

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON APPROPRIATIONS

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, April 3, 2024
10:10 a.m.

PRESENT:

COUNCILMEMBER MARK SQUILLA, CHAIR
COUNCILMEMBER CINDY BASS
COUNCILMEMBER JAMIE GAUTHIER
COUNCILMEMBER KATHERINE GILMORE RICHARDSON
COUNCILMEMBER QUETCY LOZADA
COUNCILMEMBER ISAIAH THOMAS

BILLS 240176, 240177, and 240178

- - -

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER SQUILLA: Good
3 morning, everyone. Sorry for the delay.
4 Today is Wednesday, April 3rd. Welcome
5 to the hearing of the Committee on
6 Appropriations.

7 I note that the hour has come
8 and a quorum of the Committee is present.
9 To my left, Councilmember Lozada,
10 Councilmember Bass, Councilmember Gilmore
11 Richardson.

12 We now have a quorum. The
13 hearing is called to order. This is the
14 public hearing of the Committee on
15 Appropriations regarding Bills No.
16 240176, 240177, 241078.

17 Mr. McMonagle, would you please
18 read the title of the bills.

19 THE CLERK: Bill No. 240176, an
20 ordinance authorizing transfers in
21 appropriations for Fiscal Year 2024 from
22 the General Fund, certain or all City
23 offices, departments, boards and
24 commissions, and the Grants Revenue Fund,
25 certain or all City offices, departments,

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 boards and commissions, to the General
3 Fund, certain or all City offices,
4 departments, boards and commissions and
5 to the Aviation Fund, certain or all City
6 offices, departments, boards and
7 commissions.

8 Bill No. 240177, an ordinance
9 amending Bill No. 230145, entitled "An
10 ordinance to adopt a Fiscal 2024 Capital
11 Budget," by revising various
12 appropriation amounts and totals, all
13 under certain terms and conditions.

14 Bill No. 240178, an ordinance
15 amending Bill No. 230144, entitled "An
16 ordinance to adopt a Capital Program for
17 the six Fiscal Years 2024 through 2029
18 Inclusive," by revising various
19 appropriation amounts and totals to
20 conform to amendments to the FY2024
21 Capital Budget Ordinance, all under
22 certain terms and conditions.

23 COUNCILMEMBER SQUILLA: Thank
24 you.

25 Please call the first panel to

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 testify.

3 THE CLERK: Can we please have

4 Sabrina Maynard.

5 (Witness approached witness

6 table.)

7 COUNCILMEMBER SQUILLA: Thank

8 you, Sabrina. Just state your name for

9 the record and you can proceed with your

10 testimony.

11 MS. MAYNARD: Good morning.

12 Hello. Sabrina Maynard, Deputy Finance

13 Director.

14 COUNCILMEMBER SQUILLA: Before

15 you get started, just for the record,

16 Councilmember Thomas is present for the

17 hearing. Thank you.

18 MS. MAYNARD: Good morning,

19 Chair Squilla and members of the

20 Appropriations Committee. I am Sabrina

21 Maynard, Deputy Finance Director. I'm

22 joined by my colleagues from Finance,

23 along with representatives from each

24 department that has a request in the

25 transfer ordinance. I'm here to testify

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 in support of Bill No. 240176, which is
3 the proposed FY24 spring midyear transfer
4 ordinance; Bill No. 240177, which amends
5 Bill No. 230144, entitled "An ordinance
6 to adopt a Capital Program for the six
7 Fiscal Years 2024 through 2029
8 Inclusive"; and Bill No. 240178, which
9 amends Bill No. 230145, entitled "An
10 ordinance to adopt a Fiscal 2024 Capital
11 Budget."

12 You have also received written
13 testimony from each department that has a
14 request in the transfer ordinance.

15 These ordinances are needed to
16 address areas where funds are being
17 realigned or shortages have occurred as
18 well as to expedite certain investments
19 in materials, supplies, and equipment
20 that will be critical for Mayor Parker's
21 plans to make Philadelphia the cleanest,
22 greenest, and safest big city in the
23 nation, with economic opportunity for
24 all.

25 We have also made changes to

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 the bills to reflect requests made by
3 Councilmembers.

4 I thank you for the opportunity
5 to testify today. I would like to
6 request a suspension of the rules so that
7 these ordinances can be considered at the
8 next session of Council.

9 If you have any questions, we
10 would be happy to answer them.

11 Thank you.

12 COUNCILMEMBER SQUILLA: Thank
13 you. Thank you for your testimony.

14 For the record, before we ask
15 questions, Councilmember Gauthier is
16 present for the hearing.

17 Councilmember Richardson.

18 COUNCILMEMBER RICHARDSON:
19 Thank you. Thank you so much, Mr. Chair.

20 And thank you, Sabrina, for
21 your testimony. I just wanted to for the
22 record confirm the latest and last round
23 of caucus amendments that were negotiated
24 this morning with the Committee. If you
25 could confirm those amendments to your

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 understanding for the record, please.

3 MS. MAYNARD: Sure. So one by

4 one?

5 COUNCILMEMBER RICHARDSON: Yes,

6 ma'am.

7 MS. MAYNARD: All right. We

8 added \$500,000 for tree pruning in Parks

9 and Recreation; \$750,000 in Council Class

10 200; \$200,000 in Council Class 300 and

11 400; \$500,000 for Mural Arts; \$325,000 in

12 FY24 for Sheriff space needs; \$2 million

13 in the Aviation Fund for additional

14 tax-related costs that has no General

15 Fund impact.

16 On the capital side, \$250,000

17 for some street lighting in the Streets

18 Department; \$300,000 for a repair to

19 Malcolm X; 3 million for Eastwick in

20 capital under Parks and Rec; and 400,000

21 for Vare pool.

22 We also adjusted the

23 contribution to the Budget Stabilization

24 Reserve, which had been set as 15 million

25 in '24 and we adjusted it back to '25.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER RICHARDSON: And

3 also the \$900,000 for Finance?

4 MS. MAYNARD: Yeah. We have

5 committed to do that.

6 COUNCILMEMBER RICHARDSON: Can

7 you state that for the record, please.

8 MS. MAYNARD: Yes. We have

9 committed to do the \$900,000.

10 COUNCILMEMBER RICHARDSON:

11 \$900,000 from Finance?

12 MS. MAYNARD: For Finance, yes.

13 COUNCILMEMBER RICHARDSON:

14 Okay. And that will be for what

15 projects?

16 MS. MAYNARD: For the

17 Germantown Y.

18 COUNCILMEMBER RICHARDSON:

19 Thank you very much.

20 MS. MAYNARD: Thank you.

21 COUNCILMEMBER RICHARDSON: All

22 right. I have additional questions, Mr.

23 Chair.

24 COUNCILMEMBER SQUILLA: Feel

25 free.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER RICHARDSON:

3 Thank you very much.

4 This is for the Office of
5 Homeless Services relative to the
6 \$850,000 request.

7 (Witness approached witness
8 table.)

9 MR. HOLLOMAN: Good morning.
10 Dave Holloman, Interim Executive Director
11 for the Office of Homeless Services.

12 COUNCILMEMBER RICHARDSON: Good
13 morning. Good morning, Mr. Holloman.

14 MR. HOLLOMAN: Good morning.

15 COUNCILMEMBER RICHARDSON: So
16 you're requesting a transfer of \$850,000
17 in Class 100 funds to Class 200 to
18 address a back payment to three vendors.
19 It is our understanding that's HopePHL,
20 Philabundance, and Lintons Kirkbride Food
21 Service; is that correct?

22 MR. HOLLOMAN: Yes. It's to
23 request that transfer from Class 100 to
24 200 to maintain current operations, yes.

25 COUNCILMEMBER RICHARDSON:

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 Excellent.

3 How are these vendors selected
4 for this payment?

5 MR. HOLLOMAN: Those vendors
6 are selected through our process of RFI.
7 Many of those vendors have been
8 contracted with the Office of Homeless
9 Service through many years as partners in
10 those areas of services.

11 COUNCILMEMBER RICHARDSON:
12 Excellent.

13 And in November 2023 during the
14 last transfer ordinance process, you
15 stated that ODAAT was owed \$420,333, U.S.
16 Facilities was owed \$2,435,110, and 1260
17 was owed \$840,180 in FY24 payments. Why
18 were these vendors not selected for
19 payment?

20 MR. HOLLOMAN: I can get back
21 to you with additional details around
22 those matters there.

23 COUNCILMEMBER RICHARDSON: Will
24 that be before we have to vote this
25 morning?

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 MR. HOLLOMAN: No. So many of
3 those vendors, as many of you know,
4 despite our budgetary challenges, we were
5 on a calendar fiscal year. Many of those
6 contracts that we signed, especially for
7 FY24, crossed over a couple fiscal years,
8 so there could have been some budgetary
9 challenges around payment options for
10 them, as we are rectifying those issues
11 right now.

12 COUNCILMEMBER RICHARDSON:

13 Excellent.

14 In the document you provided to
15 this Committee on March 22nd, you
16 accounted for a decrease in U.S.
17 Facilities costs of \$100,000 due to
18 savings realized by hiring janitorial
19 staff.

20 MR. HOLLOMAN: Yes, we did. As
21 you know, U.S. Facility has been one of
22 our great partners around operating some
23 of the migrant shelters and also with
24 some of the COVID related. We thought
25 that after looking at an analysis and

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 where we could have some cost savings, we
3 thought that bringing on six custodial
4 workers through the civil service process
5 would align with having some cost savings
6 there. However, like OHS, with many
7 other City departments, that process took
8 a little bit longer where we were
9 expecting a little bit more cost savings.
10 We were finally able to bring them on
11 around February, late February, March,
12 which we are projecting some cost savings
13 there on the budget.

14 COUNCILMEMBER RICHARDSON:
15 Okay. Excellent. Do we owe U.S.
16 Facilities \$2 million?

17 MR. HOLLOMAN: I would have to
18 get back with you with that final number,
19 how much we owe them.

20 COUNCILMEMBER RICHARDSON: I'm
21 asking because I need to understand how
22 we are accounting for any reduction in
23 costs.

24 MR. HOLLOMAN: So what U.S.
25 Facility does, they subcontract with

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 organization Team Clean. We were paying
3 an average of about \$70,000 per month on
4 those bills. With the addition of
5 bringing on custodial workers, six
6 custodial workers, with an average salary
7 between \$37,000 to \$40,000 a year, we
8 were projecting out for six months as we
9 move to a City fiscal year contract
10 starting January 1st.

11 COUNCILMEMBER RICHARDSON:
12 Okay. In the document you provided to
13 this Committee again on March 22nd, you
14 accounted for an \$850,000 transfer from
15 Class 100 to Class 200. There are 23
16 positions listed as vacant in the
17 Department. Can you please detail which
18 unit within OHS these positions are
19 located?

20 MR. HOLLOMAN: Yes. Thank you
21 for that question. So many of those
22 positions are through our Prevention and
23 Diversion Unit, intake unit, which we see
24 a high turnover, because many of those
25 positions are social worker. They have a

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 very progressive track for advancement
3 throughout the City, so that position
4 always has a high turnover. We have some
5 in our Contracts and Fiscal Unit, which
6 we are looking to beef up, but as I
7 stated before to you in writing, we see
8 many turnovers in the intake units where
9 many of those positions are social work,
10 and the City has a very progressive
11 advance placement with the social work
12 unit where they can progress to higher
13 positions throughout the City.

14 COUNCILMEMBER RICHARDSON: I
15 see. And I know I did ask earlier in the
16 separate budget process regarding the
17 process to look at a compensation
18 analysis and I'm awaiting that
19 information to see whether or not OHS was
20 included in the most recent compensation
21 analysis that has taken place within some
22 City departments, as stated by the new
23 CAO.

24 MR. HOLLOMAN: Can you
25 repeat --

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER RICHARDSON: In

3 the -- go ahead.

4 MR. HOLLOMAN: I'm sorry. Can
5 you repeat that?

6 COUNCILMEMBER RICHARDSON: In
7 the FY25 Operating Budget in Brief, the
8 \$850,000 in Class 100 is added back into
9 the FY25 budget. So if you're dealing
10 with this vacancy issue, why do you need
11 the funds reallocated in FY25?

12 MR. HOLLOMAN: Yeah. So for
13 Class 100, we on average, I think -- and
14 we're not anomalous. It takes about four
15 to six months on average right now to
16 fill civil service positions. We're
17 projecting out because of the delay that
18 we have seen with filling certain
19 positions that this will help with our
20 Class 200.

21 As you are aware, moving from a
22 calendar year contract with many of our
23 providers and immediately starting City
24 fiscal year January 1st, there were
25 contracts that was previously signed by

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 my previous executor that we had to
3 rectify the budget because we were
4 projected to have a close to \$5 million
5 overspend. So as a way to address some
6 of those actions, we were looking at
7 where we could have some cost savings
8 throughout all of our classes to make
9 sure that we have maintained levels of
10 services.

