 181:7,13 182:4,8,19 190:13 191:10 193:22 195:23 198:2 203:18	205:16 219:9,15,20 220:24 225:2,5,6 226:12,12 227:10,16 228:19 229:5,17 230:5 233:17 237:6,21,23 238:7 240:9 240:18 258:14 269:4,20 270:7,12,22 271:7 350:19,21 398:10,13 provides 5:8 6:7 65:2 69:20 131:23,25 178:14 190:10,10 346:4 providing 2:22 95:22 97:6 115:19 125:20 139:10 171:18 172:4 180:12 190:24 191:11 230:10 263:16 264:17 271:8 277:25 297:16 348:13 360:10 398:10 provision 302:12 provisionals 287:3 pruning 340:22 342:11 Prussia 324:4	383:16 public 2:6 3:16 5:24 11:6 21:6,9 40:5 45:12 70:6,20 83:14,21 84:9 129:16 133:7 150:12 151:25 169:24 171:18 223:25 236:12 240:4,12 245:16 273:16,21 275:23 276:17 295:16 298:17 299:6,10 304:15 307:9 308:4 312:6 314:5 316:16,17 317:3 342:21,22 342:22 348:11,13 385:4 390:4 391:5 411:15 public-facing 71:20 publicly 82:11,12 86:21 97:3 98:6,9 222:15 publish 86:20 publishing 87:12 pull 167:9 206:13 221:6 pulled 407:14 pulling 256:5 352:5 pulpit 271:14 purchase 173:17
---	---	--	---	---	---	---	---

Committee of the Whole
April 5, 2016

Page 35

purchasing 69:5	68:19 112:13	157:13,21 161:4,9,13	75:13,14 84:12 86:4	336:20 338:11	295:14 297:10,22	353:10 quo 258:3	128:19 132:7 240:7
purpose 51:7 172:8	116:22 140:3	161:20,20 162:3,12,13	86:5 107:18 115:20	344:22 347:13,19	301:7 306:2 311:23	quorum 2:5 quotas 87:23	240:15 399:12
pursuant 3:8 pursue 178:12	312:15 336:21 PYN 299:23	162:15 163:24 164:6,12	116:11 117:12,18 122:7	356:18 369:17,19 379:15	329:9,10 332:7 351:12,15	quote 37:21 R	rating 100:20 141:12,18
250:20,23 pursuit 6:10	Q	165:3,6 170:2 171:11	123:13 124:11,12 125:18	380:5 381:17 382:10	356:25 360:10 368:13	re-look re-looking	304:4 375:9
purview 369:6	qualification 202:21	172:6 173:7 174:12,19	127:12 134:11 135:9 138:2	384:18 385:22 392:19	races 9:20 radar 32:17	reach 51:22	128:22
397:22 push 191:9	qualifications 185:12	175:2 176:17,20	141:3 148:16 150:19	397:25 401:23 questioning	378:23,24 379:21 392:7	raise 32:18 74:5 108:22	130:14
191:21 313:8	qualified 193:3 287:4	178:25 180:12 185:7,14	154:3 155:16,24 156:18	queue 305:23 quick 34:20	403:16 409:18,22 305:23	186:23 295:18 raised 122:19	162:24
341:11 372:6	qualifiers 241:4	187:3 199:6 200:20 201:14	158:6 161:13 164:16,24	210:6 298:19,20 questions	44:16 85:18 139:4 156:18	195:18 218:12,13 231:11	163:9,13
378:15 403:8	qualifies 202:15	232:24,24 238:13,17	165:22 172:2 187:12	12:5,8,9,12 15:22 16:3 26:6 27:3	214:14 259:22 268:25	raises 92:2 157:9	175:18
pushing 245:10	qualify 98:6 114:2 115:3	239:9 240:6 241:21,25 242:6 258:8	201:9 210:18 219:8 221:3	31:6 40:24 42:24 62:21 79:13 85:18	raising 109:17	rakes 346:3	179:7 187:2
377:14 put 26:6 28:3	115:5,7 116:6 118:12	261:18 275:22 277:25	231:17 232:2,20 236:7 238:6	26:6 27:3 31:6 40:24 42:24 62:21	ramp 151:20	ramp 151:20	267:11
28:10,19 32:14 35:3	119:3,12,20 121:17 163:25	281:18 285:22 287:25	238:20 240:21 241:12	42:24 62:21 79:13 85:18 85:22 86:3	231:11 232:2,20 236:7 238:6	reading 103:2	276:25
35:16 39:3 44:25 45:2	173:10,24 199:16 200:4	289:13 291:12 293:12	242:23 246:11,12 248:23	93:21 95:5 103:24 104:2,6	239:9 240:6 241:21,25 242:6 258:8	read 2:10	355:13
55:5 90:4 93:18	201:16,19 201:22,24 202:10,12	295:13 297:13 299:13	249:10 253:12 257:18	109:17 116:24 123:6 124:8	244:12 246:11,12 248:23	reached 163:3	157:13
116:13,18 121:17	223:8,9 241:9 quality 95:12	300:4 306:14 348:13	259:11 306:10,24 314:25	126:7 134:6 141:4 145:20	249:10 253:12 257:18	reaching 157:13	214:2,4
122:18 133:3,3	201:16,19 201:22,24 202:10,12	349:13 351:13 353:13	260:5 261:7 263:9 279:4 288:13,22	147:2 165:14 172:11	250:18 252:18 254:18	readily 193:5	218:12,13
136:15 137:11	223:8,9 241:9 quality 95:12	354:13 356:13 358:13	288:25 290:20 295:25	177:13,22 185:5 188:3 188:15	255:18 257:18 259:18	readiness 103:2	311:23
185:8 206:4 211:4 234:4	95:15,16,22 96:15 97:3 97:6 98:4,8	359:13 361:13 363:13	296:22 297:11 306:10,24	189:8 197:2 204:7 217:18	260:5 261:7 263:9 279:4 288:13,22	ready 80:19	313:3
247:22 249:23	98:15,21 99:5,20 100:10,20	364:13 366:13 368:13	306:10,24 314:25 315:20	219:5 231:11 237:16	289:13 291:13 293:13	reading 347:22,23	315:3
279:6,14 304:15	110:18 111:15 113:13,17	369:13 371:13 373:13	318:10 326:9,11	237:16 259:22 266:12	294:13 296:13 298:13	readiness 103:2	317:3
319:13,15 321:13	118:23 126:16,19 139:11	374:13 376:13 378:13		278:12,15 293:15	299:13 301:13 303:13	ready 80:19	319:3
326:5 334:22	140:5,9,23 141:12,18 142:16	379:13 381:13 383:13			304:13 306:13 308:13	reading 347:22,23	321:3
340:2 341:5 358:6	143:8 144:2 156:22	384:13 386:13 388:13			309:13 311:13 313:13	readiness 103:2	323:3
362:22 382:9 395:6		389:13 391:13 393:13			314:13 316:13 318:13	ready 80:19	325:3
395:15 puts 72:4		394:13 396:13 398:13			319:13 321:13 323:13	reading 347:22,23	327:3
328:18 putting 24:21		399:13 401:13 403:13			324:13 326:13 328:13	readiness 103:2	329:3
		404:13 406:13 408:13			329:13 331:13 333:13	ready 80:19	331:3
		409:13 411:13 413:13			334:13 336:13 338:13	reading 347:22,23	333:3
		414:13 416:13 418:13			339:13 341:13 343:13	ready 80:19	335:3
		419:13 421:13 423:13			344:13 346:13 348:13	reading 347:22,23	337:3
		424:13 426:13 428:13			349:13 351:13 353:13	ready 80:19	339:3
		429:13 431:13 433:13			354:13 356:13 358:13	reading 347:22,23	341:3
		434:13 436:13 438:13			359:13 361:13 363:13	ready 80:19	343:3
		439:13 441:13 443:13			364:13 366:13 368:13	reading 347:22,23	345:3
		444:13 446:13 448:13			369:13 371:13 373:13	ready 80:19	347:3
		449:13 451:13 453:13			374:13 376:13 378:13	reading 347:22,23	349:3
		454:13 456:13 458:13			379:13 381:13 383:13	ready 80:19	351:3
		459:13 461:13 463:13			384:13 386:13 388:13	reading 347:22,23	353:3
		464:13 466:13 468:13			389:13 391:13 393:13	ready 80:19	355:3
		469:13 471:13 473:13			394:13 396:13 398:13	reading 347:22,23	357:3
		474:13 476:13 478:13			399:13 401:13 403:13	ready 80:19	359:3
		479:13 481:13 483:13			404:13 406:13 408:13	reading 347:22,23	361:3
		484:13 486:13 488:13			409:13 411:13 413:13	ready 80:19	363:3
		489:13 491:13 493:13			414:13 416:13 418:13	reading 347:22,23	365:3
		494:13 496:13 498:13			419:13 421:13 423:13	ready 80:19	367:3
		499:13 501:13 503:13			424:13 426:13 428:13	reading 347:22,23	369:3
		504:13 506:13 508:13			429:13 431:13 433:13	ready 80:19	371:3
		509:13 511:13 513:13			434:13 436:13 438:13	reading 347:22,23	373:3
		514:13 516:13 518:13			439:13 441:13 443:13	ready 80:19	375:3
		519:13 521:13 523:13			444:13 446:13 448:13	reading 347:22,23	377:3
		524:13 526:13 528:13			449:13 451:13 453:13	ready 80:19	379:3
		529:13 531:13 533:13			454:13 456:13 458:13	reading 347:22,23	381:3
		534:13 536:13 538:13			459:13 461:13 463:13	ready 80:19	383:3
		539:13 541:13 543:13			464:13 466:13 468:13	reading 347:22,23	385:3
		544:13 546:13 548:13			469:13 471:13 473:13	ready 80:19	387:3
		549:13 551:13 553:13			474:13 476:13 478:13	reading 347:22,23	389:3
		554:13 556:13 558:13			479:13 481:13 483:13	ready 80:19	391:3
		559:13 561:13 563:13			484:13 486:13 488:13	reading 347:22,23	393:3
		564:13 566:13 568:13			489:13 491:13 493:13	ready 80:19	395:3
		569:13 571:13 573:13			494:13 496:13 498:13	reading 347:22,23	397:3
		574:13 576:13 578:13			499:13 501:13 503:13	ready 80:19	399:3
		579:13 581:13 583:13			504:13 506:13 508:13	reading 347:22,23	401:3
		584:13 586:13 588:13			509:13 511:13 513:13	ready 80:19	403:3
		589:13 591:13 593:13			514:13 516:13 518:13	reading 347:22,23	405:3
		594:13 596:13 598:13			519:13 521:13 523:13	ready 80:19	407:3
		599:13 601:13 603:13			524:13 526:13 528:13	reading 347:22,23	409:3
		604:13 606:13 608:13			529:13 531:13 533:13	ready 80:19	411:3
		609:13 611:13 613:13			534:13 536:13 538:13	reading 347:22,23	413:3
		614:13 616:13 618:13			539:13 541:13 543:13	ready 80:19	415:3
		619:13 621:13 623:13			544:13 546:13 548:13	reading 347:22,23	417:3
		624:13 626:13 628:13			549:13 551:13 553:13	ready 80:19	419:3
		629:13 631:13 633:13			554:13 556:13 558:13	reading 347:22,23	421:3
		634:13 636:13 638:13			559:13 561:13 563:13	ready 80:19	423:3
		639:13 641:13 643:13			564:13 566:13 568:13	reading 347:22,23	425:3
		644:13 646:13 648:13			569:13 571:13 573:13	ready 80:19	427:3
		649:13 651:13 653:13			574:13 576:13 578:13	reading 347:22,23	429:3
		654:13 656:13 658:13			579:13 581:13 583:13	ready 80:19	431:3
		659:13 661:13 663:13			584:13 586:13 588:13	reading 347:22,23	433:3
		664:13 666:13 668:13			589:13 591:13 593:13	ready 80:19	435:3
		669:13 671:13 673:13			594:13 596:13 598:13	reading 347:22,23	437:3
		674:13 676:13 678:13			599:13 601:13 603:13	ready 80:19	439:3
		679:13 681:13 683:13			604:13 606:13 608:13	reading 347:22,23	441:3
		684:13 686:13 688:13			609:13 611:13 613:13	ready 80:19	443:3
		689:13 691:13 693:13			614:13 616:13 618:13	reading 347:22,23	445:3
		694:13 696:13 698:13			619:13 621:13 623:13	ready 80:19	447:3
		699:13 701:13 703:13			624:13 626:13 628:13	reading 347:22,23	449:3
		704:13 706:13 708:13			629:13 631:13 633:13	ready 80:19	451:3
		709:13 711:13 713:13			634:13 636:13 638:13	reading 347:22,23	453:3
		714:13 716:13 718:13			639:13 641:13 643:13	ready 80:19	455:3
		719:13 721:13 723:13			644:13 646:13 648:13	reading 347:22,23	457:3
		724:13 726:13 728:13			649:13 651:13 653:13	ready 80:19	459:3
		729:13 731:13 733:13			654:13 656:13 658:13	reading 347:22,23	461:3
		734:13 736:13 738:13			659:13 661:13 663:13	ready 80:19	463:3
		739:13 741:13 743:13			664:13 666:13 668:13	reading 347:22,23	465:3
		744:13 746:13 748:13			669:13 671:13 673:13	ready 80:19	467:3</