11 COUNCILMEMBER RICHARDSON:

12 Thank you.

13 Just a few more, Mr. Chairman.

14 COUNCILMEMBER SQUILLA: Sure.

15 COUNCILMEMBER RICHARDSON:

16 Thank you.

17 In the document you provided to
18 this Committee on March 22nd, you
19 accounted underspend for 100 new units,
20 saying they will not be online until
21 March of 2024 and notated \$924,000 in
22 savings. Which vendor is supplying these
23 beds?

24 MR. HOLLOMAN: There are going
25 to be a number of different vendors that

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 we're RFPing out from the non-profit
3 world to support that permanent
4 supportive housing.

5 COUNCILMEMBER RICHARDSON: So
6 if they say 1260 -- let's just say 1260.
7 In November of 2023, you stated that we
8 owed 1260 \$840,108 for conformed contract
9 for 100 units previously funded through
10 the Housing Trust Fund. Why has that
11 amount increased?

12 MR. HOLLOMAN: Why has that now
13 what?

14 COUNCILMEMBER RICHARDSON: Why
15 has that amount increased if we notated
16 \$924,000 in savings?

17 MR. HOLLOMAN: Well, 1260 has
18 some cost savings there because there was
19 some delay in filling a number of those
20 units that were projected out. Again, we
21 were trying to adjust for contracts that
22 were previously signed to address the
23 budgetary challenges there. Those
24 contracts, as I want to make very clear,
25 they were on a calendar year, and so

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 trying to adjust those budgets to meet
3 the overall cost neutral that we are
4 trying to project that \$5 million -- to
5 address that \$5 million projected
6 spending over, we had to adjust certain
7 contracts to meet the needs, but many of
8 our providers where you have seen
9 underspend in that, we had to adjust that
10 in our budget cut scenario to meet the
11 needs of current services.

12 COUNCILMEMBER RICHARDSON:

13 Excellent.

14 In the document that you also
15 provided to this Committee on March 22nd,
16 you accounted for \$1,552,324 in savings
17 for contractors who underspend, and you
18 listed those contractors as 1260, PHMC,
19 SELF, RHD, and Sanctuary Village. In the
20 documents you provided in November, you
21 stated that we owed the following.

22 Have these vendors been paid
23 for those expenses that they incurred
24 FY21 through '23? And that would be 1260
25 at \$840,180 for the 100 units that were

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 previously paid by the Housing Trust Fund
3 already, PHMC \$293,960 for shallow rent,
4 SELF is \$1,448,045 for shelter combo and
5 \$203,099 for winter, and RHD would be
6 \$42,377 for Woodstock.

7 MR. HOLLOMAN: Yes. Many of
8 those vendors that we're relating to
9 here, we had a deficit in our balance
10 with them from FY21, '22, and '23. The
11 majority of those vendors have either
12 been paid or in the current process of
13 being paid very shortly. We have been
14 working with our Finance team, City
15 Finance team, to make sure that, one, all
16 the invoices are correct, that we're
17 taking multi-levels of accountability to
18 make sure that everything is done in a
19 due process way.

20 We apologized to those vendors
21 if it has caused any significant delay,
22 but what I am here today to report, that
23 over 75 percent of those vendors have
24 been paid from FY21 to '22 to '23 and the
25 remainder are currently in process.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER RICHARDSON:

3 Okay. The last 25 percent are in
4 process. And so that's not a double ask
5 for a double payment? I'm just seeking
6 to understand relative to the units that
7 were already funded under the Housing
8 Trust Fund.

9 MR. HOLLOMAN: Yeah. So the
10 funds that we're requesting today to help
11 support current level of funding, as many
12 of you know, the City of Philadelphia
13 received a significant amount of money
14 during the COVID expenditure. Some of
15 those monies were directly related to
16 shelters, some were rapid rehousing,
17 which many of those contracts expired
18 9/30/2023. Because those contracts were
19 signed during that last calendar year,
20 these here would offset some of those
21 deficits that were running on those
22 contracts.

23 COUNCILMEMBER RICHARDSON:

24 Okay. And then, lastly -- and I'll
25 submit the balance of my questions in the

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 interest of time because we are in
3 budget -- in the document you provided to
4 this Committee again on March 22nd, you
5 accounted for \$348,803 in lease savings
6 from the Eliza Shirley relocation, but in
7 the document you provided in November,
8 that same amount of money was listed as
9 an FY24 for the new site and that the
10 site development was already underway.
11 Was the relocation paused?

12 MR. HOLLOMAN: So that site, we
13 actually just got confirmation to move
14 into that site of 216 North Broad Street.
15 We looked at the lease of that site and
16 it would be -- there were some costs that
17 incurred -- that will be incurred there,
18 and so it was really a cost neutral. The
19 site that we're currently at now at Eliza
20 Shirley, we have not had an active
21 commitment on the lease there for a
22 number of years there.

23 COUNCILMEMBER RICHARDSON:
24 Okay. So could you detail the lease
25 savings?

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 MR. HOLLOMAN: I can provide
3 that in writing to you.

4 COUNCILMEMBER RICHARDSON:
5 Okay. For the record, I have an
6 additional eight questions that I will
7 submit to the Office of Homeless Services
8 for written response.

9 MR. HOLLOMAN: No problem.
10 Thank you.

11 COUNCILMEMBER RICHARDSON:
12 Okay. Thank you very much.

13 MR. HOLLOMAN: Absolutely.

14 COUNCILMEMBER SQUILLA: Thank
15 you, Councilmember.

16 And thank you, David. Wait,
17 Dave. Another question.

18 Councilmember Gauthier.

19 COUNCILMEMBER GAUTHIER: Thank
20 you, Mr. Chair.

21 Good morning, Mr. Holloman.

22 MR. HOLLOMAN: Good morning.

23 COUNCILMEMBER GAUTHIER: I
24 wanted to dig in a little more on the
25 request from the Admin.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 So this is a revenue-neutral
3 request that is asking to move \$850,000
4 from Class 100 to 200, and I wanted to
5 just understand a little bit more about
6 the request.

7 So, for instance, the request
8 is asking to move \$428,000 to HopePHL for
9 Gloria's Place shelter, which is in the
10 Third District. Can you talk more about
11 what that \$428,000 would cover?

12 MR. HOLLOMAN: Yes. So
13 Gloria's Place in your district,
14 Councilwoman, we opened that site --
15 well, the City of Philadelphia opened
16 that site as a result of a tragedy of
17 Lindley Tower closing. At that time,
18 that was the only building that could
19 accommodate families out of that tragedy.

20 Also, we were also faced with a
21 significant number of larger families
22 showing up in the dead heat of the winter
23 at our intake sites. There was a
24 decision made at that time to place some
25 of the families in that location.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 However, we did not have budgetary
3 authority to do that, and this happened
4 under my previous executor, to make a
5 decision there to place families there.
6 Those costs accrued because we didn't
7 have budgetary authority to do that. And
8 so this request here will help resolve
9 some of the finance, the debts that we
10 accrued by having families at Gloria's
11 Place.

12 COUNCILMEMBER GAUTHIER: So
13 just to pause for a second. These are
14 services that have already been provided
15 by HopePHL, which is a non-profit?

16 MR. HOLLOMAN: Absolutely.

17 COUNCILMEMBER GAUTHIER: So
18 this is like a half a million dollars
19 that they incurred in services that we
20 have not paid them for yet?

21 MR. HOLLOMAN: Absolutely.

22 COUNCILMEMBER GAUTHIER: Okay.
23 So I just wanted to zone in on that a
24 little bit more, because clearly we have
25 to take care of that expense on the

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 behalf of that non-profit doing critical
3 work in our community.

4 MR. HOLLOMAN: Yes.

5 COUNCILMEMBER GAUTHIER: Thank
6 you, Mr. Chair.

7 COUNCILMEMBER SQUILLA: Thank
8 you.

9 Are there any other questions
10 from the Committee?

11 (No response.)

12 COUNCILMEMBER SQUILLA: Thank
13 you for your testimony.

14 Mr. McMonagle, can you please
15 read the next person to testify.

16 Mr. Dubow, can you come up real
17 quick? I know you thought you were out
18 of here.

19 (Witness approached witness
20 table.)

21 COUNCILMEMBER SQUILLA: Real
22 quick, we had some negotiations during
23 the process of the transfer ordinance and
24 some of the concerns from Councilmembers
25 was agreements on budgetary requests that

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 aren't really included in this transfer
3 ordinance but are agreed to, and we'll be
4 receiving things in writing for that. It
5 was mainly on some Rebuild projects. And
6 we just want to make sure that we are in
7 agreement of a commitment for those
8 projects and if we could just get them on
9 the record. I know we have Councilmember
10 Bass and Councilmember Lozada who wanted
11 to make sure that we have that.

12 Can you just go over how the
13 Rebuild borrowing will happen and then
14 how that commitment will be set forth?

15 MR. DUBOW: Yeah. So Rob
16 Dubow, Finance Director.

17 So the next Rebuild borrowing
18 is likely to happen around June. The
19 borrowing size will be based on our cash
20 flow needs, and projects that are ready
21 to go will be prioritized.

22 Projects we've talked about,
23 Barrett, Panati -- is that pronouncing it
24 correctly? Yes -- those -- Aparna can
25 actually come help me with this. They're

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 ready to go, so they would move as part
3 of that borrowing, and the third one,
4 that would also be part of that
5 borrowing.

6 COUNCILMEMBER SQUILLA: And the
7 third one, I guess can Aparna elaborate
8 on --

9 MR. DUBOW: Sorry. The last
10 one, it was McPherson.

11 COUNCILMEMBER SQUILLA: Yes.
12 Yes.

13 (Witness approached witness
14 table.)

15 COUNCILMEMBER SQUILLA: If
16 Aparna just wants to explain that those
17 projects are ready. I know McPherson is
18 a little more complicated, but how the
19 borrowing then will be used to make sure
20 those projects move forward.

21 MS. PALANTINO: Good morning.
22 Aparna Palantino, Director of Capital
23 Projects.

24 Yes. So two projects have
25 already been bid. Panati and Barrett are

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 ready to go into construction
3 immediately. We can proceed very soon
4 knowing that the balance of the funding
5 will become available as part of the next
6 bond issuance. And McPherson, there is a
7 project currently underway, and the
8 larger project there will continue with
9 the funds from the bond issuance.

10 COUNCILMEMBER SQUILLA: And if
11 the bond is happening, obviously there's
12 other projects that are still not
13 completed in scope of those projects or
14 cost. Would there be a third borrowing
15 at some point to consider them?

16 MR. DUBOW: Yeah. We've always
17 planned on doing three borrowings. So,
18 yes, we anticipate that there will be a
19 third borrowing.

20 COUNCILMEMBER SQUILLA: Thank
21 you so much. Thank you.

22 MS. PALANTINO: You're welcome.

23 COUNCILMEMBER SQUILLA: Is
24 there anybody from the Administration who
25 will be testifying?

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 (No response.)

3 COUNCILMEMBER SQUILLA: Seeing

4 none, are there any other questions?

5 Councilmember Bass.

6 COUNCILMEMBER BASS: Thank you.

7 I just really wanted to thank the

8 Administration for being on the record

9 and for the transparency. It's been a

10 great opportunity to work together, and

11 we appreciate that this is really the

12 beginning of a new relationship, and so

13 we just really appreciate the

14 transparency and the willingness to go on

15 the record on these matters. So thank

16 you so much.

17 COUNCILMEMBER SQUILLA:

18 Councilmember Gilmore Richardson.

19 COUNCILMEMBER RICHARDSON: I

20 too wanted to echo those sentiments and

21 really thank the Administration, Rob, to

22 your team and Sabrina, everyone who

23 worked with us on this process. We had a

24 wonderful negotiation, and I'm certainly

25 very appreciative of everything that you

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 all were able to do to help us deliver on
3 behalf of our constituents.

4 Thank you very, very much.

5 COUNCILMEMBER SQUILLA: Thank
6 you.

7 I also want to thank our team
8 on Council and Helen for her great work
9 and efforts all hours of the morning and
10 all hours after midnight. So thank Helen
11 for her great efforts and work.

12 And, Mr. McMonagle, is there
13 anybody else here to testify on any of
14 the Appropriations bills in front of us
15 today?

16 THE CLERK: We do have some
17 public comment. Can I please have Paul
18 Birdsong, Marc Postell, Mazzie Casher,
19 and Brian Gordon, please.

20 (Witnesses approached witness
21 table.)

22 COUNCILMEMBER SQUILLA: Thank
23 you all for participating in the civic
24 process. If you just want to state your
25 name for the record and then proceed with

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 your testimony.