Committee of the Whole
April 5, 2016

Page 36

214:14	219:17,19	199:22	recess 196:11	reconcile	268:14	357:17	regional
218:11	224:19,20	215:17	409:23	38:19	reducing	reflective	207:17
224:23	229:24	224:6 320:7	recognize 2:4	reconstituti...	243:15	277:15	209:2
240:13	230:5	359:12	36:14 144:5	245:11,21	266:24	reflects 98:3	registering
257:3	232:16	reasonable	146:20	249:2	267:15	273:3 366:7	234:6
268:25	233:16	405:14	220:10	reconvene	277:8 353:2	reform 81:16	regs 35:6
295:22	241:23	reasons 14:11	323:18	196:13,19	390:15	81:18 82:3	287:5,11
308:12	244:14	47:5 177:20	recognized	409:25	reduction	82:10 83:12	regular 33:12
332:10	246:24	225:5 259:3	76:21	record 89:6	276:20	83:19,24	73:8,10,16
334:19	247:9	279:4	recognizes	147:25	354:13	84:2,8,13	213:5,17
336:9	251:21,22	352:15	15:14 18:16	189:25	356:9	84:19 85:8	regularly
377:13	252:11	375:19	23:2 26:22	194:15	reenforcem...	299:7	73:25 74:2
384:6	253:8,9	377:23	30:23 36:24	195:11	312:21	355:19	328:13
385:22	254:24	reauthorized	42:11 49:18	214:7 234:7	reentry 305:9	374:2	regulation-...
reality 90:23	255:5	22:18,19	49:25 58:19	234:23	305:10	reforming	382:7
118:20	256:18,25	rebranding	63:14 69:12	282:8	310:16	276:18	regulatory
242:3	257:7 259:4	182:17	75:9 93:9	304:15	395:23	reforms	385:2
349:10,14	259:17,24	rebuild 40:4	123:2	313:20	reexamining	276:24	rehabilitation
realization	260:9 261:8	40:16 64:25	132:20	328:19	366:22	reframe	302:11
38:23	262:15	74:22 194:7	165:10	343:21	reference	123:12	rehabilitative
realize 39:10	264:19	194:16,18	169:9 175:9	358:7	69:23 70:3	regard 39:6	302:24
realized	267:6,11	336:21	184:16	394:25	70:13 72:20	39:22 175:3	reimburse...
102:22	288:21	338:12,24	203:23	395:6	73:22 190:7	217:20	185:23
really 12:23	292:11	340:5 373:3	209:23	recreation	190:20	264:5	186:19
15:8 17:24	294:18	373:8	217:11	275:6	192:20	315:21	240:6,15
31:16,19	301:18	376:20	224:10	279:21	referenced	321:25	reimburses
32:19 45:25	336:20	Rebuilding	231:6	282:19	12:13 20:25	365:5,7	185:20
46:5 50:6	338:2,25	275:2	237:12	283:10	105:24	386:8	reinforce 9:8
51:2 65:8	339:25	rec 68:20,22	244:21	300:8	references	regarding 2:7	380:23
70:23 71:3	341:8	280:3 283:6	251:3 263:6	341:24	19:14	21:3,5	reinforced
71:19 75:14	351:21	286:11,23	265:18	recruitment	referencing	28:24 37:9	68:4
75:21 76:17	359:24	288:6 300:7	266:20	277:12	111:6	40:24 43:2	reinforces
80:7 111:13	363:4	329:23	290:6 293:4	recs 43:16	235:15	69:17 70:6	380:24
115:11,11	366:19	330:18	298:12	327:14	referred	72:23 73:19	reinspections
118:22	371:13	337:22	308:11	337:11	113:24	84:16	311:2
121:17	372:20,22	338:7,8	318:4 368:9	339:21	203:4	194:16	reintroduced
125:14	375:25	341:19,25	371:24	373:10	referring	221:2,10	10:9
128:8 129:4	377:8 378:5	342:2	378:12	rectify 335:7	165:25	231:11	reinventing
130:20	393:7,12	397:16	recognizing	red 88:10	refers 202:23	409:7	194:25
131:13,15	394:6	405:7	87:18 131:2	Redevelop...	refine 265:2	regardless	reiterate
131:19	400:25	406:22	263:11	369:10	reflect 89:6	142:16	124:22
133:14,17	405:12	408:6	recommend...	redoing 367:6	147:25	226:14	195:11
136:2,20	408:18	recall 318:16	168:17	reduce 164:4	183:7	regards 37:18	396:25
152:24	realm 281:9	receive 70:25	recommend...	213:13	reflected	40:3 41:10	rejiggering
153:24	328:14	95:13 143:2	33:23 83:7	244:2	26:13 55:11	70:18 89:17	106:23
154:14	350:2	276:21	83:11 110:8	299:16	150:7	92:23	related 7:20
162:6,17	reason 19:16	311:11	116:19	302:7	183:20	146:19	10:22,23
166:10	27:24,25	316:16	117:3 118:8	351:19	184:5	148:16	100:15
176:2 184:9	30:7,15	received	167:5,12	352:4 353:4	reflecting	149:4	223:17
195:21,22	93:20	140:6 213:2	168:5,8	355:16	183:14	150:20	288:18
206:2	115:21	receiving	236:2	390:6,7	366:25	232:8 310:4	301:12
213:24	116:12	143:25	recommend...	reduced	reflection	311:6	370:22
215:11	134:23	168:6	218:8	267:8	185:14,22	401:24	397:11

Committee of the Whole
April 5, 2016

Page 37

relates 7:19 21:6 60:20 300:20 398:5	366:3 remove 67:4 212:9,15 341:11	76:5 252:21 254:22 reports 43:21 44:7 53:16	80:15 research 118:8 166:16	308:16 309:16 311:13 345:7	restorative 131:7 132:13 restrictions 190:3	141:14 revisioning 382:24 revisions 15:2 Reynolds	104:16 110:21 111:16,18 114:10 117:9,15
relating 12:20 62:21	removed 340:25 344:3,19	76:16 154:13,13 154:21	181:21 246:20 248:21	373:24 383:20 391:18 396:5	restructuring 356:20 372:18	1:16 36:25 53:11 89:4 137:10	119:10 122:5,24 125:10
relation 152:11	renewed 121:11 395:8	404:18 reposition 313:10	249:15 resentencing 305:14	respect 3:4 5:24 6:2 13:19 35:3 60:18 64:24	result 33:5 102:4 306:16 390:24	146:12 231:7 263:7 329:5 378:13	128:8 129:7 132:17 136:5 139:15
Relations 12:23 13:13 25:18 26:4 34:11	renovation 365:4 Rep 4:5 372:6 repeat 90:19 401:22	represent 71:2 representat... 320:13 322:2	reshape 129:14 residents 6:2 333:18 364:19	109:8 112:21 231:14 269:3	results 29:4,7 29:8,14 32:24 retirement 59:14,17	401:20 RFP 8:13 19:7,8 143:5,7,12 144:23	141:2 142:18 145:18 158:2 159:25
relative 145:15 342:6	repeating 130:19 219:6 260:20	representat... 322:7 representat... 81:17 318:12	385:23 389:21 390:2 391:16	respective 71:11 213:14 respond 145:11,12 145:13	retooling 298:25 returning 25:10 275:18 278:20 279:2,19,25 282:20 285:9,12,15 287:16 327:10 330:21 331:6	145:6,16 219:16 321:4 322:13 RFQ 143:12 193:4 219:16,24 rhetoric 66:24 rhetorical 64:4 rich 13:10 15:23 161:22 162:5,6,19 170:3 211:19,19 riders 319:22 320:14 386:8,10 ridership 319:6,8 380:8 right 14:4 16:10,20 21:9 25:21 34:16 37:25 46:19 48:16 56:21 57:17 63:24 64:2 64:3 65:11 65:21,25 66:7 67:21 87:16 88:23 88:24 91:10 91:16 93:18	160:23 161:14,16 163:21,24 164:15 167:18 168:20 177:15 181:12 182:15 183:8,13 184:24 189:4,20 198:21 199:15,19 201:12,14 202:9 203:11,12 204:9 207:5 207:22 212:11 215:17 218:19 222:13 226:20 228:22 230:25 233:23 235:16 238:18 255:9 256:10 262:12 271:15 272:15 280:6,24 281:13
relatively 238:22 330:15	replace 219:21 replaced 366:11 replicate 146:8 185:21 report 43:12 43:18,24 52:20 54:17 55:23 57:5 77:10,11,13 77:15,16 83:4 84:25 86:21 148:21 150:8 152:5 165:16 168:4 171:10 172:5 177:9 234:22,25 235:3 236:2 255:10,17 257:19 291:12 357:5 359:2 368:21	representing 10:16 represents 7:7 299:8 reproduction 411:21 repurposed 236:20 reputation 234:20 request 37:9 60:22 81:13 293:8,10 294:24 357:25 requested 84:8 103:14 requesting 7:24 44:19 requests 193:2 require 96:10 287:10 355:5 389:8 required 243:11 244:13 requirement 252:8 253:19 255:2 277:17	resolution 1:20 2:9,11 2:21,22 resource 254:7,24 328:9 resource-wise 382:6 resources 32:13 51:4 75:25 95:14 100:23 101:4 102:5 114:2 127:22 170:22 191:5 195:13 216:19 221:25 224:21 225:3,9 238:14 240:25 243:11 244:13 252:8 253:19 255:2 277:17	396:5 respect 3:4 5:24 6:2 13:19 35:3 60:18 64:24 109:8 112:21 231:14 269:3 respective 71:11 213:14 respond 145:11,12 145:13 responded 361:9 responding 276:5 response 110:2 122:6 255:5 288:17,17 responses 60:11 responsibili... 62:14 310:25 responsibility 13:24 53:22 60:24 72:7 234:3 269:6 322:6 399:6 responsible 38:5 148:9 243:17 255:12 328:6 358:12 377:15 responsibly 299:19 responsive 278:4 364:4 restaurant 17:15,19	restorative 131:7 132:13 restrictions 190:3 restructuring 356:20 372:18 result 33:5 102:4 306:16 390:24 results 29:4,7 29:8,14 32:24 retirement 59:14,17 retooling 298:25 returning 25:10 275:18 278:20 279:2,19,25 282:20 285:9,12,15 287:16 327:10 330:21 331:6 revenue 218:14 272:22 289:2,10 336:24 379:6 Reverend 35:21 review 14:11 28:6 81:24 84:15 168:14,18 207:3 220:13 reviewed 66:25 166:20 167:2 365:23 reviewing 41:16 393:5 Revised 2:24 revision	141:14 revisioning 382:24 revisions 15:2 Reynolds 1:16 36:25 53:11 89:4 137:10 146:12 231:7 263:7 329:5 378:13 401:20 RFP 8:13 19:7,8 143:5,7,12 144:23 145:6,16 219:16 321:4 322:13 RFQ 143:12 193:4 219:16,24 rhetoric 66:24 rhetorical 64:4 rich 13:10 15:23 161:22 162:5,6,19 170:3 211:19,19 riders 319:22 320:14 386:8,10 ridership 319:6,8 380:8 right 14:4 16:10,20 21:9 25:21 34:16 37:25 46:19 48:16 56:21 57:17 63:24 64:2 64:3 65:11 65:21,25 66:7 67:21 87:16 88:23 88:24 91:10 91:16 93:18	104:16 110:21 111:16,18 114:10 117:9,15 119:10 122:5,24 125:10 128:8 129:7 132:17 136:5 139:15 141:2 142:18 145:18 158:2 159:25 160:23 161:14,16 163:21,24 164:15 167:18 168:20 177:15 181:12 182:15 183:8,13 184:24 189:4,20 198:21 199:15,19 201:12,14 202:9 203:11,12 204:9 207:5 207:22 212:11 215:17 218:19 222:13 226:20 228:22 230:25 233:23 235:16 238:18 255:9 256:10 262:12 271:15 272:15 280:6,24 281:13
remiss 360:25 removal 245:8 250:3 340:21	reminded 189:2 312:3 reporter 411:24 reporting 28:14 50:9	removal 28:14 50:9					