3 MR. CASHER: Good morning,
4 everyone. My name is Mazzie Casher. I'm
5 the co-founder of the Philly Truce
6 Foundation. I'm here to address -- I
7 wrote the numbers down, but all of them
8 actually, 76, 77, and 78.

9 So we are here -- some others
10 are going to speak, but we are here as
11 members of the community who have given
12 time and energy to patrolling our
13 communities where gun violence is most
14 problematic and most impactful.

15 We're coming here today to ask
16 for the support of this Committee to take
17 this out of a volunteer operation into a
18 paid operation, and what that looks like
19 is, there are 4,000 men on State Road
20 right now. They're going to cycle in and
21 out of our community in a matter of days
22 or weeks or months. There's 42,000
23 people on parole and probation right now
24 in the City, and the DA is prosecuting
25 50,000 cases a year.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 So our proposal is that
3 justice-impacted men be employed, whether
4 it be through diversion, through perhaps
5 the DA's Office or a judge such as Judge
6 Sawyer, as a condition of probation on
7 any justice-impacted diversion matter or
8 as a reentry requirement, to be employed
9 as community-led visible deterrents, what
10 we call Peace Patrol.

11 So we are here to ask you today
12 that as you negotiate with the Mayor over
13 this budget, negotiation cycle, that
14 there be extreme priority given to
15 funding community-led, visible, physical
16 deterrents in the communities most
17 impacted by gun violence.

18 So to give you an example of
19 how effective this has been in our
20 modeling of it, last year we concluded a
21 campaign called Operation Hug the Block.
22 It was 77 consecutive nights on the
23 blocks identified by the District
24 Attorney's Office as the most violent in
25 recent history, meaning having ten or

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 more shootings on those blocks I think
3 going back to 2015. Thirty-five of those
4 nights were in the 24th Police District,
5 the 7th District.

6 We measured the data from those
7 nights, because we were there most
8 consecutively in a single police
9 district. Year over year, August to
10 November, 2023 compared to 2022, there
11 was a 64 percent reduction in shootings,
12 62 percent reduction in violent
13 shootings, and I believe an 84 percent
14 reduction in shootings of people under
15 the age of 18 when we compared the time
16 that we were there to the year prior. Of
17 course, violence was trending down and we
18 cannot claim all of that, but we
19 certainly contributed.

20 During that time, we had the
21 privilege to cultivate a working
22 relationship with the Philadelphia Police
23 Department, particularly again we spent
24 most time in the 24th District. We
25 developed a rapport. After we received

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 some threats, some of you rallied to our
3 aid, and with that, we were able to
4 leverage additional security from the
5 Sheriff's Department.

6 And so essentially as we look
7 at what's in the budget or what's
8 proposed, we see \$25 million proposed for
9 anti-violence initiatives, and for us on
10 the ground, we haven't seen anything that
11 looks even remotely like a state of
12 emergency response. So we're asking that
13 we raise -- put some energy into that
14 right now while we have the opportunity
15 to negotiate with the Mayor, right?

16 By our model, we see six
17 community members and one police officer
18 per base, right, optimally two six-hour
19 shifts, 2:00 p.m. to 8:00 p.m., 8:00 p.m.
20 to 2:00 a.m. That costs \$640,000 for one
21 year. That's not a lot of money. We can
22 do ten -- I'm sorry; for less than
23 \$10 million, for 9.6 million, we can
24 stand up 15 bases.

25 I see in this budget they want

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 200 new cars for 15 million, right? Cops
3 ride around all day. That's beautiful.
4 It's never going to be enough cops. It's
5 many more of us than there is them, and
6 until the community is in the place --
7 first place of securing the community, it
8 will never be secure. That's just the
9 reality of it.

10 I think I don't have any more
11 else to say, except that I would like to
12 present or have this entered into the
13 record, you know, what that budget looks
14 like. I don't know how that works, if I
15 could present it to City Council. Thank
16 you.

17 And some other folks are going
18 to speak, but many of you know me. Third
19 District, 8th District, 7th District all
20 benefited tremendously from this. So I'm
21 asking you to please hear what we're
22 saying and take action.

23 The action that we're
24 requesting is to prioritize all violence
25 intervention spending on visible,

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 physical deterrents by community members,
3 ideally justice-impacted men, in
4 partnership with the Police, and we're
5 asking that we do this in a way that --
6 nothing else in the gun violence
7 prevention world can get funded before
8 this or no organization receiving gun
9 violence funding cannot participate in
10 visible, physical, community-led
11 deterrents.

12 There's a lot of money that
13 goes out, and all prevention and all
14 long-term stuff is cool, but until we
15 stop the bleeding, most of that other
16 stuff not going to really amount to a
17 whole lot, particularly of people being
18 and feeling safe.

19 We're having kids shot up at
20 bus stops, and we're getting great
21 responses, but it's too late. We have
22 the power to preventively preempt a lot
23 of this.

24 And so we're asking you to
25 partner with us to prioritize -- again,

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 I'm going to state it again -- that all
3 violence prevention money that gets spent
4 in the coming fiscal year is spent on
5 organizations willing to do physical,
6 visible, community-led deterrents. That
7 is what we commonly hear as boots on the
8 ground, but we're going to take that
9 verbiage out, because everybody thinks
10 they're boots on the ground. That's not
11 the case.

12 COUNCILMEMBER SQUILLA: Thank
13 you.

14 MR. CASHER: Thank you.

15 COUNCILMEMBER SQUILLA: Thank
16 you for your testimony.

17 - - -

18 (Applause.)

19 - - -

20 COUNCILMEMBER SQUILLA: Anybody
21 else want to testify on -- state your
22 name for the record and then proceed.

23 MR. BIRDSONG: My name is Paul
24 Birdsong. I represent the Los Angeles,
25 Michigan, and Philadelphia Chapters of

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 New Age Panther Party under the tutelage
3 of the original Black Panther Party, but
4 a separate organization. We employ new
5 tactics where we work with police, we
6 work with city council, we work with
7 government officials in order to
8 collectively bring about the good of the
9 Black community. We are for the
10 protection of the Black man, woman, and
11 child by any means necessary.

12 We are here today to speak on
13 behalf of the City of Philadelphia, not
14 the organization but the people. We are
15 here to request, number one, like he
16 said, like the brother said, we do want
17 boots on the ground or a preventative
18 measure that is derived of people from
19 the community, civilians from the
20 community, also an initiative that would
21 employ people coming back from the
22 community from incarceration to be a
23 preventative measure to stop violence in
24 the community, but we want to take it a
25 step further.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 Cities that have an up-to-date,
3 state-of-the-art forensics facility that
4 is capable of solving murders solve two
5 problems. Number one, closure for the
6 mothers of homicide victims who are still
7 waiting. CBS reported in 2023 that
8 50 percent of the homicides in the City
9 of Philadelphia go unsolved due to an
10 obsolete forensics lab that is severely
11 compromised and understaffed and
12 underfunded.

13 So we are requesting, along
14 with the propositions that Mayor Cherelle
15 Parker has made public, that immediate
16 attention is given to the fact that
17 Philadelphia has an obsolete and useless
18 forensics lab that neither deters crime
19 or solves it.

20 If CBS News reports with actual
21 statistics that 50 percent of the
22 homicides in Philadelphia -- excuse me,
23 sir. Sir? Sir? In the gray suit. Sir,
24 Councilman Mark, I'm speaking to you
25 guys.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER RICHARDSON:

3 Pardon me. We were just confirming the
4 amount that has already been allocated
5 for the forensics lab you were speaking
6 about.

7 MR. BIRDSONG: Okay. Cool.

8 COUNCILMEMBER RICHARDSON:

9 Because we were listening and we wanted
10 to be able to tell you at the end of your
11 testimony how much was allocated to this
12 process. We were just confirming that.

13 MR. BIRDSONG: Okay. Thank
14 you. Thank you.

15 And we not only want to confirm
16 that money has been allocated to it, but
17 we want to confirm that there are plans
18 to actually put that money into action
19 immediately, because, again, if
20 50 percent of the homicides in 2023 were
21 unsolved, how many were unsolved in 2022
22 and in 2021 and in 2020? How many
23 mothers are waiting from 2018, '17, and
24 '16 to find out who murdered their child?
25 And then why would people stop murdering

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 people in Philadelphia if they don't have
3 to worry about the crime getting solved
4 in the first place?

5 So we want those things to go
6 into -- I know there's budgets allocated.
7 I know people have talked about money and
8 the signed paper saying we're going to
9 give money to this, but we want a
10 tangible action to be taken immediately.

11 COUNCILMEMBER SQUILLA: Thank
12 you. Thank you. And that's what we were
13 clarifying, the \$50 million for the
14 forensic lab. It is an important aspect
15 of the Mayor budget request. Council
16 will be discussing that during the budget
17 process. And that money is something
18 that I think most of the members on
19 Council also strongly agree with, not
20 only just to allocate the money but to
21 put the money directly into use
22 immediately so that we could update our
23 services there. So thank you for your
24 time.

25 MR. BIRDSONG: Do you have a

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 timeline as to when the action would be
3 taken as far as getting us that forensic
4 lab?

5 COUNCILMEMBER SQUILLA: Well,
6 there's twenty-two five going in
7 immediately, so to build that out. The
8 timeline of when it will be completed, we
9 could get back to you on that.

10 COUNCILMEMBER GAUTHIER: Mr.
11 Chair, can I comment?

12 COUNCILMEMBER SQUILLA: Yeah.
13 Councilmember Gauthier.

14 COUNCILMEMBER GAUTHIER: So I
15 just wanted to state that the
16 Administration under Kenney, which
17 continues under Mayor Parker, has been
18 working on this, has been taking action
19 on this. They issued a request for
20 proposals last year for sites for the
21 forensics lab. They are trying to make a
22 decision between two sites. One of them
23 is in my district that I'm pulling for,
24 but there's real action in terms of --

25 MR. BIRDSONG: What's the

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 deadline on that decision-making?

3 COUNCILMEMBER GAUTHIER: I

4 mean, there's no deadline, but to have
5 the City in active conversations about a
6 physical project, you know, is just an
7 indication that this is something that's
8 moving forward. So at this point, the
9 City has to actually select a site and
10 then begin with the actual work.

11 COUNCILMEMBER SQUILLA: We
12 understand this site is supposed to be
13 selected by the summer.

14 MR. BIRDSONG: By the summer?

15 COUNCILMEMBER SQUILLA: Yes, to
16 that have site, but then you have to
17 build it out and you got to get the
18 equipment necessary. But that's just the
19 selection of the site and then build it.
20 So it won't be up and running in the
21 summertime.

22 But I know people are
23 frustrated sometimes with government and
24 how long it takes to get things done, but
25 the good thing is that the money is

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 there, the will is there, and you have
3 both Council and the Administration
4 pushing to get this up and running to do
5 the things that you testified about, is
6 to get closure for folks and really to
7 get the proper information so that the
8 proper -- and we don't have mistakes if
9 we're sentencing people for crimes maybe
10 they didn't do. You have enough evidence
11 and all the evidence there to make sure
12 that people who do commit those crimes
13 suffer the consequences of that.

14 Councilmember.

15 COUNCILMEMBER RICHARDSON:

16 Thank you so much, Mr. Chair.

17 And I just wanted to clarify
18 for the record based on your testimony
19 that under the proposed amendment to Bill
20 No. 240176, which is one of the bills
21 that you all mentioned that you were here
22 to testify on, under 2.18, it says, "The
23 Police Department, Payments to Other
24 Funds, \$22.5 million," that is for the
25 forensic lab. We're moving that money up

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 to this fiscal year so that we can help
3 address the cost to get that facility and
4 that process up and running. So that is
5 a part of the bill that we are discussing
6 today for the forensics lab.

7 MR. BIRDSONG: Okay. I have
8 one more really quick question, right?
9 If the forensics lab, getting closures
10 for those mothers of homicide victims and
11 also making it a preventative measure
12 against further homicides is a priority,
13 then why isn't there an established
14 deadline in making that decision so that
15 it can move forward?

16 COUNCILMEMBER THOMAS: How you
17 doing? Councilmember Thomas.

18 MR. BIRDSONG: Nice to meet
19 you.

20 COUNCILMEMBER THOMAS: Pleasure
21 meeting you, sir. Thank you for being
22 here. Thank you for advocating for our
23 communities and for your -- to see your
24 government in action.

25 MR. BIRDSONG: All power to the

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 people.

3 COUNCILMEMBER THOMAS:

4 Absolutely.

5 When you look at the type of
6 construction that's going to happen, you
7 can't necessarily put a deadline on
8 construction. We are asking and
9 advocating for there to be dollars
10 allocated so the RFP goes out so that we
11 can select a location, but because this
12 is taxpayer dollars, the process to
13 determine not just where it will be but
14 who will build it limits our scope to be
15 able to give the Administration an
16 essential timeline.