Committee of the Whole
April 5, 2016

Page 38

283:3,9	367:12	378:17	162:13	256:16,22	scarce 345:7	185:22,22	74:7 94:24
284:20	Rob 289:13	roundabout	364:19	257:12	scared 376:3	186:19,20	95:8,17
285:10,18	379:18	343:7	365:20	308:12	schedule	187:25	96:4,17,24
286:25	role 5:5 71:24	roundtables	390:6 398:8	309:5,11	47:16 57:10	193:6 196:7	97:9,21
288:4,13	80:6 106:7	141:6	safely 277:6	368:15,18	187:24	197:16	98:13
289:11	147:4,6,12	181:16	safest 365:14	372:12	373:14	198:5,6,16	100:21
291:17	147:13,18	193:8,15	safety 5:25	374:25	376:10	198:17,18	101:13
292:16	211:22	route 324:3	23:14,22,25	375:22	scheduled	198:23	102:13,19
294:5,22	246:15	383:5	161:15	376:21	73:8,11	204:16	102:22,24
301:3 306:9	257:11	routed	273:16,21	378:7	289:15	205:14	104:10
306:22	277:19	334:23	276:17	sanitation	school 64:9	210:19,22	109:7
318:13,17	377:19	routes 382:21	298:17	346:4	69:3 81:14	211:2	127:14,17
319:10,11	roles 155:22	383:6	299:6	sat 182:6	81:15,18	213:15,20	127:18,19
325:3	roll 110:10	386:13	359:11	251:12	82:3,10	215:15	128:2,4,5,5
326:15	136:24	routine	403:11,11	303:9	83:8,12,13	220:10	128:6,17
328:21	144:6	318:23	sake 208:12	save 98:17	83:19,24	221:11	129:13,16
329:8 331:9	224:17	routinely	salaries 45:6	378:22	84:2,4,7,10	222:17	130:2,6,10
332:21	rolling 71:5	134:22	89:24 90:2	saves 98:16	84:13,18	230:24	131:5 134:7
336:8 342:9	71:12,23	174:19	91:19,22	savings 338:5	85:8 95:20	231:15,18	135:15,24
342:25	rollout 57:18	318:20	92:23	353:7 390:8	96:11 99:6	232:8,11,14	136:25
344:25	74:16 119:6	RPR-Notary	salary 89:15	savvy 344:10	99:6 100:22	233:5	137:5 138:6
348:12	143:16	411:15	90:17,20	346:24	101:3,15,16	236:18,22	138:7
350:12	236:24	Rue 25:18	91:21 92:4	saw 180:5	101:21,23	237:5 243:3	140:13
353:11	279:8 334:6	rules 35:6	92:10,12	356:19	103:7,20	243:10,16	152:11
355:22	room 1:6	80:11 81:8	156:23	saying 35:13	104:16	243:21,22	154:6 158:9
356:14	47:13 85:4	203:17	257:18	53:12 55:25	105:6,25	244:4,11,25	158:12
357:23	196:24	ruling 303:25	salary/wages	62:12 63:21	106:9,12	245:3,13,14	159:2,11,14
366:13	211:19	rumor 363:11	156:19	86:18,19	107:7,8,20	245:22,24	159:21
372:10	251:19	run 104:18	San 298:3	115:21	107:22,25	246:7,16	171:21
374:11	260:25	105:21	Sanchez 50:3	117:19	108:3,7	247:8	188:3
375:11	261:2	147:9	52:16,22	136:14	110:23	248:17	216:14,20
383:3	264:21	171:21	53:15 54:23	165:24	111:8 128:9	249:2	219:4 221:4
394:24	343:16	208:19	56:6,18	166:22	128:14	250:16	221:9,12,20
403:3,13	409:25	282:20	57:25 58:8	167:2,19,20	130:4,13,23	251:13	221:21,24
409:25	Roosevelt	284:5 296:2	58:14 89:7	167:23	131:2,7,10	253:6	222:3
rights 399:17	315:21	339:5 342:8	175:11	192:23	131:17	254:13,16	242:23,24
rings 403:16	317:10	372:14	178:16	200:8	134:24	254:20	244:16
rise 238:16	rooted 130:16	396:8	179:20	212:12	135:3 136:7	255:6,24	245:3,7,16
284:5	roughly	397:17	180:15	226:21	136:9,13,22	258:12	245:20,22
Rising 344:14	187:11	rundown	183:2	271:3,6	139:16,19	260:9	246:2,2,5
risk 128:19	245:9	307:17	184:12,20	280:5	145:25	266:24	246:17,22
149:15,17	310:14	rung 174:3	190:19	335:17	149:13	267:6,20,24	247:3,4,11
149:19	311:8	334:15	195:17	373:9	153:15	269:5 270:7	247:13,20
211:6	round 59:25	running	224:12	406:23	157:7,7	271:2	247:24
road 299:17	144:12	187:23	225:20,25	says 27:7	158:20,23	349:23	248:2,3
334:3	152:4	282:17	227:18	172:5 292:7	159:5	395:11	250:9
344:14	165:15	337:21	228:23	326:17	162:23	school-based	251:15,18
364:22	169:4	355:9	229:3,10	scale 154:9	163:3	140:15	252:17
366:2	188:11	rush 366:16	231:2 251:5	157:8	172:17,18	schooling	254:2,6,8
roads 40:9	221:21		251:10	158:17	173:14,14	229:12	254:19
roadway	235:7 265:4	S	253:13	159:12	173:21,21	schools 68:18	256:24
364:20,21	334:16	S 1:12	254:15,21	160:10	178:21	70:11,14	259:25
365:3	361:22	safe 136:24	255:20	161:2	180:5	71:7 73:22	274:22
		161:14					

Committee of the Whole
April 5, 2016

Page 39

298:22	sectors	366:12,17	227:3	386:11	97:13,16	382:3	shifting 381:8
321:15	206:20	370:16	seminars	SEPTA's	98:19 102:3	sets 112:5	shoes 134:22
324:22	secure 29:17	375:20	227:10	319:8 323:7	102:7,14	185:12	shop 174:24
348:14	96:13	376:2	send 226:17	324:2	103:3,5	294:8	207:2
391:4	405:11	383:15	271:20	September	131:24,25	setting 162:9	210:22
Schools/ 4:2	security	385:20	324:14	21:4	132:7	260:24	222:11
science 345:8	389:17,18	387:6	345:19	serious 84:18	136:19	261:2	324:15
scope 397:23	397:9 398:2	395:10,11	sending 148:5	106:25	137:20	358:14	404:19
scoreboard	see 15:4	395:13,18	262:25	245:17	191:11	settings	shopping
68:19	24:23 26:13	395:22	senior 59:8	281:3	199:2	126:15,16	381:25
scratched	29:9,23	396:10,13	seniors	328:11	205:20	163:24	383:17
146:18	45:3 46:5	397:10	212:24	351:18	219:21	390:6	shops 402:21
screams	46:16 48:4	408:20	363:18,25	360:2	234:19	setup 239:17	short 35:2,18
342:24	48:19 49:10	seed 346:17	388:19	373:19	241:7	seven 46:17	135:17
seasonal	50:9 53:19	seeing 246:8	sense 43:8	376:14	253:23	102:21	155:25
280:11,13	53:25 55:18	368:21	147:22	serve 11:7	272:18	141:6 154:6	196:11
286:7	77:24 78:2	seek 99:4	154:14	167:16	273:16,17	158:15	200:13
330:19,20	78:12 85:6	seeking 89:10	162:16	182:10	273:19,20	181:16	303:8
seasonally	87:6 122:5	245:10	337:15	222:10	273:25	273:13	short-term
330:21	130:6 134:2	seeks 332:11	371:11	391:15	275:23	274:11	79:22
seats 96:16	140:16	seen 53:2	374:11	served 36:3	282:11	311:11	357:23
100:6 115:8	152:11	55:7 130:2	sensing 76:11	124:4	298:24	337:21	shorter 4:25
115:14	154:17,21	130:3	sensitive	166:11	302:9,12,24	376:16	34:14 95:10
116:5 133:8	166:2 183:8	133:19	259:12	serves 10:6	306:13	401:10	shortly 80:20
165:4 262:3	183:14	178:6	309:22	37:22 38:13	331:21	402:5	110:9 325:9
325:25	190:9 207:8	193:19	sent 16:3	388:10	349:7	shape 252:5	shout-out
348:13	208:24	236:5	sentence	service 6:25	350:15,18	shapes 95:13	306:9
second 5:19	216:6 224:3	246:19,20	44:18	13:20 32:22	351:14	share 5:16	show 85:24
24:6 44:17	224:20	246:22	sentences	33:22 34:2	356:19,21	37:11	195:21
66:2 97:8	225:21	248:17,25	304:4	43:23 51:13	357:20	270:17,22	217:2,3
139:21	229:5 230:8	250:9,10	separate 64:3	53:7 101:19	358:14	312:18	254:3 262:7
141:18	230:15	308:14,17	110:22	109:2 111:4	370:18	359:2	showing
144:12	233:3	343:2	146:22	112:2,6	389:20	362:20	141:7
169:25	236:22	347:21	168:19	277:25	390:5 394:3	364:17	164:13
181:2	239:12	356:8	194:3	281:7	398:12	shared 90:13	262:14
185:18	245:19	365:25	301:11	286:13,19	400:11,19	90:24	shows 82:20
261:15,18	246:4 266:4	386:2	398:14	287:5,11,21	400:20	166:15	181:25
262:20	266:13,15	segment	separation	312:18	402:18,25	243:12	248:25
265:4	287:22	72:17	336:2	327:23	403:7,10	314:6	385:14
284:23	289:22	segue 332:6	SEPTA	330:7	408:7	389:13	shy 177:25
300:10	294:24	select 99:24	316:21	345:20	serving 10:23	shares 313:10	sick 10:22
303:13	300:17	138:6	317:25	346:6 371:3	172:7 220:6	sharing	16:18,23
310:14	306:19	selected	318:13,16	391:11	391:13	236:11	17:8 77:14
358:13	309:24	134:12	319:4,14,16	397:18	set 5:6 16:6	Shaw 304:14	228:16
secondly	337:4,8	395:19	320:12,15	403:5	19:7 41:21	she'll 378:4	side 38:15
33:22	340:14,20	selecting	321:3,11,21	406:16	47:22 58:11	sheet 208:14	215:3,14
148:14	342:20	135:16	322:14	408:23	135:24	sheltered	216:4,16
section 27:21	343:11	136:6	323:12	service-rela...	220:9,12	66:10	339:15
sector 131:25	344:18	selection	325:2,25	234:18	232:4	shelters 149:2	342:11
146:4	347:4	134:15	380:13	services 9:12	253:18	149:4,9	408:4,4
211:11	352:15	135:11	381:11	19:14 29:12	281:4	385:21	sides 269:16
219:15	353:6	137:18	382:21	29:15,21	373:23	shift 204:3	sidewalks
281:9,18	355:17	self-interest	385:7 386:2	44:2 97:11	374:21	274:6 314:5	362:25

Committee of the Whole
April 5, 2016

Page 40

sign 367:25	223:4,7,14	size 134:17	13:6 14:19	309:21	87:21	spark 352:12	394:22,24
signal 365:12	226:7	228:13	15:19,24	solely 320:2	123:18	speak 34:24	spending
367:24,25	229:16	260:23	18:21 19:19	solicit 53:4	129:22	167:19	3:20 340:4
signals	389:5,6	266:25	19:23 20:7	Solicitor 52:2	140:3 143:2	265:22	351:24
363:14	395:21	267:8,15,25	20:16,21	289:14	161:17	401:22	spent 23:9
365:10	sink 151:16	268:15	22:21 25:16	solidifies	182:16	speaking 7:15	25:7 160:11
366:3	sir 4:12 14:6	373:22,22	26:17 27:15	317:21	186:18	35:15 113:5	339:11
signed 14:23	36:21 64:16	sizes 259:7	28:2 29:11	solidify	204:8	165:21	sphere 70:20
21:22 60:17	169:14	skew 91:23	30:9,13	316:24	206:23	speaks 330:9	spike 308:14
significant	272:5	skill 112:5	41:2,7,13	solidifying	207:14,15	special 98:19	308:17,22
11:21 74:12	291:15,20	211:9	42:19,22	380:12	207:22	127:20	spin 116:9,10
86:14	318:14,18	253:18	43:11 44:23	solutions	222:23	285:22	spoke 84:6
112:23	318:24	281:4,5	45:9 51:2	389:8	280:9 281:5	299:6	164:25
127:22	335:19	294:8,19	52:21 53:14	solve 67:19	289:20	specific 19:10	spoken 48:17
143:17	368:8 387:4	332:13	53:23 56:4	somebody	294:9,16	19:15 47:23	289:13
189:8,25	387:15	skills 205:10	56:8 57:7	24:3 39:18	328:9	59:18 62:7	spot 173:13
243:23	392:10	210:14	58:3,13,25	39:19 51:22	337:23	77:21 97:15	223:4
250:10	409:14	211:2,8	70:18 74:13	84:22	339:16	97:16 101:2	spring 283:23
267:14	sit 18:4 23:6	281:3	74:23 75:3	281:25	342:3 344:3	105:16	397:14
271:6 274:6	126:10	286:18	77:2 91:9	292:7 306:5	347:5 348:8	123:23	398:17
306:11	291:4	333:19	91:13,17	399:2	348:10	131:20,20	square
310:24	site 24:3	350:6	92:9 93:4	someone's	370:13,21	131:21	110:25
315:23	153:10	373:24	93:22 94:5	170:23	374:4,12,18	167:3	312:13
316:7,9,19	230:19	390:3 393:4	small 111:7	somewhat	381:20	250:21	313:9
317:9	393:17	sleeping	139:17	68:21	382:12	287:4	squared
322:22	403:15	75:17	140:19	109:15	393:2,6	290:17	377:11
323:8 325:7	sites 61:11	sliding	151:3,17	soon 85:9	394:2 400:6	294:3 352:4	Squilla 1:17
353:6	309:16	160:10	204:21	206:2 344:2	407:23	392:20	158:3,4,18
significantly	311:4	161:2	225:2	sooner 48:4	sorts 88:8,11	399:13	158:24
92:12 130:7	402:19	slight 15:3	228:19	302:4	141:4	specifically	159:17,24
130:24	403:21	slightly 4:25	229:5 254:2	sophisticated	sound 26:9	51:23 61:9	160:21
353:4	sits 409:15	71:23 91:23	338:9,19	344:9	sounds	61:24 63:4	162:21
silos 299:2	sitting 55:24	92:14	339:2	402:21	160:22	81:15 88:17	163:8
similar 194:6	87:5 133:8	slots 99:5,7	smaller 112:2	sorry 13:6	194:6	123:24	164:15
333:22	318:9	99:13	112:14	75:7 88:16	293:11	142:24	165:7
simple 238:22	353:22,25	104:20	179:25	129:19	source 218:8	166:22	336:10,11
326:11	situation	106:4	180:8	142:3	sources 218:3	293:10	336:15
simply 92:24	176:8	112:10	201:21	154:24	South 400:12	295:9	339:22
105:22	247:18	113:4,6,13	259:7	165:21	400:13	297:24	342:12
107:15	260:13	113:17	smarter	167:11	Southeast	298:3 299:5	SRC 214:16
108:11	357:8 365:9	114:4,11,14	407:5	174:5,14	147:10	356:4	215:11,17
142:19	397:12	114:18,23	snapshot	184:18	southeastern	399:18	216:13,24
171:25	situations	115:14,25	69:20	201:10	321:14	specifications	268:9,18
173:13	124:3	116:3	sneak 336:8	217:10	Sozi 289:14	53:8	SRC's 81:24
234:6	six 2:14 7:13	123:20	snowstorm	282:9 284:3	space 106:24	specifics	stabilization
365:12	149:19	143:3 180:6	361:4	323:22	107:14	104:14	246:21
385:24	239:15	186:3 200:2	social 98:18	346:6 367:5	270:15	speed 57:14	stabilize
single 98:14	280:20	200:19,20	102:14	387:15	312:19	speeding	247:19
98:25	293:13	207:4 271:8	234:18	407:10	313:8,11,16	316:13	stable 10:13
137:15	329:12	slowly 159:16	389:10	sort 19:2	314:6	spend 49:2	96:13 97:4
151:18	355:9	Slusser 4:9,14	soft 281:2	22:17 32:19	349:13	141:23	Stack 37:24
178:24	402:24	4:18 5:5	softer 29:16	43:7 47:3	spaces 161:11	159:4	staff 4:18
190:14	six- 280:17	12:16,22	solar-power...	57:11 86:4	spacial 314:4	293:13	6:20 7:7,10

Committee of the Whole
April 5, 2016

Page 41

7:14 16:6,7	388:16	111:6,12	185:7 186:9	213:19	393:25	stroll 139:5	317:18
27:17 30:7	STAR 99:25	119:3 121:9	186:17	283:16	394:6	strong 9:14	355:23
30:10,14	99:25 100:5	123:17	189:24	327:23	strategy	153:8	367:2,7,9
50:19,24	100:5	147:15	192:22	382:22	36:11 97:9	275:12,15	380:15
54:6 55:9	105:12,15	164:9	198:8,10	steady 294:4	101:13	276:11	381:12
73:12 89:25	106:6	180:22	207:13	stealing 317:7	102:13	291:11	384:6
90:3,14,17	114:11	186:7 198:2	208:6,11,24	steep 347:5	103:2	303:3	385:13,13
90:20 92:13	140:2,7	198:24	220:11	347:20	151:10	377:13	385:14
98:24	141:21	201:19	226:24	stellar 234:19	172:24	400:8	stuff 23:22
126:11	143:2,19,20	222:16	240:5,7,17	stem 343:25	180:18	stronger 97:4	53:10 55:23
132:14	143:22,23	223:8 245:7	240:25	steno 189:15	192:11	strongly	111:23
148:3	144:4,9	246:13	241:9 242:7	stenographic	300:9	160:16	230:3 256:2
178:12	151:11,12	270:15	242:11	411:6	375:10,11	206:24	257:8
193:11	151:12,21	286:3 340:7	278:18	step 188:5	389:6	384:20	300:13
239:13	151:21	384:19	279:23	238:23	streamline	400:12	303:18
245:9,11	176:24,24	start-up	282:8	327:21	50:8 252:25	struck 148:19	307:12
249:2	176:24	100:15	299:17	342:9 375:9	377:9 378:5	structurally	355:22
250:10	177:7,11	started 36:5	313:19	stepped 157:9	streams	23:20	377:11,12
278:10	182:11,14	166:9 181:8	364:22	steps 48:2	223:11	structure	stumbling
317:4,5	182:16,20	329:18	373:18	157:11	226:17	39:7,24	377:10
326:24	191:7,8,16	353:21	385:17	355:7	391:9,25	50:7 274:6	subcontract
339:9 354:7	191:16,20	355:4	393:21	still-life	street 23:10	346:25	105:7 107:3
400:5 401:8	191:20	starting	404:21	396:12	71:15	372:25	107:15
401:9 402:5	192:5,5,9	109:14	state's 99:8	stimulus	288:22	373:7,16	subcontract...
402:15	192:10,16	238:10	100:8,20	24:15	289:3	structured	105:9
staffer 343:4	192:16	355:21	324:21	Stitt 2:10	290:15	322:2	subcontract...
staffing 12:14	193:10,17	357:14	state-appoi...	3:15 4:7	291:7 310:4	structures	24:11 39:18
54:25 70:22	193:18,21	408:6	83:23	156:16	316:3 360:5	345:13	subcontracts
229:12	237:22,22	starts 34:8	stated 181:15	stone 232:4	362:6	struggle	193:7
401:7 402:3	237:22,25	250:2 332:3	194:15	234:8	364:18	118:23	subject
stage 291:14	238:7,10,22	333:2	299:15	stop 63:19	365:15	strung	188:19
stages 110:6	239:2,3,7,8	state 8:13	statement	299:25	402:11,17	161:17	288:14
205:25	239:11,19	82:16 83:20	37:24 75:14	367:25	streets 280:2	student 95:24	subjects
275:16	239:19,20	83:21 92:24	93:19	store 174:23	366:21	243:19,22	47:21
328:11	240:10	99:17	165:16,24	269:25	381:21	350:16	submit 193:2
359:9	241:14,16	104:25	174:3	storms	398:7	students	submitted 3:5
stagnation	241:19	105:5 114:2	190:22	341:15	strength	95:20 97:18	95:11
67:8	Stars 112:2,8	121:6	312:5	strategic	400:7	100:6	103:22
stakeholders	112:11	141:10,23	statements	101:22	strengthen	134:23	235:13
101:2,23	139:6	142:11	82:14,14,23	136:3 145:2	101:11	136:13	354:22
128:10	141:11	143:25	83:15,22,25	224:23	strengtheni...	162:24	subsequent
222:23	147:9 229:7	145:20	84:9 167:3	strategically	97:21	163:9,10	159:12
stand 41:10	238:11	147:9	397:2	328:2	strengthens	208:7	366:2
409:23	239:5 240:3	150:20,24	states 37:20	strategies	97:21	213:16,17	subsidiary
standards	241:5	160:23	129:17	9:19 10:3	stretch	244:8	106:6
12:25 24:19	242:12	163:22	141:17,24	118:25,25	362:21	248:19	subsidies
60:3,13	start 2:3 27:5	164:17	Station 325:6	182:3	strictly 40:8	249:8	143:24
82:4 162:2	33:6 63:21	167:22	status 140:7	276:24	strive 277:23	347:25	271:8
276:12	64:16,18	170:6	143:9	277:13	278:2	391:4	subsidize
standpoint	80:13 86:25	172:14	234:22	302:5 352:4	striving	397:10	117:22
407:7	97:25 104:7	173:4	258:3	354:24	177:21	studied	subsidized
stands 205:7	105:3	178:14	stay 7:4 48:15	355:5 356:2	strokes	365:17	121:5 199:6
233:13	106:10	182:15	50:12	356:3	128:12	study 33:16	subsidizing

Committee of the Whole
April 5, 2016

Page 42

113:4	suggestion	242:11,20	Supreme	322:9	182:11,14	systems 39:15	141:18
114:22	76:22	244:12	303:25	325:14	182:16	67:7 141:18	164:21
122:12,15	suggests	252:15,22	sure 13:7	347:8	186:17	161:10	169:4 170:7
subsidy 119:4	384:19,21	254:13	14:4 39:12	357:14	198:22	277:3	170:11,22
121:10	summarize	273:10	39:19 47:17	359:22	199:4,19	315:19	178:9
123:17	387:11	275:25	48:4 50:23	362:12	203:20	327:24	180:23,25
141:16	summer	276:13,22	51:8 60:17	374:20	212:7	352:21	181:2
160:5 161:2	52:12,13	295:6,12,15	61:12 63:3	375:10	222:10		189:13,21
173:2,10,23	67:17 166:8	296:13	63:5 72:2	377:22	223:13	T	191:15
173:25	173:18	316:23	74:8 80:3,7	381:15	226:8 227:2	table 13:9	196:5 208:9
186:24	186:25	320:3,5	80:16 81:7	384:14	227:12,20	21:13 60:5	209:12
197:24	213:10,11	325:13	92:19 94:17	392:24	233:2	79:16 94:9	217:6
199:2	280:20	330:25	108:25	393:11	237:25	112:14	223:17
201:23	283:23	331:5	110:19	397:24	238:8,10	206:13	234:13
203:7,9	300:6 398:6	339:13,15	113:14,16	399:22	239:2	217:23	237:24
220:18	398:8	342:7 349:9	124:6	404:2	240:10	226:25	240:12,19
222:18	summertime	358:20	127:24	surprised	241:15,16	232:6 233:9	242:7
223:10	397:19	360:11	138:8,16	284:11	241:19	234:5	249:20
269:18	summit	382:13	142:23	surrounding	256:15	236:23	266:3
substantial	395:16	391:5,5	143:4	101:11	258:21	242:16	295:24
8:23 85:4	sun 344:15	393:14,16	167:21	209:14	276:15,18	269:16	296:15
133:6	366:7	404:23	179:24	305:13	279:23	272:7 282:4	338:9
substantive	sunset 21:20	406:6	181:3,9	316:6	280:10	298:18	341:23
395:16	22:9	supported	185:6 192:4	survey 17:14	283:4	315:10,14	363:13
suburban	super 383:22	115:13	192:17,24	Susan 94:23	285:14	347:15	374:14
209:5	Superinten...	131:12	195:22,24	127:25	286:2,13,15	352:6	387:4
suburbs	216:24	supporting	200:15	155:5,10	287:21	353:22,25	393:14
363:12	supervision	96:17	208:21	188:2	294:14	354:5	397:20
succeed	411:23	131:17	209:11	suspension	300:4	373:15	404:2
296:13	supplement	149:14	211:5,24	132:7	301:10,18	386:23	taken 27:13
333:18,20	238:16	243:14	219:8	Sustainabili...	302:3,22	394:18,20	47:24 48:10
success 5:10	supplies	supportive	233:20	6:22 27:9	319:6,14,16	407:13,17	82:25
9:21 52:12	103:18	124:23	235:15	43:2 44:7	319:18	407:22,23	179:15
78:3 146:8	346:3	342:5	236:16	sustainable	322:24	408:2,10	312:17
178:5 286:9	supply 98:9	388:10	238:6 243:4	97:4 392:22	323:3,10	tackle 206:5	331:2 411:6
370:23	support 5:9	390:16	247:18	swallowed	332:3	308:18	takes 46:8
successes	8:8 51:20	supports	249:14	140:23	337:11	tactile 162:16	194:20
68:7	70:22 100:3	97:14	252:17,24	swath 134:20	338:16	tailor 132:3	367:7
successful	100:4,14	100:18	254:23	sync 303:12	350:16,20	135:7	381:12
64:11 96:20	101:8 102:6	102:15	255:2,10	320:12	350:21	137:20	tale 303:23
144:7 266:5	102:25	143:15	260:4	synergy	353:15	tailored	talk 35:21
279:19	105:22	151:18	261:24	212:16	357:4,12	128:17	39:15 45:16
334:13	109:9	178:14	262:2 270:5	system 10:6	359:6,7	136:16	46:22 47:9
sufficient	129:10	216:19	270:17	37:21 38:11	371:10	take 8:22	57:16 63:2
302:21	131:9	225:14	271:22	38:12 44:24	373:25	12:5 34:4	73:9 77:4
sugary	151:10,20	229:20	275:14	66:10	374:7 376:4	48:2 60:23	81:5 122:22
186:23	159:11	239:21	276:4 277:5	100:20	382:3	64:11 71:10	129:24
suggest	176:23	240:13,13	278:3	141:11,12	system-invo...	81:14 88:3	130:22
106:24	206:24	240:14,16	279:16	141:21	127:21	109:22	135:18
174:10	212:14	242:8 244:8	284:8	144:9 147:9	systematica...	112:19	142:22
383:9	227:7,24	252:6 406:2	299:11	147:16	67:2	114:10,12	143:6
suggesting	228:14	supposed	302:16	155:6,12	systemic	115:5	144:13
125:11	233:16	168:12	312:24	157:16	300:12	119:14	145:9
						139:4	