17 We have to do our part by
18 allocating the money, which is what we're
19 doing today. We're expediting the
20 process and moving up the timeline by
21 giving them the money now instead of
22 waiting for a year or two down the line,
23 but it's not realistic for us to go to
24 the Administration and say, you have to
25 have the forensic lab built by a certain

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 time. We can ask them to have a deadline
3 for when they'll select a location, but
4 the reality is --

5 MR. BIRDSONG: That's what I'm
6 asking for.

7 COUNCILMEMBER THOMAS: I think
8 that your request will be taken and we
9 will discuss it as a collective body to
10 see what's realistic and what we can do
11 and what we can ask the Administration
12 for. But we can't ask them for a
13 specific deadline for the ribbon cutting.

14 MR. BIRDSONG: The completion
15 of it, yeah, I understand, but the
16 deadline for the selection of the site so
17 that that process can even be started,
18 that's the deadline that I'm asking for.

19 COUNCILMEMBER THOMAS: So allow
20 us to consider your request. We
21 appreciate you coming down to see your
22 government in action, and I think your
23 request is one that we will definitely
24 consider. I can't speak for 17 members,
25 but I don't think what you're asking for

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 is something that's unreasonable. So

3 thank you.

4 MR. BIRDSONG: Understood.

5 Thank you.

6 COUNCILMEMBER SQUILLA: Thank

7 you.

8 Councilmember Bass.

9 COUNCILMEMBER BASS: Thank you.

10 And thank you for being here

11 today. I just wanted to echo what

12 Councilman Thomas just added and just say

13 that we -- this body will be paying

14 attention and looking for a timeline that

15 is reasonable. I don't think it would be

16 reasonable for us to say you have to have

17 it done in 30 days or 60 days.

18 MR. BIRDSONG: Not at all.

19 COUNCILMEMBER BASS: Exactly.

20 MR. BIRDSONG: Especially if

21 it's going to be something that's going

22 to work.

23 COUNCILMEMBER BASS: Exactly.

24 And so we want to be reasonable. A year

25 from now is not -- like that's not

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 acceptable. But we are going to be
3 paying very close attention. I can see
4 that you're going to be paying close
5 attention as well.

6 MR. BIRDSONG: I am.

7 COUNCILMEMBER BASS: And so
8 we'll be checking to make sure that this
9 is moving. And obviously because there's
10 work being done on it right now, there's
11 money being put into the pot for it, this
12 is moving forward. So I just wanted to
13 reassure you that it is going to be
14 happening.

15 MR. BIRDSONG: Thank you.

16 COUNCILMEMBER BASS: You're
17 welcome.

18 COUNCILMEMBER SQUILLA: Thank
19 you.

20 Thank you so much. And as you
21 see, you spurred conversation amongst the
22 Committee also, which is very good. So
23 thank you for your testimony.

24 Who is next to testify? Just
25 state your name for the record and

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 proceed.

3 MS. GRIFFIN: Hi. My name is
4 NaDerah Griffin, Board member, Treasurer
5 and Chair of Fundraising for Philly
6 Truce. I am here today to let you know
7 that it is imperative that we receive
8 funding from City Council to help with
9 our mission and our safe path monitoring,
10 our summit programs.

11 And since 1973 to 2023, there
12 has been approximately 350 homicides here
13 in Philadelphia affecting men of color,
14 primarily Black men, 80 percent of men in
15 color. It's imperative that we have
16 individuals from our communities to
17 bridge the gap with the Police
18 Department, to bridge the gap with our
19 public officials, to bridge the gap with
20 the community, to bridge the gap with the
21 businesses within our community to help
22 our community.

23 Our Black men and women, Black
24 and brown men and women, need to see and
25 engage with individuals that they can

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 relate to, and we can relate to no other
3 than the people from the community. We
4 can relate to no other than the people
5 from the community who has been impacted
6 by the crime and violence, who has been
7 impacted by incarceration. We need these
8 individuals to be -- to not only be
9 volunteers, but they need to be employed.
10 We need to show them that they are
11 individuals that are of worth that we are
12 concerned about. We want to uplift them,
13 bring back hope, and have them to believe
14 in the system again.

15 We cannot believe in the system
16 if the system does not work with us, if
17 the system does not work for us. So
18 we're asking you to do everything in your
19 power to make sure that we get some
20 funding so we can continue to advocate
21 and support the Black and brown men in
22 our communities, because we have kept
23 this community up as far as we can keep
24 it up and we're asking you to support us.
25 We need your support. We're asking you

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 for your support, and we beg of your
3 support. And we shouldn't have to beg of
4 your support, but we're tired of our
5 Black and brown men being impacted by
6 death and crime. We want to minimize
7 this pipeline to prison. And the reason
8 why I say minimize and not stop, because
9 we cannot stop crime, and I do believe
10 that those individuals when crimes are
11 committed, that you need to serve your
12 time or some actions need to take place,
13 but there are a lot of individuals who
14 are wrongfully accused. There are a lot
15 of individuals who are wrongfully
16 convicted and incarcerated, but we want
17 to stop that with our youth, and with
18 your help, we can do it. Please help.

19 Thank you.

20 COUNCILMEMBER SQUILLA: Thank
21 you.

22 - - -

23 (Applause.)

24 - - -

25 COUNCILMEMBER SQUILLA: Thank

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 you so much for your testimony, and as
3 you see, there is money in the budget for
4 violence prevention grant dollars. I
5 know the District Attorney also has
6 violent prevention grant dollars, and we
7 work with the Administration on
8 disbursing that to organizations who have
9 positive outcomes. So I think it's
10 important to us as a Council to work with
11 the Administration on how that money is
12 spent. So thank you.

13 MS. GRIFFIN: Thank you.

14 MR. GORDON: Good morning,
15 Council, Chair Squilla, and members of
16 the Finance Committee. My name is Brian
17 Gordon. I'm an attorney,
18 constitutional -- I guess a democracy
19 attorney and a Board member and advisor
20 to Philly Truce.

21 I'm here this morning really to
22 deliver one important message. You have
23 the power through your spending to reduce
24 or end violence in Philadelphia in the
25 next five years. Perhaps even in the

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 next one, one year.

3 I wanted to share with you some
4 nuts and bolts ideas that I gathered when
5 I ran for higher office and I spoke -- I
6 asked questions and I went to corner
7 stores, barber shops, salons and lunch
8 places in North and West Philadelphia.

9 How do you end violence, and really to
10 address what these wonderful people have
11 come forward today. And this is how I
12 got connected with Philly Truce, is that
13 they really are part of the answer, and I
14 encourage you to make sure there is
15 substantial funding to prevent violence
16 as opposed to interdiction and
17 deterrence. These are important, but
18 they're not -- it's not going to end it,
19 and we've seen that. That experiment has
20 been run and it's been a failure.

21 So how do we do it? What I
22 learned from speaking to people in the
23 street is three things that get converted
24 into policy: Teach kids right and wrong
25 from home, if possible, as early as

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 possible.

3 Two, keep kids occupied, after
4 school, weekends, and the summer.

5 And, three, bring the trades
6 back to public school in addition to
7 college-bound, in addition to teaching
8 kids practical knowledge about how to
9 start a business and getting right out of
10 high school. Give kids hope and -- not
11 just hope and option. Give kids a vision
12 for how they can be productive members of
13 society.

14 Part of this is school; part of
15 it is you. So I want to just go down
16 this quick list for you, because I know
17 my time is limited.

18 So number one -- so here's nine
19 quick ideas, mostly yours. Support
20 quality community-based programs like
21 Philly Truce that do effective outreach
22 into the most violent blocks in
23 Philadelphia where most shootings occur.
24 They engage young people, moms, dads,
25 caregivers in non-violence and recruit

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 and mentor young people with skill sets
3 for productive lives.

4 Two, this is the schools.
5 Teach citizenship, 14-year opportunity in
6 public schools for a program to teach
7 kids how to be productive citizens and
8 strategies for success.

9 Three, we already talked about
10 bringing the trades back to public
11 school. Let me go to more your area.

12 Four, keep children occupied to
13 keep them far from crime. Prevent youth
14 and crime violence. Give children in
15 neighborhoods where shooting and crimes
16 occur -- really every school, but if you
17 don't have infinite resources,
18 concentrate on those neighborhoods.
19 Opportunities for sports, art, music,
20 theatre, STEM - science, technology,
21 engineering, and math - tree planting and
22 computers, for example. Keep them
23 occupied. If every kid in a high crime
24 neighborhood is occupied and with things
25 that they learn, then crime goes down.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 Five, encourage families to
3 teach and have discussions with their
4 children about values of kindness,
5 empathy, respect for themselves, respect
6 for others, setting goals and avoiding
7 trouble.

8 Six, create a role for
9 community and volunteer organizations and
10 businesses to end violence.

11 Seven, community policing. Pay
12 police to meet with neighbors on the
13 evenings and weekends and to organize
14 sports, games, and leagues for kids. We
15 do that. You need to do more.

16 Second, walk the beat in every
17 high crime neighborhood. Get the police
18 out of the police cars.

19 In West Philadelphia, there's a
20 mosque where they wanted to do this
21 program to have a member of the mosque
22 walk with the police around the 47th
23 Street masjid. They said the police told
24 them that they couldn't do it because
25 they didn't have the personnel. This is

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 a force multiplier for the police.

3 Encourage police departments to
4 patrol neighborhoods where they grew up
5 or where they currently live. It's
6 people from the neighborhood come back to
7 the neighborhood.

8 Have police walk with a member
9 of a volunteer organization. I spoke
10 about that.

11 Those are some of the basic
12 ideas. I'm happy to share more with you
13 if you're interested, but the bottom line
14 is fund. You have the power to fund
15 prevention and with organizations like
16 Philly Truce.

17 Thanks so much.

18 COUNCILMEMBER SQUILLA: Thank
19 you.

20 - - -

21 (Applause.)

22 - - -

23 COUNCILMEMBER SQUILLA: Thank
24 you for your testimony.

25 Are there any other members to

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 testify?

3 MS. GRIFFIN: Thank you.

4 COUNCILMEMBER SQUILLA: Thank
5 you. Thank you very much.

6 Mr. McMonagle, you can please
7 call the next group to testify.

8 THE CLERK: Can we please have
9 Emmanuel --

10 COUNCILMEMBER SQUILLA:
11 Councilmember Gauthier.

12 Call them up, Sean.

13 THE CLERK: Can we please have
14 Emmanuel Bussie, James Lamber, Jamal
15 Johnson, and Tonya Bah.

16 (Witnesses approached witness
17 table.)

18 COUNCILMEMBER GAUTHIER: Good
19 morning.

20 MR. BUSSIE: Good morning.

21 COUNCILMEMBER GAUTHIER: I just
22 wanted to take an opportunity to commend
23 Philly Truce and Jamal Johnson of Stop
24 Killing Us for Operation Hug the Block.
25 I think it's an amazing initiative. I've

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 gotten the opportunity to get to know
3 Jamal pretty well and I think his message
4 that every citizen can play a role in
5 reducing gun violence in this city is
6 very powerful and inspiring, and Jamal
7 has been an example of that.

8 Back in 2021, I guess, Jamal
9 launched a hunger strike that lasted
10 almost a month outside of this building
11 to get then-Mayor Kenney to acknowledge
12 this Council's resolution to enact a
13 citywide emergency around the issue of
14 gun violence, and since then, I've seen
15 him just model this principle that all of
16 us can be a part of the solution.

17 I had the opportunity to go out
18 with Operation Hug the Block with Mizzie
19 and Jamal in West Philly, and we were as
20 a group patrolling blocks, we were
21 chanting. I thought people were going to
22 get mad at the chanting because it was
23 pretty late, but it was actually cool to
24 see how many neighbors came out and
25 interacted with us and were appreciative

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 of the presence.

3 And so I really, really like
4 what you guys are doing. I do think it's
5 effective and something that we should be
6 getting other people to model that they
7 can make a difference in making their
8 community safer, and I hope that we can
9 find a way to support you, but I just
10 wanted to take a moment to thank you.

11 - - -

12 (Applause.)

13 - - -

14 COUNCILMEMBER SQUILLA: Thank
15 you.

16 Emmanuel, if you want to state
17 your name for the record and proceed.

18 MR. BUSSIE: So for the record,
19 my name is Emmanuel Bussie. It's great
20 being here. I feel like it's like a
21 homecoming. You left high school, you
22 left college, you come back home. I know
23 most of you before your political career
24 even began, and some of you who I'm
25 sitting right in front of, I said run. I

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 don't care who runs. Run.

3 So it's kind of weird being
4 here and looking at some of you that I've
5 known pretty much all my adult life and
6 watched you guys grow.