Committee of the Whole
April 5, 2016

Page 43

191:23	290:17	taxpayer	teed 196:21	115:2 116:2	299:12	69:7,8,11	229:8,9
206:17	297:25	68:15	196:24	116:15,20	testimony	69:14 75:11	231:2,5,8
207:11	304:16	taxpayers	teenager	124:10	3:24 4:20	79:7,8,9	231:25
229:11	308:3 309:9	232:22	328:20	126:25	4:25 11:24	85:10,11,13	237:9,11,14
244:25	332:4	taxpaying	teenagers	135:25	12:3,7	85:16 88:25	244:17,18
245:23	379:11	377:15	328:17	138:5	18:23 19:21	89:2,5,16	244:20
267:14	395:12	teacher	tell 21:8 33:3	143:24	37:20 44:17	89:17 93:3	246:10
295:4 299:5	400:21	156:22	40:23 52:18	158:21,22	51:6 57:16	93:4,5,8,11	250:24
318:3	talks 194:2	157:21	56:24 65:11	170:5,11,19	60:11 95:7	94:4,4,5	251:2
349:25	384:15	161:21	65:17 66:18	170:22	103:22	102:8 104:3	257:15
383:23	tangible	162:17	67:5 145:4	181:4,6	113:11	104:5	259:21
398:20	49:10	258:12	183:16	192:17	176:18	116:21	262:9,10
405:25	204:10	261:4	204:12	195:4 197:5	190:9 191:6	123:4,5	263:5
talked 17:10	265:5	262:16	207:15	200:22	194:2 272:3	127:11,24	265:14,15
17:20 32:13	target 267:8	teachers	222:12	206:17	273:15	128:2	265:17,20
45:18 50:16	354:13,15	126:5	233:7	215:4,7,8	278:17	132:17,19	266:16,19
55:22	392:21	134:21	344:16	216:10,15	290:11	132:22	268:20,21
139:22	targeted	161:21	361:17	216:18	310:13	138:18,20	268:24
156:19	275:5	243:17	362:3	221:8,18	326:12	138:23	271:15,16
160:2 177:9	276:20	249:4 250:3	381:16	227:6	327:9 329:2	139:2 141:3	271:18,23
190:9	289:10,19	254:14	407:10	236:23	347:3	145:18,19	271:24
210:14	348:8	257:19,20	ten 41:11	246:12,15	351:16	146:10,11	272:3 278:9
214:3	targets 146:3	258:4,15,17	173:15,16	247:3,7,15	386:19	146:13	278:14
229:25	146:7	258:23	185:23	252:14,21	387:10,21	152:6,7	290:5,8
252:3	291:11	teaching	207:21	253:14,16	396:13	156:12,13	291:23
289:12	328:5	130:19	230:21	253:19	404:21	158:2,4	292:24,25
327:9 332:9	task 83:6	227:10	286:23	261:22	405:25	159:25	293:3,7
337:25	84:25 206:4	team 133:2	311:11	268:17	testing	165:7,9,12	297:9 298:7
341:9,24	212:5	152:25	343:5	270:8	130:17	166:6	298:11,14
365:24	407:13	181:7,14	380:10	289:22	texts 361:10	168:23	300:21
379:3	Taubenber...	187:23	ten-year	294:4	thank 3:15	169:11	301:5
381:18	1:17 58:20	303:14	373:12	302:10	4:12 5:4	172:10	305:18,20
392:10	58:21 59:3	313:24	tend 109:14	305:9	11:25 12:7	175:5,6,8	305:25
404:16	59:20 152:9	344:20	215:24	338:22	14:8 15:12	175:11	311:22
talking 19:19	152:10,19	346:21	217:5	349:8,9	15:16 18:10	177:15	314:10
35:9 46:15	153:17	402:13	term 14:9	355:6 377:4	18:11,12,13	184:15	315:8,20
72:22 78:16	154:10	teams 308:9	34:14 87:21	377:5	18:15,18	185:2	318:3,6
88:13,17	155:15	tease 233:11	98:17 117:6	380:10	20:14 22:13	187:16,16	325:10,15
91:9,13	156:9	tech 223:16	214:15	401:6	22:22,25	187:18	325:16,17
139:9	265:19,20	technical	294:4	terrific	23:4 24:7	188:20,23	325:20
140:14	tax 175:23	66:3 95:19	300:11	292:11	26:18,21,24	189:22	326:19
160:4 161:5	186:23	96:18 99:24	392:23	379:23	30:19,20,22	196:4,10	328:23,25
181:6	187:6,7	102:23	terms 35:5	test 32:24	30:25 33:9	203:25	329:2,3,6
189:10	218:11,16	139:25	40:10 50:20	133:20	34:17,18	209:18,20	332:16
190:21	224:3	141:25	59:14 64:20	134:3	36:14,23	209:22,25	334:16,17
194:19	321:17	153:12	78:10 81:21	329:17	40:21 42:6	213:25	336:16
199:25	403:22	159:9 205:7	82:21 87:22	testified	42:8,10,13	214:10	342:12,13
218:22	404:3	227:6	90:11 91:19	84:25	44:15 49:14	217:10,13	342:16
225:21	taxes 171:8	297:16	109:19	341:18,19	49:17,21,23	217:14	345:16
226:2,5,8	174:12	technically	110:5,11	testifiers 37:7	50:3 58:15	218:18	346:16
230:9	176:6	344:9	112:4,5	testify 4:8	58:16,18,21	222:7	351:3,5,6,9
251:14	218:13	technology	113:9,14,19	25:20	59:21,22,24	223:22	352:9
260:5 271:7	taxing 324:19	276:3	114:13	278:10	63:13,16	224:7,9,12	356:14

Committee of the Whole
April 5, 2016

Page 44

360:13,15	340:16	324:22	130:8 131:4	296:15	392:16,24	thoughts 46:2	112:22
360:18	362:18	339:17	131:13,19	301:11	394:12	125:24	114:20
362:7,10	399:17	342:20	135:16,19	302:20	397:25	321:19	115:18,24
364:11	things 23:8	359:25	138:11	303:3	398:18,23	thousand	116:8
368:5,8,11	26:12 46:14	361:8 362:3	142:7 148:5	304:12	398:23	29:3	119:18
369:4,18	53:24 64:3	364:24	152:23	306:3,18,21	399:23,25	thousands	121:20
371:5,20,21	64:13 68:6	383:9	154:2,3,16	312:8 319:8	400:2,18	201:2	203:16
371:23	69:25 70:15	392:18	154:20	321:9	401:10	238:24	thresholds
372:10,12	71:5 77:14	393:18	158:11	322:17	403:7	391:3,16	115:23
375:5	78:19 79:20	398:7 405:8	162:25	324:16	405:14	threats	121:8
378:11,14	79:25 86:6	405:12	164:23	325:23,24	406:6,23	388:14	203:13
379:23,24	86:7,9	think 14:19	167:4,14	326:12	407:4,4	three 8:25	throw 396:8
380:2 385:5	87:17 88:8	17:16,24	174:25	327:8,18	408:2,8	19:4 27:12	thrown 184:7
386:5,15,17	88:11,18	21:20,21	177:18	329:17	thinking	49:7 54:24	188:8
386:18	109:6	22:3 23:22	178:10	330:23	62:25 71:5	55:7 58:7	thumbs
387:14	116:25	25:14 27:6	179:9,14,17	331:10	131:15	65:10,12,22	292:15
392:9	124:15	28:23,24	183:7 184:6	332:17	149:25	76:5 83:23	thunder
394:13,15	128:13	29:13,15,19	192:22	333:10,15	228:15,16	99:15	317:8
396:6,17,19	129:12	33:17,17	200:7,9,11	333:21	228:17	101:14	tide 343:25
396:21	132:11,15	39:21,23	205:2 208:3	336:22	304:20	102:2	tie 307:6,7
399:10	135:5	40:14 41:2	211:7,21	338:5,18	305:2	110:24	335:24
401:13,17	137:16	43:20 44:4	212:10,13	339:5,6,18	331:25	119:5,8,14	tied 28:20
401:18	154:13	45:2 47:3,4	213:12	340:6,8	382:25	122:16	ties 182:9
408:22,24	166:20,22	48:5,16	218:7,10,14	341:2,3,7	397:3	123:8	TIGER
408:25	167:23	49:9 50:8	225:16	342:8,8	third 5:21	129:19	316:22
409:4,12,18	169:17	50:10 51:5	229:13,23	345:23	38:9 40:9	143:17	317:18,24
409:20	174:13	52:12 53:19	232:9	346:18	64:6 133:24	147:3,6	tight 62:11
thankfully	175:21	53:23 54:9	238:11	349:14	231:20	164:7 171:7	time 10:10
181:21	194:5	56:4,10,16	242:18	350:4	239:22	177:9 178:9	12:2 15:4
Thanks 126:6	199:19	57:8,10,15	243:20	352:10,13	261:15,18	186:4,10	17:11 23:10
291:17	208:2,21	57:19,20	244:16	352:23	274:2	196:21	25:7 31:20
theft 10:22	223:16	58:6 59:12	245:24	353:12	355:24	202:18	35:2,19
16:18,23	230:11,20	62:23 65:12	247:7,22	355:15	third-party	239:6	48:23,24
126:23	232:5	69:19,25	250:4,14	356:3 357:7	38:3,16	245:16	59:19 64:12
thing 17:5	240:16	70:11 71:14	252:12	363:15	231:12	246:2,2	85:2 103:23
49:4 63:24	241:13	76:21 80:24	257:3	367:12	thirdly 65:7	280:21	106:15
64:2,3 66:2	243:24	81:12 82:6	260:15,18	369:12,14	Thomas	304:8	112:19
81:4 106:21	244:2	82:19 85:2	261:13,20	369:16,24	306:25	329:23	131:21
133:18	251:11	86:11,25	262:7,18	370:10	thought	340:24	134:9 137:4
139:14,21	252:2	87:7 88:24	266:6,11	372:20,25	33:18 61:20	344:12	139:23
153:19	255:21	92:9,15	267:12,22	373:17,18	62:20 93:13	354:14	146:17
156:25	257:6	108:21	268:16	374:2 375:8	112:3,15,24	358:5	186:4
161:18	259:16	109:16,21	270:13	375:17,22	116:12	365:10	194:20
177:19	268:3,6,11	110:9 111:5	271:10	376:12	160:7	367:4	198:9
207:10	271:19	111:10	279:18	377:17,20	191:14	373:13	200:13
224:14	294:7 296:4	114:25	286:2	377:23,25	239:25	376:9	223:18
228:11	300:17	121:4 123:9	287:17	378:3	244:14	379:13	243:21
232:3 246:3	303:11	124:10,14	288:2,5	379:18	253:7	three-party	253:22
255:11	304:12	124:22,24	290:2	381:2 382:9	304:10	371:8	254:4 255:4
262:12	305:2	125:14,23	291:25	383:12	345:5	three-year	268:5
264:12	309:12	127:3 128:7	292:11,12	384:17,24	361:13	355:14	310:25
290:16	319:20	128:20	292:17	385:6,22	thoughtful	threshold	318:3
334:24	321:16	129:5,6,11	295:11	387:7	291:3	21:7,9,11	322:22

Committee of the Whole
April 5, 2016

Page 45

336:19	203:5	273:22	281:17	86:23	255:25	267:25	96:24
338:16	told 38:2	totally 105:19	339:13	134:13	truant 257:5	268:2	101:21
339:7,12,25	166:20	146:22	389:16	135:11	truck 213:4	280:25	105:4 110:2
342:9 343:3	292:14	220:9 326:7	393:3	371:2	trucks 317:15	281:13,14	137:6 147:3
346:22	Tolson	totals 6:12	395:19	transportat...	361:5,20	281:17	152:14
355:3	315:10,15	touched	trainings	273:18	true 301:8	294:15	153:3,20,22
360:12	315:16	207:12	399:24	277:2,6	305:9	324:20	165:15
363:25	317:20	397:8	trajectory	315:18	323:23	327:19	167:22
366:18,21	318:14,18	touching	98:12	321:2,12,14	411:7	337:16	168:19
367:7 374:4	318:22	407:16	170:23	324:3 380:5	truly 132:2	342:5	171:13
374:23	319:11,17	tour 266:3	trampoline	380:7,16,17	trust 63:21	348:11,12	175:20
382:22	321:22	tow 337:14	403:12	380:19,20	182:4,24	351:18,20	196:25
394:23,24	324:6,23	town 110:14	transcript	382:3	403:3	357:9	232:9 234:2
396:11	325:12	Toy 400:22	411:8,21	383:25	try 17:17,25	359:24	239:4
timeframe	361:3	track 41:21	transfer 7:25	385:4	46:23 47:23	361:17	240:21
239:6	364:11,16	145:21	44:19 224:3	trash 361:20	163:12	363:25	242:18
timeline	366:13	193:4	transferred	trauma 132:6	220:22	370:11,14	259:22
57:18	367:22	213:23	205:10	trauma-inf...	243:4	374:13	260:25
105:16	382:17	328:21	326:24	130:12	289:16	386:3	268:9
109:25	386:6	tracking	390:16,18	131:10	294:18	400:25	279:17
314:16	Tom 292:9,12	359:23	transferring	132:13	302:15	403:8	281:21
352:7	343:9	trade 68:18	7:21	travel 383:21	313:11	Tuesday 1:7	285:20
353:19	Tommy	210:13	transforma...	traveling	362:18	tuition	294:7 296:4
timely 315:22	306:7,8,24	trades 13:21	294:21	344:12	366:14	178:14	298:21
times 174:15	345:15	204:24	358:15	travels 316:4	367:10	240:13	299:24
218:12	360:20	209:6,8,12	transit	318:24	382:2,5,25	242:8	301:11
320:11	tomorrow	333:13,23	322:23	treating 5:23	400:5	tune 104:19	303:11
393:9	315:22	tradition	323:3,10	6:2	trying 16:9	turn 18:23	325:25
timetable	317:8	306:3	381:3,4,4,8	treatment	30:4 39:14	101:11	326:3
47:23	346:12	traditional	381:13	302:11,23	47:8,11	105:7	329:23,25
tip 328:24	379:19	99:6	382:19	tree 26:8	50:20 70:2	278:15	338:18
titles 2:11	tool 369:22	traditionally	384:4,6	342:5,11	75:19 78:13	286:6 343:8	340:24
155:6,12	tools 300:6	129:15	385:14,18	trees 340:17	78:14 86:2	347:2	355:12
today 3:16,24	396:4	233:15	385:21,25	340:18,19	87:22	361:11	360:6 364:3
4:19,23	top 37:20	traffic 316:10	transition	340:21,22	108:25	369:25	367:5,16
11:24 50:18	46:9,9,16	363:10,23	57:11,21	340:25	112:18	370:12	368:13
50:22 59:2	68:8 79:21	365:2,5,15	182:6 260:6	341:6,7,12	114:21	turnaround	397:5,15
69:17 72:22	83:13 95:18	366:3 367:2	267:24	341:13,15	122:2	242:24	two-way
76:12 85:25	146:19	367:24,25	332:13	tremendous	129:23	243:3 244:7	71:14
94:22 95:11	173:5	train 321:6	transitional	383:10	130:20	245:8	two-year
166:22	278:10	trained 80:11	349:21	trends 37:11	161:8,10	247:24	355:23
235:10	353:3	80:12	393:22	360:9	163:9 164:3	250:2	type 61:23
272:14	topic 331:19	training	transitioning	trial 301:24	164:4 171:4	turnarounds	74:21
290:25	topics 181:17	23:14 25:21	359:16	302:19	175:4 179:7	245:5	174:24
291:4 307:6	Torres	80:14,17,21	362:15	tried 49:8	185:8	turned 105:6	346:14
317:3	272:17	80:24 81:21	translation	92:5 258:6	186:13	tutoring	359:6 365:8
322:13	total 7:15	84:16 96:18	400:11	376:12	199:24	101:6	400:21
356:11	27:16 29:2	99:23	transparency	trip 296:24	200:8,21	tweaks 233:3	types 13:20
360:24	158:17	126:24	87:14	298:5	217:20	265:9	51:8 155:4
392:8 395:7	164:11	132:12	223:23	triples 311:3	224:5	two 16:25	174:13
today's	200:10	136:19	transparent	trouble 75:17	238:12,12	38:19 58:7	230:11
248:21	202:9	230:18	32:4 77:23	truancy	254:5	64:3 68:6	252:6
toddlers	272:19	276:3 281:4	81:10 86:13	243:15	258:20	81:17 87:5	309:24

Committee of the Whole
April 5, 2016

Page 46

383:14 typically 202:22	186:13 217:8 219:8 231:13 238:6 252:8 261:19 271:3 289:17 296:9 301:12 308:4 321:8 322:15,18 322:21 349:17 351:20 382:20 understand... 82:21 130:15 150:25 153:2 220:21 381:3 understood 133:9,11 156:10 213:9 332:25 379:17 underway 281:12 289:25 332:9 353:20 undesigned 45:4 unfortunate 57:21 unfortunat... 57:8 175:25 242:3 unified 331:16 uninitiated 233:12 unintended 305:3 362:19 unions 13:21 unique 82:7 130:4 131:2 399:14 unit 23:23 395:14	400:23 402:16,18 United 177:8 178:5 184:3 400:14 universal 4:3 116:18,25 117:7 118:10,15 122:2 124:23 125:6 146:20 160:7 169:18,23 175:17 177:21 232:15 237:2 267:3 267:11 University 149:12 unloading 368:25 unnecessary 363:14 unsatisfact... 142:21 unveil 291:5 upcoming 10:2 35:4 updates 15:4 upgraded 385:22 upgrades 276:2 upheld 61:13 upkeep 338:15 upper 117:20 144:8 201:20 urban 129:16 231:23 233:8 234:15 usage 77:14 380:8 use 17:22 71:15 125:12 134:14 149:14	182:14 221:19 222:3 231:20 239:18 251:22 277:17 280:9,13 314:4 317:13 319:6 328:8 345:6,7 365:16 375:2 380:25,25 381:9 400:22 405:4 406:15 user-friendly 199:3,18 users 277:7 319:18 386:8 usership 380:21,22 383:14,18 385:8,12 usual 55:10 utilities 295:18 utilize 70:23 177:5 313:8 313:15 314:6 390:3 utilized 368:24 utilizing 186:17 369:22	210:13 232:17 403:4 value 323:9 323:14 331:11 377:14 values 382:4 vandalism 307:25 308:23 309:10 variance 93:16,19 varies 253:17 variety 77:13 155:22 218:6 279:24 various 14:10 41:17 45:22 52:4 57:23 70:12 71:9 71:17,18,22 73:7 87:6 197:10 269:4 286:16 394:11 vary 244:12 Vector 313:10 vehicle 310:11 374:10 384:13 vehicles 342:6 vendors 10:17 29:2 venture 267:14 venue 36:17 281:11 verify 156:16 Vernon 344:14 versa 320:6 version 4:25 95:10 110:7 235:18 versus 209:2 253:24	328:19 veterans 310:19 vibrant 9:14 vice 320:6 victims 300:3 video 363:21 view 86:24 221:16 337:25 vigorous 39:12 vigorously 39:3 Vince 313:18 Vincent 313:22 violated 67:23 violation 311:11 violence 137:2 210:9 290:15 virtue 117:6 117:12 visibility 366:8 visible 72:14 vision 236:3 268:13 273:8 277:4 312:11 381:20 visit 34:22 259:5 266:2 348:21 visiting 265:3 265:25 visits 311:4 visual 207:8 VITA 403:15 403:19,21 vital 305:4 306:13 vitality 363:4 268:12 vocational 205:9 voice 82:2 321:10,23 322:9	408:17 voices 141:10 142:10 voicing 141:7 volume 312:20 313:14 volunteers 312:9 vote 375:21 vulnerable 124:25 125:15 149:21 150:2 220:6 359:7,9 385:10 392:3 393:8 408:17 W Wadsworth 344:13 wage 10:19 10:22 16:18 16:23 23:16 23:24 24:11 61:18,24 125:21,25 126:3,8,13 126:23 157:8 179:22 211:12 213:11 393:13 wages 139:15 157:17 184:10,10 258:10 wait 33:25 50:25 68:13 172:25 173:2 197:19,22 197:24 198:5 220:18,20 220:22 269:9,18,21 270:13,23 298:8 334:15 340:23	361:11,12 366:17 waiting 34:6 41:18 94:15 110:6 168:3 182:8 269:3 270:8 271:10 walk 47:13 73:3,3 174:22 189:18 198:13 204:10 387:5 walkways 363:3 want 11:25 13:4 33:25 34:8,21 35:20 36:14 37:7 38:16 46:16 47:17 50:12,13 54:14 55:22 55:24 63:3 65:19,23 66:2,8,15 66:18,25 67:5,22 68:5 104:13 110:15,18 112:19 113:15 114:12 116:10,13 117:6,19 119:14 121:17 124:8,17,22 125:6 128:13 129:9 138:8 138:15 142:16 143:6 144:6 144:13,14 144:22 155:2 156:6 156:7 160:18 163:20 166:5
--------------------------------------	--	--	---	---	---	--	--

Committee of the Whole
April 5, 2016

Page 47

167:21	317:2	386:12	330:6	36:18 39:2	186:16,22	307:18	141:3 143:3
172:15	323:14,17	watch 251:18	332:22	39:2,23	187:23	309:23	144:24
175:14,17	323:20	379:5	333:4 337:9	41:21,21	188:7 189:5	312:22	146:2 166:4
175:24	325:12,22	water 134:25	340:7	48:16 51:13	192:11	316:20	166:13
176:4,7,12	332:22	211:9	343:13,25	51:18 54:13	195:5,6,21	321:16	174:7 181:5
176:16	333:5,8	272:23	345:7	57:22 61:5	195:22	327:19	186:6
178:22	346:16,17	280:2 283:6	361:20	61:8 62:15	196:13,19	328:10,12	189:17
181:11,12	347:2	283:14	372:2,20	63:11 66:11	199:25	331:9,17,18	190:8 193:8
182:13,23	358:19	286:10	376:9	66:12 71:5	200:8,15	337:6,16	194:7
184:22	359:12	295:14	379:13	76:11,12	201:12	338:12,20	207:18
185:5	364:7 376:2	297:11	382:23	78:3,19	205:18,24	338:24	208:2 214:3
186:21	376:12,18	329:18	Way's 178:5	80:18,25	205:25	339:17	218:22
188:14	377:19	330:3	ways 52:4,10	86:2,8 91:5	206:12	341:17	246:19,22
189:24	382:4,21,25	waving	71:25 77:4	91:24 94:14	208:23	346:12	250:8
195:11	383:12	343:18	162:16	107:21,23	212:4,13	348:11,12	255:21
196:25	385:3	way 18:2	181:10	108:9,20,24	216:12	350:9,12	267:18
198:14,17	394:25	31:16 39:3	218:6	109:20	218:8 220:8	351:24	284:12
204:3	395:6 396:6	71:17 76:18	227:15	110:5	221:9 222:3	352:10	290:25
206:23	400:2	77:3 78:9	262:24	111:12	224:5	354:14,25	299:25
209:9	403:15	82:8 92:3	358:21	113:4	225:21,25	355:8,21	308:14,17
211:24	wanted 28:2	116:10	408:8	114:22	226:5,7,24	356:12	309:13
212:2 217:2	28:10 45:15	117:5	WBE 375:14	115:19,25	227:7 230:9	357:10,14	313:2
218:25	45:25 46:4	124:19	we'll 8:14	118:6,25	232:21	357:16,22	332:23
219:19,20	85:21 86:9	133:13	57:4 66:17	119:6 121:7	235:15	358:22	350:11
219:22	155:13,20	144:25	72:14 77:22	121:25	236:11	359:13,17	356:8
221:16	177:19	152:15	78:6 93:22	122:8,11	237:3	359:22	365:24,25
222:20	207:10	153:9	145:16	125:5,16	238:12,12	362:24	374:9,21
224:2,3	210:5 214:7	154:19	159:12,14	128:9 129:4	240:22,24	363:13	375:17
232:25	236:9 293:8	157:5	164:17	129:20,23	242:15	366:13	376:15
235:15	296:19	160:19	167:14	130:11	252:22,24	370:9,11,14	379:3 398:4
238:5 239:4	299:11	165:4	169:4,5,6	131:16	252:25	371:12,19	400:18,21
239:12	300:14	167:16	184:24	135:17	253:3 254:5	372:2,4,6	wealth
240:18	336:8	177:8	186:5	138:2,16	255:2,8,18	374:6,12	297:18
242:4	362:10,14	179:12	188:11,18	139:9 142:6	256:2,10	375:10	wear 307:6
247:18	363:9,9	180:11,13	188:20	143:10,13	257:8	376:3,9,14	wearing
249:5,14	373:3 397:5	184:3,9	189:7,21	144:21	258:20	376:24	307:5
251:12,21	399:8,9	193:4	196:6 214:2	147:20	259:20	381:6 387:9	weather
254:24	409:6	194:24	214:4	151:22	263:10	393:5,6,18	134:25
260:19,21	wanting	205:11	219:24	156:3	264:21	400:25	397:11
263:14	63:25 281:8	206:5,18	257:22	158:14	267:25	403:7 407:4	web 223:4
264:3,8	wants 15:23	208:5 209:3	263:20	161:5 164:3	268:2 271:7	407:19	website 199:8
266:5,9,14	16:2 232:21	211:21	269:2	164:4,8	280:25	we've 8:24	199:10
269:8 270:5	266:10	228:12	271:21	167:5 168:2	281:13,14	14:23 17:10	Wednesday
271:11	372:17	250:21	284:16	168:25	281:17	30:14 31:16	409:23
284:13	warrant	254:14	289:25	170:25	286:6 288:9	39:11 45:18	weeds 215:25
292:9 300:5	367:14	256:12	309:7 310:8	175:22	289:7	52:25 54:24	week 56:14
300:9	warrants	266:12	311:24	176:2	290:24	55:3,7 57:2	279:13
303:10	365:7,11,12	280:18	314:19	177:20	291:5 294:5	64:20 69:16	289:12,15
305:15	367:4,23,23	292:22	318:2	179:7	294:21	72:22 106:8	290:2
310:12	washing	295:21	328:24	180:22	295:12,20	106:11	346:20
312:6	151:13	311:13	367:9 372:9	181:20	297:12	115:10,11	367:8 372:8
313:15,17	wasn't 288:21	315:10	we're 2:3	183:6,24	302:9,14,16	129:5	373:18
313:19	347:8	326:10	16:20 32:20	185:8,21	305:6	139:13	397:14