7 What you see here is a group of
8 people that have -- you know I'm a member
9 of A Different Kind of Democratic,
10 progressive group for progress. We're
11 the disrupters in the City. But we don't
12 need to disrupt Council, because -- I
13 laugh because everything that we're
14 saying here today, you already know. We
15 can't tell you anything that you haven't
16 known, don't have an experience. You
17 have kids here. Cindy has a daughter
18 here. Isaiah have a growing family. It
19 seem like it growing every year. We
20 can't tell you anything you don't already
21 know about this city, about gun violence.

22 The reason why we really came
23 here, we didn't come here to ask for
24 money. As you know, A Different Kind of
25 Democratic and P2, we never ask for

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 money, right? We never ask for money.

3 Our advocacy is always for a better city,

4 right, for us to work together,

5 cooperation, collaboration, right?

6 Isaiah helped found P2. 2011

7 Professional Progress got started.

8 Isaiah was one of the founding members.

9 We started Professional Progress to bring
10 everybody together.

11 The reason we came here today
12 is to ask you to help us bring everybody
13 else together, right? You can allocate
14 the fund, but people don't have to spend
15 them. We're asking you to partner with
16 us to ask the state and the feds and
17 anybody else allocating money to
18 research, data collection to put the
19 money on the ground. Put the money into
20 a visible presence just for a window.
21 Try it. In God we trust. Everybody else
22 bring data.

23 The data is, it costs us
24 \$175,000 per shooting. That's the cost
25 of a shooting from NBC.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 Philly -- when we hit the
3 streets with Philly Truce on the ground,
4 had 1,000 shootings. That's
5 \$175 million. That was the cost when we
6 hit the ground. That was \$175 million
7 that we spend after the shooting. And
8 what we're telling you -- because we need
9 you to be innovative thinkers, right?
10 You are the next -- I remember when I
11 used to come back here in 2017, '18, '19
12 when Jamie just first got here, I used to
13 say, you guys are the smartest,
14 brightest, most technological City
15 Council we've ever had. I bragged about
16 you guys. I say the same thing.

17 But here's what I need you to
18 do: I need you to be bold and aggressive
19 about the gun violence piece. I need you
20 to think out of the box and don't be
21 afraid to try different things.

22 I'm in IT. We pilot stuff,
23 right? We pilot stuff. We don't roll
24 out anything. We don't implement
25 anything. We pilot it.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 What I'm asking you guys to do
3 is be that bold, aggressive thinkers.
4 Take calculated risk, right?

5 The Administration before this
6 was too scared to take risks, calculated,
7 deliberate risk. I need you guys to be
8 bold about solving this problem.

9 If I'm sharing with you guys --
10 and you can look at the data too -- that
11 we spend 175 million just before we hit
12 the street, what if you invested that
13 money in the front end? How much could
14 we save of not just the City, our medical
15 community, the District Attorney's
16 Office, the Police Department? I mean,
17 we all save when we stop it on the front
18 end.

19 And what we're saying is -- you
20 guys know. I'mma just say it. We got a
21 lot of poverty pimps out here, right,
22 that they actually feed and eat off the
23 gun violence, and they write these
24 budgets and these proposals and they make
25 with the CEO's salary. Damn near half

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 the damn budget is paying the CEO of
3 these organizations. You got 100
4 organizations with 100 CEOs making more
5 money than you guys sitting up here,
6 right? We got to stop that. You guys
7 got to be the thinkers, say, no, no more.
8 To hell with offending people, right? We
9 funding our communities and are hooking
10 people up. If you from my district and
11 you got a gun violence program, I'll make
12 sure you get a little money so you don't
13 come at me during election stuff. We got
14 to stop that.

15 We got to stop the poverty
16 pimping. We got to stop hooking
17 organizations up in our neighborhoods.
18 We know what work. We know what work.
19 My man Shula actually -- I'm not a gun
20 violence dude. I'm going to tell you
21 right now. That's not me. I'm
22 education, economic. Education,
23 economic. I'm in the gun violence fight
24 because I have to be, right? Because we
25 need a voice for the gun violence fight.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 Darrell Shula said to me,
3 Bussie, I went to the young boy and I put
4 my hand -- he about to pull his thing
5 out. I put my hand on his pocket, said,
6 no, we don't want to do that.

7 I'm like, damn, I'm not doing
8 that.

9 Like we got people that's
10 actually talking to the shooters,
11 stopping shooters from shooting that we
12 ain't funding, but we funding -- I don't
13 want to mention any names, because then
14 everybody will say, Emmanuel hate me, but
15 you know we funding people to sit up in
16 these damn offices, ride around Lexuses
17 and Benzes, right? We got to stop that,
18 and you guys got to be bold enough to say
19 enough is enough, because it could be one
20 of your kids.

21 - - -

22 (Applause.)

23 - - -

24 MR. BUSSIE: It could be one of
25 my kids. Thank God my kids got out. My

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 kids in college. Thank God they made it
3 out, but I shouldn't have to think like
4 that. I shouldn't have to think thank
5 God my kids got out. And you guys can
6 help us solve it.

7 You can't solve it. Stop
8 trying to blame City Council. Y'all
9 don't understand how this works. They
10 actually allocate the money, but it don't
11 have to get spent. They not the problem.
12 What we need City Council to do is
13 partner with us to actually find the
14 problems and implement and execute those
15 problems.

16 Stop goddamned blaming City
17 Council, right? Look at who is spending
18 the money. And I'm not blaming our Mayor
19 neither, because we need to give her a
20 chance to succeed. I wasn't for the
21 Mayor, but I love her and I want her to
22 succeed. I bumped hands with her because
23 I want her to succeed, and we all should
24 want her to succeed.

25 So we're asking -- look, to

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 hell with all the slogans, One Philly,
3 One Philly. We got to meet it. You guys
4 got to be big enough. Y'all know who it
5 is. Y'all know better than all the stuff
6 we up here going to testify. Y'all know
7 better than us. Y'all done lived it,
8 then been through it.

9 We got to stop the poverty
10 pimp. We got to stop everybody that's
11 eating and feeding off gun violence and
12 murders in our town that ain't really
13 affected it.

14 Visible, physical deterrents.
15 Let's try to focus on that from now to
16 the end of the summer and see what
17 happens. Pilot. All the money going
18 into data and research. Y'all know we
19 don't need no more damn data and
20 research. Put the money on the ground.

21 Thank you very much, everybody.

22 COUNCILMEMBER SQUILLA: Thank
23 you. Thank you, Manny, and --

24 - - -

25 (Applause.)

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 - - -

3 COUNCILMEMBER SQUILLA:

4 Hopefully you'll be more excited next
5 time you testify.

6 MR. BUSSIE: Y'all know I can't
7 stay calm.

8 COUNCILMEMBER SQUILLA: No.

9 Thank you. You spoke the truth. I mean,
10 nothing we can say that you said wasn't
11 true. So thank you so much for that.

12 Please state your name for the
13 record and proceed.

14 MR. JOHNSON: Jamal Johnson.
15 I'm sure y'all know me, for good or bad
16 reasons. I'm here because I also believe
17 that we need physical deterrents, but
18 also think that one thing that's lacking
19 that's been absent and that no one hardly
20 speaks about is the community engagement.
21 I think when we have all these listening
22 tours and these town halls, a lot of
23 these people can't get there, and a lot
24 of people are in homes that are hostage
25 to this crime that's going on and people

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 seem to forget.

3 We can take care of the youth.

4 We can address trauma, but we still have
5 people in homes that don't feel like they
6 can walk around the City, and nobody is
7 knocking on their doors and bringing the
8 resources to them instead of waiting for
9 them to come to whatever building you
10 happen to be in where you want to have
11 your town hall.

12 As you know, I know I've been
13 known for extremes and trying to address
14 gun violence in Philadelphia, because I
15 take it very seriously, but it came to a
16 point where I felt like I need to come
17 off the street. So I retired after our
18 last Hug the Block. At least I hope I'm
19 retired. People don't believe me.

20 But the thing is this: We do
21 need something, and Philly Truce is the
22 thing we need. I was out there before
23 Philly Truce came on the scene, but I was
24 asking for Philly Truce. Well, now we
25 got one, so let's put it out there.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 I've asked, as you all know,
3 everybody -- and I wish Kenyatta Johnson
4 was here, but I don't see the President
5 right now. But I've asked him and
6 everyone, including you all, for a
7 physical presence on the streets. I've
8 been doing that for years. And even when
9 I didn't get one, I was that physical
10 presence. Even though I know that there
11 were other organizations that were doing
12 it also, but not to the level that we
13 needed.

14 So I guess what I'm saying to
15 you is, if we got bad blood, put it
16 aside. If we got good blood, then let's
17 use that as my leverage to say fund
18 Philly Truce, please.

19 Thank you.

20 COUNCILMEMBER SQUILLA: Thank
21 you.

22 - - -

23 (Applause.)

24 - - -

25 COUNCILMEMBER SQUILLA: Thank

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 you so much.

3 State your name and then

4 proceed.

5 MS. BAH: Tonya Bah. Hard act
6 to follow.

7 So you may know that I'm the
8 mom of autistic twins, and they too were
9 able to get out of Philadelphia public
10 school system. And what was
11 heart-wrenching was, I want to say last
12 summer and it was around 11 o'clock at
13 night and we heard gunshots. Now, the
14 thing about the gunshots in my
15 neighborhood, which is the Eighth
16 District, Cindy Bass -- and we thank you
17 for the work that you do and that you're
18 going to do.

19 In my neighborhood, we have the
20 35th Police District up there. So I
21 heard the gunshots. I didn't hear any
22 sirens and I didn't hear the helicopter.
23 So I said, oh, they got away, which was a
24 good thing, because we don't want bodies
25 laying out in the street dying, bleeding

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 out of young people. But it was somebody
3 on my block. It was a classmate of my
4 daughter's, and he laid there and he bled
5 out. And the violence that happens in
6 our areas and in our neighborhoods will
7 continue until we actually put credible
8 messengers in charge of how we handle
9 things.

10 We have credible messengers,
11 and we have a non-traditional City
12 Council now. I mean, this is
13 unbelievable, and I am very grateful.
14 Just like putting a public bank into law.
15 Now, it still needs to be funded and we
16 still need to seat the board, but just
17 like putting a public bank into law and
18 looking for non-traditional ways to help
19 solve some of the problems that we have,
20 we are asking that you look into a
21 non-traditional model, which is Philly
22 Truce.

23 Now, a lot of non-profits have
24 received a lot of money, and they believe
25 themselves to be credible messengers, but

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 the work is not being done. We see
3 what's happening, and the police cannot
4 make things just go away. If it was up
5 to having more police to make us safe,
6 then North Philadelphia, which has six
7 different entities of police, would be
8 the safest area to live, SEPTA Police,
9 Temple Police, PHA Police, Philadelphia
10 Police, the State Troopers, and there's
11 another. I just can't think of it right
12 now. And it hasn't made things any
13 safer.

14 But when we were walking around
15 in parts of Kensington and other parts of
16 the City, people came out of their houses
17 with their children and they were very
18 excited to see people in a
19 non-traditional way think about what they
20 needed to do to help stop some of the
21 violence.

22 We're asking that when you
23 allocate funds, that you look at it from
24 a different lens, as a parent, as a
25 sister, a sibling, brother, taxpayer, all

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 of those things, because you are all of
3 those things. You are our
4 non-traditional response to ending gun
5 violence and ending or at least slowing
6 down mass incarceration.

7 Thank you.

8 - - -

9 (Applause.)

10 - - -

11 COUNCILMEMBER SQUILLA: Thank
12 you for your testimony.

13 Do we know if there was a
14 proposal submitted for a grant from
15 Philly Truce? Do you know?

16 MR. BUSSIE: Not recently on
17 the City level. But let me respond to
18 that. So what I'm really looking for you
19 are guys to do -- and this is something
20 we talked about. Cindy know this. We've
21 been talking about this forever, right?
22 Dedicated funding for this, right? Let
23 it be a line item in the budget so we
24 don't have to keep asking for grant
25 money. And then, listen, when there's

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.
2 competition, it's the opposite of
3 collaboration, right? When you put these
4 grants out there, now you got this group
5 competing with this group for this.

6 Do a line -- Philly Truce --
7 what we want you to do is put a line item
8 in the budget for this kind of work and
9 specifically for visible, physical
10 deterrents. I don't know how else to say
11 that. But we don't get funded. It's all
12 out of pocket. This is money coming from
13 Michigan and Chicago and this is all out
14 of -- mainly out of pocket, but we need a
15 line -- we want you to do something that
16 hasn't been done. That's what I want
17 y'all to do, right? Do the stuff that
18 haven't been done. Do groundbreaking
19 stuff.

20 I keep looking at Isaiah,
21 because every time I think about
22 groundbreaking, I think -- but we need
23 you to do groundbreaking stuff, a line
24 item budget for this kind of work.

25 COUNCILMEMBER SQUILLA: Thank

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 you. Thank you so much.

3 I do want to thank everyone who
4 testified. The civic pride and the civic
5 involvement is what is going to help
6 resolve these issues. So thank you so
7 much, and keep up the great work. Thank
8 you.

9 Are there any other questions
10 or anyone else to testify on the
11 Appropriation bills today?

12 (No response.)

13 COUNCILMEMBER SQUILLA: Seeing
14 none, thank you.

15 That will conclude our public
16 hearing for the Committee, as we now go
17 into a public meeting to consider the
18 action to be taken on these bills before
19 the Committee today.

20 We will now go into our public
21 meeting.

22 The Chair recognizes
23 Councilmember Gilmore Richardson for a
24 motion on the amendment to Bill No.
25 240176.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER RICHARDSON:

3 Thank you, Mr. Chair. I offer an
4 amendment to Bill No. 240176. A copy of
5 the amendment has been circulated to all
6 members of the Committee.

7 I move that the amendment to
8 Bill No. 240176 be approved.

9 (Duly seconded.)

10 COUNCILMEMBER SQUILLA: The
11 Chair notes for the record Councilmember
12 Thomas seconds the motion.

13 It has been moved and properly
14 seconded that an amendment to Bill No.
15 240176 be approved.

16 All those in favor of the
17 motion will signify by saying aye.

18 (Aye.)

19 COUNCILMEMBER SQUILLA: Those
20 opposed?

21 (No response.)

22 COUNCILMEMBER SQUILLA: The
23 ayes have it, and the motion carries.

24 The Chair recognizes
25 Councilmember Gilmore Richardson for a

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 motion on Bill No. 240176, as amended.

3 COUNCILMEMBER RICHARDSON:

4 Thank you, Mr. Chairman. I move that

5 Bill No. 240176, as amended, be reported

6 from this Committee with a favorable

7 recommendation and further move that the

8 rules of Council be suspended as to

9 permit first reading of this bill at the

10 next session of Council.

11 (Duly seconded.)

12 COUNCILMEMBER SQUILLA: The

13 Chair notes for the record Councilmember

14 Thomas seconds the motion.

15 It has been moved and properly

16 seconded that Bill No. 240176, as

17 amended, be reported from this Committee

18 with a favorable recommendation and

19 further moved that the rules of Council

20 be suspended as to permit the first

21 reading of this bill at the next session

22 of Council.

23 All those in favor of the

24 motion signify by saying aye.

25 (Aye.)

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER SQUILLA: Those

3 opposed?

4 (No response.)

5 COUNCILMEMBER SQUILLA: The

6 ayes have it, and the motion carries.

7 The Chair recognizes

8 Councilmember Gilmore Richardson for a

9 motion on the amendment to Bill No.

10 240177.

11 COUNCILMEMBER RICHARDSON:

12 Thank you, Mr. Chair. I offer an

13 amendment to Bill No. 240177. A copy of

14 the amendment has been circulated to all

15 members of the Committee.

16 I move that the amendment to

17 Bill No. 240177 be approved.

18 (Duly seconded.)

19 COUNCILMEMBER SQUILLA: The

20 Chair notes for the record that

21 Councilmember Thomas seconds the motion.

22 It has been moved and properly

23 seconded that the amendment to Bill No.

24 240177 be approved.

25 All those in favor of the

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 motion will signify by saying aye.

3 (Aye.)

4 COUNCILMEMBER SQUILLA: Those

5 opposed?

6 (No response.)

7 COUNCILMEMBER SQUILLA: The

8 ayes have it, and the motion carries and

9 the amendment to Bill No. 240177 has been

10 approved.

11 The Chair recognizes

12 Councilmember Gilmore Richardson for a

13 motion on Bill No. 240177, as amended.

14 COUNCILMEMBER RICHARDSON:

15 Thank you, Mr. Chairman. I move that

16 Bill No. 240177, as amended, be reported

17 from this Committee with a favorable

18 recommendation and further move that the

19 rules of Council be suspended as to

20 permit first reading of this bill at the

21 next session of Council.

22 (Duly seconded.)

23 COUNCILMEMBER SQUILLA: The

24 Chair notes for the record Councilmember

25 Thomas seconds the motion.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 It has been moved and properly
3 seconded that Bill No. 240177, as
4 amended, be reported from this Committee
5 with a favorable recommendation and
6 further moved that the rules of Council
7 be suspended as to permit the first
8 reading of this bill at the next session
9 of Council.

10 All those in favor of the
11 motion will signify by saying aye.

12 (Aye.)

13 COUNCILMEMBER SQUILLA: Those
14 opposed?

15 (No response.)

16 COUNCILMEMBER SQUILLA: The
17 ayes have it, and the motion carries.

18 The Chair now recognizes
19 Councilmember Gilmore Richardson for a
20 motion on Bill No. 240178.

21 COUNCILMEMBER RICHARDSON:
22 Thank you, Mr. Chair. I offer an
23 amendment to Bill No. 240178. A copy of
24 the amendment has been circulated to all
25 members of the Committee.

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 I move that the amendment to

3 Bill No. 240178 be approved.

4 (Duly seconded.)

5 COUNCILMEMBER SQUILLA: The

6 Chair recognizes Councilmember Thomas

7 seconds the motion.

8 It has been moved and properly

9 seconded that the amendment to Bill No.

10 240178 be approved.

11 All those in favor of the

12 motion will signify by saying aye.

13 (Aye.)

14 COUNCILMEMBER SQUILLA: Those

15 opposed?

16 (No response.)

17 COUNCILMEMBER SQUILLA: The

18 ayes have it, and the motion carries and

19 amendment to Bill No. 240178 has been

20 approved.

21 The Chair recognizes

22 Councilmember Gilmore Richardson for a

23 motion on Bill No. 240178, as amended.

24 COUNCILMEMBER RICHARDSON:

25 Thank you, Mr. Chairman. I move that

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 Bill No. 240178, as amended, be reported
3 from this Committee with a favorable
4 recommendation and further move that the
5 rules of Council be suspended as to
6 permit first reading of this bill at the
7 next session of Council.

8 (Duly seconded.)

9 COUNCILMEMBER SQUILLA: The
10 Chair notes for the record Councilmember
11 Thomas seconds the motion.

12 It has been moved and properly
13 seconded that Bill No. 240178, as
14 amended, be reported from this Committee
15 with a favorable recommendation and
16 further moved that the rules of Council
17 be suspended as to permit the first
18 reading of this bill at the next session
19 of Council.

20 All those in favor of the
21 motion will signify by saying aye.

22 (Aye.)

23 COUNCILMEMBER SQUILLA: Those
24 opposed?

25 (No response.)

1 4/3/24 - APPROPRIATIONS - BILLS 240176, ETC.

2 COUNCILMEMBER SQUILLA: The

3 ayes have it, and the motion carries.

4 This will conclude the business

5 before the Committee of Appropriations

6 today.

7 Thank you all very much for

8 your attendance and testifying.

9 - - -

10 (Committee on Appropriations

11 concluded at 11:24 a.m.)

12 - - -

13

14

15

16

17

18

19

20

21

22

23

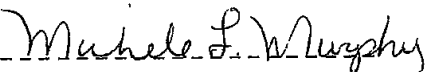
24

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.)

	13:7		1st	21:14
\$	\$40,000	1	13:10	22
\$1,448,045	13:7	1,000	15:24	19:10, 24
19:4	\$42,377	64:4		22nd
\$1,552,324	19:6	100	2	11:15
18:16	\$420,333	9:17, 23	2.18	13:13
\$10	10:15	13:15	44:22	16:18
34:23	\$428,000	15:8, 13	200	18:15 21:4
\$100,000	23:8, 11	16:19 17:9	7:10 9:17,	23
11:17	\$5	18:25 23:4	24 13:15	13:15
\$175	16:4 18:4,	66:3, 4	15:20 23:4	18:24
64:5, 6	5	11	35:2	19:10, 24
\$175,000	\$50	73:12	2011	230144
63:24	41:13	11:24	63:6	5:5
\$2	\$500,000	86:11	2015	230145
7:12 12:16	7:8, 11	1260	33:3	5:9
\$2,435,110	\$640,000	10:16	2017	24
10:16	34:20	17:6, 8, 17	64:11	7:25
\$200,000	\$70,000	18:18, 24	2018	240176
7:10	13:3	14-year	40:23	4:1 5:1, 2
\$203,099	\$750,000	56:5	2020	6:1 7:1
19:5	7:9	15	40:22	8:1 9:1
\$22.5	\$840,108	7:24 34:24	2021	10:1 11:1
44:24	17:8	35:2	40:22 60:8	12:1 13:1
\$25	\$840,180	16	2022	14:1 15:1
34:8	10:17	40:24	33:10	16:1 17:1
\$250,000	18:25	17	40:21	18:1 19:1
7:16	\$850,000	40:23	2023	20:1 21:1
\$293,960	9:6, 16	47:24	10:13 17:7	22:1 23:1
19:3	13:14 15:8	175	33:10 39:7	24:1 25:1
\$300,000	23:3	65:11	40:20	26:1 27:1
7:18	\$900,000	18	50:11	28:1 29:1
\$325,000	8:3, 9, 11	33:15	2024	30:1 31:1
7:11	\$924,000	64:11	5:7, 10	32:1 33:1
\$348,803	16:21	19	16:21	34:1 35:1
21:5	17:16	64:11	2029	36:1 37:1
\$37,000		1973	5:7	38:1 39:1
		50:11	216	40:1 41:1
				42:1 43:1
				44:1, 20

45:1 46:1		50:1 51:1	33:12	70:19
47:1 48:1	3	52:1 53:1	64	Absolutely
49:1 50:1	3	54:1 55:1	33:11	22:13
51:1 52:1	7:19	56:1 57:1		24:16, 21
53:1 54:1	30	58:1 59:1	7	46:4
55:1 56:1	48:17	60:1 61:1	75	acceptable
57:1 58:1	300	62:1 63:1	19:23	49:2
59:1 60:1	7:10	64:1 65:1	76	accommodate
61:1 62:1	350	66:1 67:1	31:8	23:19
63:1 64:1	50:12	68:1 69:1	77	accountabil
65:1 66:1	35th	70:1 71:1	31:8 32:22	ity
67:1 68:1	73:20	72:1 73:1	78	19:17
69:1 70:1		74:1 75:1	31:8	accounted
71:1 72:1	4	76:1 77:1	7th	11:16
73:1 74:1	4,000	78:1 79:1	33:5 35:19	13:14
75:1 76:1	31:19	80:1 81:1		16:19
77:1 78:1,	4/3/24	82:1 83:1	8	18:16 21:5
25 79:1, 4,	4:1 5:1	84:1 85:1	80	accounting
8, 15 80:1,	6:1 7:1	86:1	50:14	12:22
2, 5, 16	8:1 9:1	400	84	accrued
81:1 82:1	10:1 11:1	7:11	33:13	24:6, 10
83:1 84:1	12:1 13:1	400,000	8:00	accused
85:1 86:1	14:1 15:1	7:20	34:19	52:14
240177	16:1 17:1	42,000	8th	acknowledge
5:4 81:10,	18:1 19:1	31:22	35:19	60:11
13, 17, 24	20:1 21:1	47th		act
82:9, 13, 16	22:1 23:1	57:22	9	73:5
83:3	24:1 25:1		9.6	action
240178	26:1 27:1	5	34:23	35:22, 23
5:8 83:20,	28:1 29:1	50	9/30/2023	40:18
23 84:3,	30:1 31:1	39:8, 21	20:18	41:10
10, 19, 23	32:1 33:1	40:20		42:2, 18, 24
85:2, 13	34:1 35:1	50,000	A	45:24
24th	36:1 37:1	31:25	a.m.	47:22
33:4, 24	38:1 39:1		34:20	78:18
25	40:1 41:1	6	86:11	actions
7:25 20:3	42:1 43:1	60	absent	16:6 52:12
2:00	44:1 45:1	48:17		active
34:19, 20	46:1 47:1	62		
	48:1 49:1			