Committee of the Whole
April 5, 2016

Page 48

weekly 73:17	66:15	178:18,23	96:6 99:16	381:24	183:20,23	245:19	workshops
weeks 146:2	whisper	190:14	99:19	390:3 391:7	184:8	255:18	101:9
263:22,24	342:25	193:11,24	101:24	391:23	190:25	256:10	world 76:14
316:14	white 90:16	229:18	102:18	393:5,22	192:3	259:2 276:6	152:22
397:15	90:18,21	230:2,18	113:15	397:23	195:15,25	276:8,19	229:7
weigh 175:14	wholly 324:7	291:2	115:6	398:3,3,4	206:9,17	277:4,9	342:24
176:4	wide 241:20	Women's	116:20,23	398:13	208:4	279:21	world-class
249:17	wider 205:11	40:24 70:8	134:16	399:20,23	224:18	280:2	323:10
weighing	William 1:12	90:6	142:21	400:12	225:17	282:19	worry 153:21
135:22	144:2	women-own...	153:14	401:15	230:13	283:5,13	worst 361:3
weight 217:7	181:23	192:9	155:10	402:16	239:11	285:22	worth 29:10
welcome	willing 31:10	won 316:22	168:6	405:8,12	242:9	286:15,23	362:22
42:16 156:5	143:13	wonder	174:10	406:20	275:17,21	287:18	386:3
169:14	220:3,24	380:13	176:19	408:15	276:3	291:10	wouldn't
210:4	259:19	397:12	181:23	worked 65:8	277:14	293:14	106:7
214:13	303:19	wonderful	182:5,23	166:5	278:19,23	295:10	108:11
217:16	willingness	149:14	193:6	231:21	278:25	297:13	118:14
266:8	109:13	166:10	198:19	351:21	280:16	303:17	153:23
313:18	239:20	264:12	199:18	352:16	286:8 294:3	305:6,15	208:16
welcoming	251:22	333:3	205:22	worker 67:10	294:20	310:3,9	242:11
314:12	Wilson 24:8	wondering	208:24	157:9	327:22	314:14	Wow 348:7
weld 213:9	43:13	19:12 44:21	210:24	358:10	330:22	320:2	wrap 148:16
welding	314:16	45:22 59:6	211:16,21	workers	331:6	331:17	wraparound
212:25	wind 137:7	88:5 127:15	212:16	17:15,19	349:16	333:23	132:7
welfare 360:8	210:10	129:23	216:20	24:13,20	394:5 400:3	335:6,17	write 65:18
well-being	window 173:6	130:21	221:10	25:4 125:21	working	349:19	66:20
102:6,17	winter 397:15	216:3	230:21	126:2,3	17:17,24	350:7 357:4	writing
well-financed	witness 13:8	234:18	234:18	157:11,14	32:8,10,20	365:20	103:23
344:9	13:8 21:12	245:23	252:10,12	258:14	49:2 51:18	366:14	143:12
well-positio...	60:4,4	249:23	255:4,14,15	286:7	74:18 78:19	367:10	254:12
388:9	79:15,15	321:12	256:14,23	342:22	79:20 80:18	371:15	350:3 352:3
wellness	94:8 217:22	368:24	258:5 259:2	workforce	81:2 89:17	374:19	352:11
101:4	217:22	wood 352:24	261:21	5:22,23	97:19 98:23	377:22	written
128:18	272:6 282:3	woods 26:8	262:5	9:18 10:5	100:7	392:16	234:12
went 28:6	282:3	woodworks	267:11	12:19,24	104:13	400:10,25	263:17
35:12 67:2	315:13,13	217:6	278:5	13:14 31:23	123:10	407:24	273:15
86:2 164:16	347:14,14	word 17:18	280:19	32:5,25	128:9 129:4	408:2,4	290:11
216:25	348:9 354:4	71:17	281:16	56:3 59:5	132:14	409:8	387:10
227:25	386:22,22	134:14	290:13	59:15 60:23	135:12	working-age	wrong 104:18
230:2 235:6	394:19,19	349:10	293:25	61:10 62:14	138:16	388:18	334:23
250:11	Witnesses	354:25	294:6,18	64:21 65:6	153:2 168:7	working-cla...	342:23
329:8 346:8	21:12 94:8	394:9	303:20,24	85:19 86:23	173:24	323:2	353:23
weren't	272:6 354:4	words 171:5	305:7,15	88:14 91:5	178:19	workplace	394:23
242:12	Wolfgang	314:11	313:17	99:22	181:6	87:20	wrote 292:13
368:23	404:18	367:24	316:17	100:17	183:24	212:21	307:12
Wertheimer	women 7:12	work 9:12	319:23,24	101:10	190:12	works 21:6,9	
354:6,7,12	7:13 8:6	10:2 13:2	323:4 325:5	136:19	205:18,21	100:9	X
355:25	11:15 65:4	18:8 24:3	325:6 342:6	143:18	209:8	210:25	X 37:12
356:16	89:11,21	25:3 31:8	345:20	151:8	210:19	211:10	236:19
West 389:23	90:7,11	44:5 50:24	348:12,13	176:21	216:12,13	283:11	
393:4	91:2 98:25	54:3 55:12	350:5,22	177:23	223:9	314:15	Y
wheel 194:25	145:9 146:5	76:9 83:2	365:18	178:2	229:16	322:19	y'all 132:25
whichever	151:3 177:6	89:12 92:6	374:14,22	179:16,22	242:4	364:8	134:14
							yeah 18:3

Committee of the Whole
April 5, 2016

Page 49

22:2 26:17	306:17	292:19	Z	8:2 44:21	201:24	60:1 61:1	166:1 167:1
45:10 58:13	307:4,6	296:3	zero 20:3	44:25 45:5	212:23	62:1 63:1	168:1 169:1
61:7,19	309:7	304:18	273:8 277:4	52:5 103:12	286:14	64:1 65:1	170:1 171:1
74:13,23	312:18	312:4	381:21	121:9	296:3 326:2	66:1 67:1	172:1 173:1
75:3 78:18	318:16	321:17	zero-based	152:13	15,000	68:1 69:1	174:1 175:1
91:17	320:8 338:5	329:25	369:22	325:3	151:16	70:1 71:1	176:1 177:1
155:19	338:7 341:9	337:21	370:8	100,000	163:6,23	72:1 73:1	178:1 179:1
216:22,22	341:10,10	340:19,24	zip 140:11	330:24	201:13	74:1 75:1	180:1 181:1
254:17	341:18	340:24	142:17	106,000	309:3	76:1 77:1	182:1 183:1
280:6	345:23	343:5	Zone 389:24	309:8	15.9 390:12	78:1 79:1	184:1 185:1
308:21	346:7	354:14	390:23	109,000-plus	150,000	80:1 81:1	186:1 187:1
360:3 404:8	354:21	355:12		404:22	330:24	82:1 83:1	188:1 189:1
406:5	355:17,24	358:5 367:4	0	11 213:2	362:11	84:1 85:1	190:1 191:1
year 2:20,24	361:4	367:5	1	347:3	1563-A 3:12	86:1 87:1	192:1 193:1
3:4 6:13	368:22	368:16,16	1 99:25	1199C 183:24	15th 168:12	88:1 89:1	194:1 195:1
8:25 21:4	369:20,20	368:19	111:25	281:16	235:6,7	90:1 91:1	196:1 197:1
27:13 29:22	378:18,23	373:13,14	143:19	393:3	263:25	92:1 93:1	198:1 199:1
32:10 34:15	378:24	376:9,16	151:12	395:18	16 30:5,10,12	94:1 95:1	200:1 201:1
49:12 66:9	379:5,16	380:10	154:5,5,7	12 106:13	30:16 98:18	96:1 97:1	202:1 203:1
76:3,13,22	387:23	388:20	154:12	172:20	245:6	98:1 99:1	204:1 205:1
76:23 77:6	389:11	yesterday	155:17	328:21	247:23	100:1 101:1	206:1 207:1
79:22,23	406:7,9	35:9 392:11	176:24	12-hour	16's 6:14	102:1 103:1	208:1 209:1
93:17,17	year's 78:9	394:9	191:16	229:19	16.1 390:11	104:1 105:1	210:1 211:1
95:8 99:6	years 2:14	York 31:14	238:22	12,000	391:21	106:1 107:1	212:1 213:1
99:13	3:2 10:2	67:19	239:3,7	151:16	160170 1:19	108:1 109:1	214:1 215:1
102:22	37:12 48:13	296:24	278:17	120 80:13	2:8,12 3:1	110:1 111:1	216:1 217:1
116:17	48:13 54:24	298:4 310:4	364:22	120,000	4:1 5:1 6:1	112:1 113:1	218:1 219:1
119:7	55:7 65:22	young 233:14	1's 143:22	307:24	7:1 8:1 9:1	114:1 115:1	220:1 221:1
120:10	66:23 87:5	250:18	151:11	123,000	10:1 11:1	116:1 117:1	222:1 223:1
133:24	90:9,10	274:23	1,200 346:7	388:23	12:1 13:1	118:1 119:1	224:1 225:1
154:5,5,6	96:7 99:15	275:19	1,302,500	1234 402:11	14:1 15:1	120:1 121:1	226:1 227:1
154:12,23	104:8 119:5	278:21	103:11	125 391:13	16:1 17:1	122:1 123:1	228:1 229:1
157:7	119:8,14	279:24	1.2 273:3	13 7:13 187:6	18:1 19:1	124:1 125:1	230:1 231:1
158:12,14	122:16	295:2	1.3 152:12	13,000	20:1 21:1	126:1 127:1	232:1 233:1
159:4	128:22	327:13	10 19:10,25	171:11	22:1 23:1	128:1 129:1	234:1 235:1
161:25	134:10	328:16	23:15	172:5,23	24:1 25:1	130:1 131:1	236:1 237:1
164:14	143:17	329:11	157:15	173:6 185:7	26:1 27:1	132:1 133:1	238:1 239:1
172:18,19	147:25	330:5 331:7	172:20	185:16	28:1 29:1	134:1 135:1	240:1 241:1
172:19	148:11	333:3	243:19,20	187:3	30:1 31:1	136:1 137:1	242:1 243:1
173:8,14,16	159:12	359:14	243:25	138,550	32:1 33:1	138:1 139:1	244:1 245:1
173:21	164:7 174:8	363:17,20	299:10	272:23	34:1 35:1	140:1 141:1	246:1 247:1
182:22	177:10	388:24	10-hour	13th 372:8,9	36:1 37:1	142:1 143:1	248:1 249:1
185:17,23	178:9	395:12	229:19	14,000	38:1 39:1	144:1 145:1	250:1 251:1
186:20	185:10	397:9	10,000 19:4	171:11	40:1 41:1	146:1 147:1	252:1 253:1
198:9	186:4,11	youth 11:11	119:23	172:5,23	42:1 43:1	148:1 149:1	254:1 255:1
243:21,23	191:12	70:7 92:10	164:11	173:7	44:1 45:1	150:1 151:1	256:1 257:1
245:6,16	198:14	127:21	185:9	185:16	46:1 47:1	152:1 153:1	258:1 259:1
246:3 273:4	202:16,18	128:17	186:10	187:3	48:1 49:1	154:1 155:1	260:1 261:1
274:14	207:21	274:21	10.8 274:3	307:21	50:1 51:1	156:1 157:1	262:1 263:1
279:5,6	218:11	285:11	10:00 409:24	309:9	52:1 53:1	158:1 159:1	264:1 265:1
283:19	221:24	293:12,23	10:30 1:7	15 19:10,25	54:1 55:1	160:1 161:1	266:1 267:1
291:25	239:6 260:8	YouTube	100 6:16 7:2	53:12 90:8	56:1 57:1	162:1 163:1	268:1 269:1
292:6	286:23	133:20		139:7	58:1 59:1	164:1 165:1	270:1 271:1

Committee of the Whole
April 5, 2016

Page 50

272:1 273:1	378:1 379:1	176:24	95:9 223:20	100:5	30th 41:25	119:22	89:1 90:1
274:1 275:1	380:1 381:1	177:25	387:23	105:12,16	42:2 356:11	121:16	91:1 92:1
276:1 277:1	382:1 383:1	179:5	389:11	106:6 112:8	311 334:19	171:19	93:1 94:1
278:1 279:1	384:1 385:1	190:21	2020 164:10	112:11	334:25	202:24	95:1 96:1
280:1 281:1	386:1 387:1	191:16	2021 3:2	114:11	335:6,24	259:3,12	97:1 98:1
282:1 283:1	388:1 389:1	226:2	2022 2:14	143:2,20,23	336:2,6	4,000 307:22	99:1 100:1
284:1 285:1	390:1 391:1	237:23	3:23	144:4	311's 276:3	328:20	101:1 102:1
286:1 287:1	392:1 393:1	239:11,19	21st 95:24	150:22	317 327:6,7	4,080 8:19	103:1 104:1
288:1 289:1	394:1 395:1	267:9,16	205:10	151:21	32 350:18	4,261,140	105:1 106:1
290:1 291:1	396:1 397:1	268:13	22 202:8	163:2	325 321:18	6:12	107:1 108:1
292:1 293:1	398:1 399:1	404:21	22nd 402:17	176:24	322:22	4,500 186:14	109:1 110:1
294:1 295:1	400:1 401:1	405:24	23 103:13	182:20	328 326:15	4/5/16 3:1 4:1	111:1 112:1
296:1 297:1	402:1 403:1	406:4	235 121:11	185:24	326:18	5:1 6:1 7:1	113:1 114:1
298:1 299:1	404:1 405:1	2's 143:19,23	24 7:9 329:11	191:7 192:5	327:4	8:1 9:1 10:1	115:1 116:1
300:1 301:1	406:1 407:1	151:11	24,300 171:7	192:9	34 276:20	11:1 12:1	117:1 118:1
302:1 303:1	408:1 409:1	161:5	24.5 388:17	198:14	351:19	13:1 14:1	119:1 120:1
304:1 305:1	410:1	2,000 99:14	244,000 7:18	202:16	354:12	15:1 16:1	121:1 122:1
306:1 307:1	160171 1:19	241:17	25 7:12	237:23	35 8:9	17:1 18:1	123:1 124:1
308:1 309:1	2:8,16	2,391 8:21	118:11	239:19,20	36 388:17	19:1 20:1	125:1 126:1
310:1 311:1	160172 1:19	2.5 317:23	134:9	3's 161:6	37 401:10	21:1 22:1	127:1 128:1
312:1 313:1	2:8,18	2:00 361:19	135:24	191:20	402:5	23:1 24:1	129:1 130:1
314:1 315:1	160180 1:20	20 110:22	158:17	192:12,16	380 406:8	25:1 26:1	131:1 132:1
316:1 317:1	2:9,21	111:2	219:4 221:3	192:21	380,000	27:1 28:1	133:1 134:1
318:1 319:1	17 30:6,12	188:16	310:15	193:18	406:6	29:1 30:1	135:1 136:1
320:1 321:1	103:15	260:24	311:16	3- 118:11	39 201:18	31:1 32:1	137:1 138:1
322:1 323:1	274:15	304:18	25,000	119:22	390,000	33:1 34:1	139:1 140:1
324:1 325:1	17,000	368:22	164:12	121:16	388:21	35:1 36:1	141:1 142:1
326:1 327:1	119:11,17	369:2	250,000	185:17		37:1 38:1	143:1 144:1
328:1 329:1	119:21	20's 201:20	103:19	202:23	4	39:1 40:1	145:1 146:1
330:1 331:1	163:25	20,000	26 99:10	259:3,11	4 93:15 98:18	41:1 42:1	147:1 148:1
332:1 333:1	201:15,17	307:19	177:11,25	3-year-olds	100:5	43:1 44:1	149:1 150:1
334:1 335:1	18 178:7	200 7:16,25	225:11	171:19	105:12	45:1 46:1	151:1 152:1
336:1 337:1	199:8	44:20 45:2	293:12	3,410,559	106:6 112:8	47:1 48:1	153:1 154:1
338:1 339:1	243:22	45:5 103:16	299:8	6:16	112:11	49:1 50:1	155:1 156:1
340:1 341:1	293:12	121:10	388:16	3,587,000	114:11	51:1 52:1	157:1 158:1
342:1 343:1	329:11	173:11	26,000	102:20	143:2,23	53:1 54:1	159:1 160:1
344:1 345:1	388:18,24	202:4 364:5	171:14	3.7 159:6	144:4	55:1 56:1	161:1 162:1
346:1 347:1	180 243:22	200,000	27 258:17,22	3:30 173:15	150:23	57:1 58:1	163:1 164:1
348:1 349:1	186,000	312:18	27,000	173:15	151:21	59:1 60:1	165:1 166:1
350:1 351:1	44:20	2010 133:10	257:20	30 23:15	163:2 191:8	61:1 62:1	167:1 168:1
352:1 353:1	186,035 7:25	2012 83:6	258:5	127:20	192:5,10	63:1 64:1	169:1 170:1
354:1 355:1	19-year-old	358:5	27,750,000	137:6 261:3	198:14	65:1 66:1	171:1 172:1
356:1 357:1	90:9	2013 387:25	103:16	263:15	202:16,18	67:1 68:1	173:1 174:1
358:1 359:1	19,000	2014 388:15	28 201:20	311:16	237:24	69:1 70:1	175:1 176:1
360:1 361:1	312:13	2015 21:25	28,000 19:5	300 8:18	260:7	71:1 72:1	177:1 178:1
362:1 363:1	313:9	22:5 133:9	171:14	103:17	4's 161:6	73:1 74:1	179:1 180:1
364:1 365:1	1992 3:11	2016 1:7 3:4	283 326:14	118:21	191:20	75:1 76:1	181:1 182:1
366:1 367:1	1st 57:3	50:17 58:11	326:18,22	119:25	192:12,16	77:1 78:1	183:1 184:1
368:1 369:1		326:17	29,702,500	120:5,24	192:21	79:1 80:1	185:1 186:1
370:1 371:1	2	409:24	103:10	121:13,15	193:18	81:1 82:1	187:1 188:1
372:1 373:1	2 37:20 90:8	2017 2:14,17		160:8,22	4-year-old	83:1 84:1	189:1 190:1
374:1 375:1	99:25	2:20 3:2,21	3	173:12	185:17	85:1 86:1	191:1 192:1
376:1 377:1	111:25	3:23 27:13	3 3:11 21:16	202:5,7	4-year-olds	87:1 88:1	193:1 194:1
	151:12		21:17 93:15		118:12		

Committee of the Whole
April 5, 2016

Page 51

195:1 196:1	301:1 302:1	407:1 408:1	51,854 8:19	770,485 6:13		
197:1 198:1	303:1 304:1	409:1 410:1	52 7:8	78 90:7 91:2		
199:1 200:1	305:1 306:1	40 347:21	530,568 6:17	796,336 7:17		
201:1 202:1	307:1 308:1	389:4	54 7:12			
203:1 204:1	309:1 310:1	40,000 68:20	5th 68:10	<u>8</u>		
205:1 206:1	311:1 312:1	307:18		8 326:16		
207:1 208:1	313:1 314:1	328:18	<u>6</u>	8,000 163:10		
209:1 210:1	315:1 316:1	400 1:6 8:20	6 128:5 178:6	8,082 356:11		
211:1 212:1	317:1 318:1	103:17	6,000 111:11	8,500 99:9		
213:1 214:1	319:1 320:1	409:25	6,500 99:14	116:14		
215:1 216:1	321:1 322:1	400,000	119:9 164:7	157:6 172:4		
217:1 218:1	323:1 324:1	103:17	186:3	172:16,22		
219:1 220:1	325:1 326:1	41,000	187:10	173:5 185:8		
221:1 222:1	327:1 328:1	389:20	6:00 410:4	185:19		
223:1 224:1	329:1 330:1	42 312:14	60 99:11	186:19,22		
225:1 226:1	331:1 332:1	43,000	119:7	187:7,9		
227:1 228:1	333:1 334:1	328:18	187:11	8,624,282		
229:1 230:1	335:1 336:1	45 8:5 196:6	273:22	272:22		
231:1 232:1	337:1 338:1	46 7:2 262:13	318:16,21	80 17:15		
233:1 234:1	339:1 340:1	47 202:11	320:19	104:19		
235:1 236:1	341:1 342:1	48 258:23	600 345:24	105:6		
237:1 238:1	343:1 344:1	4th 21:4	346:7	157:17		
239:1 240:1	345:1 346:1	68:10	65 105:8	326:5		
241:1 242:1	347:1 348:1		318:17,21	800-someth...		
243:1 244:1	349:1 350:1	<u>5</u>	320:8,20	29:3		
245:1 246:1	351:1 352:1	5 1:7 27:6	6th 306:6	82,992,143		
247:1 248:1	353:1 354:1	44:16	409:24	272:24		
249:1 250:1	355:1 356:1	149:16		87,000 19:5		
251:1 252:1	357:1 358:1	316:23	<u>7</u>			
253:1 254:1	359:1 360:1	317:18,23	7 18:23 19:20	<u>9</u>		
255:1 256:1	361:1 362:1	359:8	7-year-old	9 157:15		
257:1 258:1	363:1 364:1	5-year-olds	359:8	9,000 119:24		
259:1 260:1	365:1 366:1	163:2	7,000 111:11	90 76:18		
261:1 262:1	367:1 368:1	260:20	163:10	319:18		
263:1 264:1	369:1 370:1	5,000 24:13	7,527 356:12	91,754,975		
265:1 266:1	371:1 372:1	307:11	70 115:3	272:21		
267:1 268:1	373:1 374:1	50 114:18,20	311:9 319:7	9th 68:9		
269:1 270:1	375:1 376:1	162:25,25	70,000			
271:1 272:1	377:1 378:1	163:6 241:4	125:12			
273:1 274:1	379:1 380:1	241:6 245:9	700 406:24			
275:1 276:1	381:1 382:1	249:3 250:3	72,500			
277:1 278:1	383:1 384:1	250:9	120:18			
279:1 280:1	385:1 386:1	258:18,24	72,900 171:8			
281:1 282:1	387:1 388:1	50-plus	73,000			
283:1 284:1	389:1 390:1	304:22	120:10,16			
285:1 286:1	391:1 392:1	50,000 16:6	120:22			
287:1 288:1	393:1 394:1	257:21	121:20			
289:1 290:1	395:1 396:1	500 103:19	122:19			
291:1 292:1	397:1 398:1	275:4 304:6	74 90:18,21			
293:1 294:1	399:1 400:1	304:7	75 90:10,15			
295:1 296:1	401:1 402:1	356:10	98:5 157:17			
297:1 298:1	403:1 404:1	500,000	77 312:16			
299:1 300:1	405:1 406:1	337:24	770,000 27:8			
		51,000 171:9	27:24			