21:20 43:5	adult	12:5	Angeles	8:1 9:1
actual	62:5	allocate	37:24	10:1 11:1
39:20	advance	41:20	anomalous	12:1 13:1
43:10	14:11	63:13	15:14	14:1 15:1
added	advancement	68:10	anti-	16:1 17:1
7:8 15:8	14:2	75:23	violence	18:1 19:1
48:12	advisor	allocated	34:9	20:1 21:1
addition	53:19	40:4, 11, 16	anticipate	22:1 23:1
13:4 55:6,	advocacy	41:6 46:10	28:18	24:1 25:1
7	63:3	allocating	Aparna	26:1 27:1
additional	advocate	46:18	26:24	28:1 29:1
7:13 8:22	51:20	63:17	27:7, 16, 22	30:1, 14
10:21 22:6	advocating	amazing	apologized	31:1 32:1
34:4	45:22 46:9	59:25	19:20	33:1 34:1
address	affected	amended	Applause	35:1 36:1
5:16 9:18	69:13	80:2, 5, 17	37:18	37:1 38:1
16:5 17:22	affecting	82:13, 16	52:23	39:1 40:1
18:5 31:6	50:13	83:4 84:23	58:21	41:1 42:1
45:3 54:10	afraid	85:2, 14	61:12	43:1 44:1
71:4, 13	64:21	amendment	67:22	45:1 46:1
adjust	age	44:19	69:25	47:1 48:1
17:21	33:15 38:2	78:24	72:23 76:9	49:1 50:1
18:2, 6, 9	aggressive	79:4, 5, 7,	appreciati	51:1 52:1
adjusted	64:18 65:3	14 81:9,	e	53:1 54:1
7:22, 25	agree	13, 14, 16,	29:25	55:1 56:1
Admin	41:19	23 82:9	60:25	57:1 58:1
22:25	agreed	83:23, 24	approached	59:1 60:1
Administrat	26:3	84:2, 9, 19	4:5 9:7	61:1 62:1
ion	agreement	amendments	25:19	63:1 64:1
28:24	26:7	6:23, 25	27:13	65:1 66:1
29:8, 21	agreements	amends	30:20	67:1 68:1
42:16 44:3	25:25	5:4, 9	59:16	69:1 70:1
46:15, 24	ahead	amount	Appropriati	71:1 72:1
47:11	15:3	17:11, 15	on	73:1 74:1
53:7, 11	aid	20:13 21:8	78:11	75:1 76:1
65:5	34:3	36:16 40:4	Appropriati	77:1 78:1
adopt	align	analysis	ons	79:1 80:1
5:6, 10		11:25	4:1, 20 5:1	81:1 82:1
		14:18, 21	6:1 7:1	83:1 84:1
				85:1 86:1,
				5, 10

approved 79:8, 15 81:17, 24 82:10 84:3, 10, 20	15:13, 15	28:4	beginning 29:12	23:1 24:1 25:1 26:1
approximate ly 50:12	Aviation 7:13	bank 74:14, 17	behalf 25:2 30:3 38:13	27:1 28:1 29:1 30:1, 14 31:1
area 56:11 75:8	avoiding 57:6	barber 54:7	benefited 35:20	32:1 33:1 34:1 35:1 36:1 37:1
areas 5:16 10:10 74:6	awaiting 14:18	Barrett 26:23 27:25	Benzes 67:17	38:1 39:1 40:1 41:1 42:1 43:1
art 56:19	aware 15:21	base 34:18	bid 27:25	44:1, 20 45:1 46:1 47:1 48:1
Arts 7:11	aye 79:17, 18 80:24, 25 82:2, 3 83:11, 12 84:12, 13 85:21, 22	based 26:19 44:18	big 5:22 69:4	49:1 50:1 51:1 52:1 53:1 54:1
aspect 41:14	ayes 79:23 81:6 82:8 83:17 84:18 86:3	bases 34:24	bill 5:2, 4, 5, 8, 9 44:19 45:5 78:24 79:4, 8, 14 80:2, 5, 9, 16, 21 81:9, 13, 17, 23 82:9, 13, 16, 20 83:3, 8, 20, 23 84:3, 9, 19, 23 85:2, 6, 13, 18	55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1, 11, 18 79:1 80:1 81:1 82:1 83:1 84:1 85:1 86:1
attendance 86:8		basic 58:11		
attention 39:16 48:14 49:3, 5	B	Bass 26:10 29:5, 6 48:8, 9, 19, 23 49:7, 16 73:16		
attorney 53:5, 17, 19	back 7:25 9:18 10:20 12:18 15:8 33:3 38:21 42:9 51:13 55:6 56:10 58:6 60:8 61:22 64:11	beat 57:16		
Attorney's 32:24 65:15		beautiful 35:3		
August 33:9	bad 70:15 72:15	beds 16:23	bills 4:1 5:1 6:1, 2 7:1 8:1 9:1 10:1 11:1 12:1 13:1, 4 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1	Birdsong 30:18 37:23, 24 40:7, 13 41:25 42:25 43:14
authority 24:3, 7	Bah 59:15 73:5	beg 52:2, 3		
autistic 73:8	balance 19:9 20:25	began 61:24		
average 13:3, 6		begin 43:10		

45:7, 18, 25 47:5, 14 48:4, 18, 20 49:6, 15	bold 64:18 65:3, 8 67:18	bringing 12:3 13:5 56:10 71:7	built 46:25	capital 5:6, 10 7:16, 20 27:22
bit 12:8, 9 23:5 24:24	bolts 54:4	Broad 21:14	bumped 68:22	care 24:25 62:2 71:3
Black 38:3, 9, 10 50:14, 23 51:21 52:5	bond 28:6, 9, 11	brother 38:16 75:25	business 55:9 86:4	career 61:23
blame 68:8	boots 37:7, 10 38:17	brown 50:24 51:21 52:5	businesses 50:21 57:10	caregivers 55:25
blaming 68:16, 18	borrowing 26:13, 17, 19 27:3, 5, 19 28:14, 19	budget 5:11 7:23 12:13 14:16 15:7, 9 16:3 18:10 21:3 32:13 34:7, 25 35:13 41:15, 16 53:3 66:2 76:23 77:8, 24	Bussie 59:14, 20 61:18, 19 67:3, 24 70:6 76:16	carries 79:23 81:6 82:8 83:17 84:18 86:3
bled 74:4	borrowings 28:17	budgetary 11:4, 8 17:23 24:2, 7 25:25	calculated 65:4, 6	cars 35:2 57:18
bleeding 36:15 73:25	bottom 58:13	build 42:7 43:17, 19 46:14	calendar 11:5 15:22 17:25 20:19	case 37:11
block 32:21 59:24 60:18 71:18 74:3	box 64:20	building 23:18 60:10 71:9	call 32:10 59:7, 12	cases 31:25
blocks 32:23 33:2 55:22 60:20	boy 67:3		called 32:21	cash 26:19
blood 72:15, 16	bragged 64:15		call 32:10 59:7, 12	Casher 30:18 31:3, 4 37:14
board 50:4 53:19 74:16	Brian 30:19 53:16		calm 70:7	caucus 6:23
bodies 73:24	bridge 50:17, 18, 19, 20		campaign 32:21	caused 19:21
body 47:9 48:13	brightest 64:14		CAO 14:23	CBS 39:7, 20
	bring 12:10 38:8 51:13 55:5 63:9, 12, 22		capable 39:4	CEO 66:2
				CEO's 65:25

CEOS 66:4	40:24	citywide 60:13	closure 39:5 44:6	committed 8:5,9 52:11
Chair 4:19 6:19 8:23 22:20 25:6 42:11 44:16 50:5 53:15 78:22 79:3,11,24 80:13 81:7,12,20 82:11,24 83:18,22 84:6,21 85:10	children 56:12,14 57:4 75:17 Cindy 62:17 73:16 76:20 circulated 79:5 81:14 83:24 Cities 39:2 citizen 60:4 citizens 56:7 citizenship 56:5 city 5:22 12:7 13:9 14:3, 10,13,22 15:23 19:14 20:12 23:15 31:24 35:15 38:6,13 39:8 43:5, 9 50:8 60:5 62:11,21 63:3 64:14 65:14 68:8,12,16 71:6 74:11 75:16 76:17	civic 30:23 78:4 civil 12:4 15:16 civilians 38:19 claim 33:18 clarify 44:17 clarifying 41:13 Class 7:9,10 9:17,23 13:15 15:8,13,20 23:4 classes 16:8 classmate 74:3 Clean 13:2 cleanest 5:21 clear 17:24 CLERK 4:3 30:16 59:8,13 close 16:4 49:3, 4 closing 23:17	closures 45:9 co-founder 31:5 collaborati on 63:5 77:3 colleagues 4:22 collection 63:18 collective 47:9 collectivel y 38:8 college 61:22 68:2 college- bound 55:7 color 50:13,15 combo 19:4 commend 59:22 comment 30:17 42:11 commit 44:12 commitment 21:21 26:7,14	committee 4:20 6:24 11:15 13:13 16:18 18:15 21:4 25:10 31:16 49:22 53:16 78:16,19 79:6 80:6, 17 81:15 82:17 83:4,25 85:3,14 86:5,10 commonly 37:7 communities 31:13 32:16 45:23 50:16 51:22 66:9 community 25:3 31:11,21 34:17 35:6,7 36:2 38:9, 19,20,22, 24 50:20, 21,22 51:3,5,23 57:9,11 61:8 65:15 70:20

community-based 55:20	condition 32:6	42:17	79:4 81:13	Councilman 39:24
community-led 32:9, 15 36:10 37:6	confirm 6:22, 25 40:15, 17	contract 13:9 15:22 17:8	83:23 corner 54:6	48:12 Councilmember
compared 33:10, 15	confirmation 21:13	contracted 10:8	correct 9:21 19:16	4:7, 14, 16 6:12, 15,
compensation 14:17, 20	confirming 40:3, 12	contractors 18:17, 18	correctly 26:24	17, 18 7:5 8:2, 6, 10,
competing 77:5	conformed 17:8	contracts 11:6 14:5 15:25 17:21, 24 18:7 20:17, 18, 22	cost 12:2, 5, 9, 12 16:7 17:18 18:3 21:18 28:14 45:3 63:24 64:5	13, 18, 21, 24 9:2, 12, 15, 25 10:11, 23 11:12 12:14, 20 13:11
competition 77:2	consecutive 32:22	contributed 33:19	costs 7:14 11:17 12:23 21:16 24:6 34:20 63:23	14:14 15:2, 6 16:11, 14, 15 17:5, 14 18:12 20:2, 23 21:23
completed 28:13 42:8	consecutively 33:8	contribution 7:23	council 6:8 7:9, 10 30:8 35:15 38:6 41:15, 19 44:3 50:8 53:10, 15 62:12 64:15 68:8, 12, 17 74:12 80:8, 10, 19, 22 82:19, 21 83:6, 9 85:5, 7, 16, 19	22:4, 11, 14, 15, 18, 19, 23 24:12, 17, 22 25:5, 7, 12, 21 26:9, 10 27:6, 11, 15 28:10, 20, 23 29:3, 5, 6, 17, 18, 19 30:5, 22 37:12, 15, 20 40:2, 8 41:11 42:5, 10, 12, 13, 14 43:3, 11, 15
completion 47:14	consequences 44:13	conversation 49:21		
complicated 27:18	considered 6:7	conversations 43:5		
compromised 39:11	constituent 30:3	converted 54:23		
computers 56:22	constitutional 53:18	convicted 52:16		
concentrate 56:18	construction 28:2 46:6, 8	cool 36:14 40:7 60:23		
concerned 51:12	continue 28:8 51:20 74:7	cooperation 63:5		
concerns 25:24	continues	cops 35:2, 4		
conclude 78:15 86:4		copy		
concluded 32:20 86:11			Council's 60:12	

44:14, 15	cover	31:20	45:14 46:7	7:18 13:17
45:16, 17,	23:11	32:13	47:2, 13,	33:23 34:5
20 46:3	COVID		16, 18	44:23
47:7, 19	11:24	D	dealing	50:18
48:6, 8, 9,	20:14	DA	15:9	65:16
19, 23	create	31:24	death	departments
49:7, 16, 18	57:8	DA's	52:6	12:7 14:22
52:20, 25	credible	32:5	debts	58:3
58:18, 23	74:7, 10, 25	dads	24:9	Deputy
59:4, 10,	crime	55:24	decision	4:12, 21
11, 18, 21	39:18 41:3	damn	23:24 24:5	derived
61:14	51:6 52:6,	65:25 66:2	42:22	38:18
69:22	9 56:13,	67:7, 16	45:14	detail
70:3, 8	14, 23, 25	69:19	decision-	13:17
72:20, 25	57:17	Darrell	making	21:24
76:11	70:25	67:2	43:2	details
77:25	crimes	data	decrease	10:21
78:13, 23	44:9, 12	33:6	11:16	determine
79:2, 10,	52:10	63:18, 22,	Dedicated	46:13
11, 19, 22,	56:15	23 65:10	76:22	deterrence
25 80:3,	critical	69:18, 19	deficit	54:17
12, 13	5:20 25:2	daughter	19:9	deterrents
81:2, 5, 8,	crossed	62:17	deficits	32:9, 16
11, 19, 21	11:7	daughter's	20:21	36:2, 11
82:4, 7, 12,	cultivate	74:4	delay	37:6 69:14
14, 23, 24	33:21	Dave	15:17	70:17
83:13, 16,	current	9:10 22:17	17:19	77:10
19, 21	9:24 18:11	David	19:21	deters
84:5, 6, 14,	19:12	22:16	deliberate	39:18
17, 22, 24	20:11	day	65:7	developed
85:9, 10, 23	custodial	35:3	deliver	33:25
86:2	12:3 13:5,	days	30:2 53:22	development
Councilmemb	6	31:21	democracy	21:10
ers	cut	48:17	53:18	difference
6:3 25:24	18:10	dead	Democratic	61:7
Councilwoma	cutting	23:22	62:9, 25	dig
n	47:13	deadline	department	22:24
23:14	cycle	43:2, 4	4:24 5:13	directly
couple				
11:7				

20:15	dollars	48:11	end	Excellent
41:21	24:18	economic	40:10	10:2, 12
Director	46:9, 12	5:23	53:24	11:13
4:13, 21	53:4, 6	66:22, 23	54:9, 18	12:15
9:10 26:16	doors	education	57:10	18:13
27:22	71:7	66:22	65:13, 18	excited
disbursing	double	effective	69:16	70:4 75:18
53:8	20:4, 5	32:19	ending	excuse
discuss	Dubow	55:21 61:5	76:4, 5	39:22
47:9	25:16	efforts	energy	execute
discussing	26:15, 16	30:9, 11	31:12	68:14
41:16 45:5	27:9 28:16	Eighth	34:13	Executive
discussions	dude	73:15	engage	9:10
57:3	66:20	elaborate	50:25	executor
disrupt	due	27:7	55:24	16:2 24:4
62:12	11:17	election	engagement	expecting
disrupters	19:19 39:9	66:13	70:20	12:9
62:11	duly	Eliza	engineering	expedite
district	79:9 80:11	21:6, 19	56:21	5:18
23:10, 13	81:18	emergency	entered	expediting
32:23	82:22 84:4	34:12	35:12	46:19
33:4, 5, 9,	85:8	60:13	entities	expenditure
24 35:19	dying	Emmanuel	75:7	20:14
42:23 53:5	73:25	59:9, 14	entitled	expense
65:15		61:16, 19	5:5, 9	24:25
66:10	E	67:14	equipment	expenses
73:16, 20	earlier	empathy	5:19 43:18	18:23
diversion	14:15	57:5	essential	experience
13:23	early	employ	46:16	62:16
32:4, 7	54:25	38:4, 21	essentially	experiment
document	Eastwick	employed	34:6	54:19
11:14	7:19	32:3, 8	established	expired
13:12	eat	51:9	45:13	20:17
16:17	65:22	enact	evenings	explain
18:14	eating	60:12	57:13	27:16
21:3, 7	69:11	encourage	evidence	extreme
documents	echo	54:14 57:2	44:10, 11	32:14
18:20	29:20	58:3		

extremes 71:13	feed 65:22	26:20	61:25	
	feeding 69:11	focus 69:15	65:13, 17	G
F	feel 8:24 61:20	folks 35:17 44:6	frustrated 43:23	games 57:14
faced 23:20	71:5	follow 73:6	fund 7:13, 15	gap 50:17, 18,
Facilities 10:16	feeling 36:18	Food 9:20	17:10 19:2	19, 20
11:17	felt 71:16	force 58:2	20:8 58:14	gathered 54:4
12:16	fight 66:23, 25	forensic 41:14 42:3	63:14	Gauthier 6:15
facility 11:21	fill 15:16	44:25	72:17	22:18, 19,
12:25 39:3	filling 15:18	46:25	funded 17:9 20:7	23 24:12,
45:3	17:19	forensics 39:3, 10, 18	36:7 74:15	17, 22 25:5
fact 39:16	final 12:18	40:5 42:21	77:11	42:10, 13,
failure 54:20	finally 12:10	45:6, 9	funding 20:11 28:4	14 43:3
families 23:19, 21,	finance 4:12, 21, 22	forever 76:21	32:15 36:9	59:11, 18,
25 24:5, 10	8:3, 11, 12	forget 71:2	50:8 51:20	21
57:2	19:14, 15	forward 27:20 43:8	54:15 66:9	General 7:14
family 62:18	24:9 26:16	45:15	67:12, 15	Germantown 8:17
favor 79:16	53:16	49:12	76:22	Gilmore 29:18
80:23	find 40:24 61:9	found 63:6	Fundraising 50:5	78:23
81:25	68:13	Foundation 31:6	funds 5:16 9:17	79:25 81:8
83:10	fiscal 5:7, 10	founding 63:8	15:11	82:12
84:11	11:5, 7	free 8:25	20:10 28:9	83:19
85:20	13:9 14:5	front 30:14	44:24	84:22
favorable 80:6, 18	15:24 37:4		75:23	give 32:18 41:9
82:17 83:5	45:2		FY21 18:24	46:15
85:3, 15	flow		19:10, 24	55:10, 11
February 12:11			FY24 5:3 7:12	56:14
feds 63:16			10:17 11:7	68:19
			21:9	giving 46:21
			FY25 15:7, 9, 11	Gloria's 23:9, 13

24:10	great	60:5, 14	happening	hiring
goals	11:22	62:21	28:11	11:18
57:6	29:10	64:19	49:14 75:3	history
God	30:8, 11	65:23	happy	32:25
63:21	36:20	66:11, 19,	6:10 58:12	hit
67:25	61:19 78:7	23, 25	Hard	64:2, 6
68:2, 5	greenest	69:11	73:5	65:11
goddamned	5:22	71:14 76:4	hate	Holloman
68:16	grew	gunshots	67:14	9:9, 10, 13,
good	58:4	73:13, 14,	hear	14, 22
4:11, 18	Griffin	21	35:21 37:7	10:5, 20
9:9, 12, 13,	50:3, 4	guys	73:21, 22	11:2, 20
14 22:21,	53:13 59:3	39:25 61:4	heard	12:17, 24
22 27:21	ground	62:6	73:13, 21	13:20
31:3 38:8	34:10	64:13, 16	hearing	14:24
43:25	37:8, 10	65:2, 7, 9,	4:17 6:16	15:4, 12
49:22	38:17	20 66:5, 6	78:16	16:24
53:14	63:19	67:18 68:5	heart-	17:12, 17
59:18, 20	64:3, 6	69:3 76:19	wrenching	19:7 20:9
70:15	69:20		73:11	21:12
72:16	groundbreak	H	heat	22:2, 9, 13,
73:24	ing	half	23:22	21, 22
Gordon	77:18, 22,	24:18	Helen	23:12
30:19	23	65:25	30:8, 10	24:16, 21
53:14, 17	group	hall	helicopter	25:4
government	59:7 60:20	71:11	73:22	home
38:7 43:23	62:7, 10	halls	hell	54:25
45:24	77:4, 5	70:22	66:8 69:2	61:22
47:22	grow	hand	helped	homecoming
grant	62:6	67:4, 5	63:6	61:21
53:4, 6	growing	handle	high	Homeless
76:14, 24	62:18, 19	74:8	13:24 14:4	9:5, 11
grants	guess	hands	55:10	10:8 22:7
77:4	27:7 53:18	68:22	56:23	homes
grateful	60:8 72:14	happen	57:17	70:24 71:5
74:13	gun	26:13, 18	61:21	homicide
gray	31:13	46:6 71:10	higher	39:6 45:10
39:23	32:17	happened	14:12 54:5	homicides
	36:6, 8	24:3		39:8, 22

40:20	32:23	incurred	Interim	Jamie
45:12	immediately	18:23	9:10	64:12
50:12	15:23 28:3	21:17	interventio	janitorial
hooking	40:19	24:19	n	11:18
66:9,16	41:10,22	indication	35:25	January
hope	42:7	43:7	invested	13:10
51:13	impact	individuals	65:12	15:24
55:10,11	7:15	50:16,25	investments	Johnson
61:8 71:18	impacted	51:8,11	5:18	59:15,23
Hopephl	32:17	52:10,13,	invoices	70:14 72:3
9:19 23:8	51:5,7	15	19:16	joined
24:15	52:5	infinite	involvement	4:22
hostage	impactful	56:17	78:5	judge
70:24	31:14	information	Isaiah	32:5
hours	imperative	14:19 44:7	62:18	June
30:9,10	50:7,15	initiative	63:6,8	26:18
houses	implement	38:20	77:20	justice-
75:16	64:24	59:25	issuance	impacted
housing	68:14	initiatives	28:6,9	32:3,7
17:4,10	important	34:9	issue	36:3
19:2 20:7	41:14	innovative	15:10	
Hug	53:10,22	64:9	60:13	K
32:21	54:17	inspiring	issued	Kenney
59:24	incarcerate	60:6	42:19	42:16
60:18	d	instance	issues	60:11
71:18	52:16	23:7	11:10 78:6	Kensington
hunger	incarcerati	intake	item	75:15
60:9	on	13:23 14:8	76:23	Kenyatta
	38:22 51:7	23:23	77:7,24	72:3
I	76:6	interacted		kid
I'MMA	included	60:25	J	56:23
65:20	14:20 26:2	interdictio	Jamal	kids
ideally	including	n	59:14,23	36:19
36:3	72:6	54:16	60:3,6,8,	54:24
ideas	Inclusive	interest	19 70:14	55:3,8,10,
54:4 55:19	5:8	21:2	James	11 56:7
58:12	increased	interested	59:14	57:14
identified	17:11,15	58:13		62:17

67:20, 25	late	life	12:8	11 27:19
68:2, 5	12:11	62:5	looked	42:21
Killing	36:21	lighting	21:15	44:11 49:8
59:24	60:23	7:17	Los	51:19
kind	latest	limited	37:24	54:14 61:7
62:3, 9, 24	6:22	55:17	lot	65:24
77:8, 24	laugh	limits	34:21	66:11
kindness	62:13	46:14	36:12, 17,	75:4, 5
57:4	launched	Lindley	22 52:13,	making
Kirkbride	60:9	23:17	14 65:21	45:11, 14
9:20	law	Lintons	70:22, 23	61:7 66:4
knocking	74:14, 17	9:20	74:23, 24	Malcolm
71:7	laying	list	love	7:19
knowing	73:25	55:16	68:21	man
28:4	leagues	listed	Lozada	38:10
knowledge	57:14	13:16	26:10	66:19
55:8	learn	18:18 21:8	lunch	Manny
	56:25	listen	54:7	69:23
L	learned	76:25	M	Marc
lab	54:22	listening	mad	30:18
39:10, 18	lease	40:9 70:21	60:22	March
40:5 41:14	21:5, 15,	live	made	11:15
42:4, 21	21, 24	58:5 75:8	5:25 6:2	12:11
44:25	left	lived	23:24	13:13
45:6, 9	61:21, 22	69:7	39:15 68:2	16:18, 21
46:25	lens	lives	75:12	18:15 21:4
lacking	75:24	56:3	maintain	Mark
70:18	level	located	9:24	39:24
laid	20:11	13:19	maintained	masjid
74:4	72:12	location	16:9	57:23
Lamber	76:17	23:25	majority	mass
59:14	levels	46:11 47:3	19:11	76:6
larger	16:9	long	make	materials
23:21 28:8	leverage	43:24	5:21 16:8	5:19
lasted	34:4 72:17	long-term	17:24	math
60:9	Lexuses	36:14	19:15, 18	56:21
lastly	67:16	longer	24:4 26:6,	matter
20:24				31:21 32:7

matters	meeting	midyear	43:25	79:12, 17,
10:22	45:21	5:3	44:25	23 80:2,
29:15	78:17, 21	migrant	46:18, 21	14, 24
Maynard	member	11:23	49:11	81:6, 9, 21
4:4, 11, 12,	50:4 53:19	million	53:3, 11	82:2, 8, 13,
18, 21 7:3,	57:21 58:8	7:12, 19, 24	62:24	25 83:11,
7 8:4, 8,	62:8	12:16 16:4	63:2, 17, 19	17, 20
12, 16, 20	members	18:4, 5	65:13	84:7, 12,
Mayor	4:19 31:11	24:18	66:5, 12	18, 23
5:20 32:12	34:17 36:2	34:8, 23	68:10, 18	85:11, 21
34:15	41:18	35:2 41:13	69:17, 20	86:3
39:14	47:24	44:24	74:24	move
41:15	53:15	64:5, 6	76:25	13:9 21:13
42:17	55:12	65:11	77:12	23:3, 8
68:18, 21	58:25 63:8	minimize	monies	27:2, 20
Mazzie	79:6 81:15	52:6, 8	20:15	45:15 79:7
30:18 31:4	83:25	mission	monitoring	80:4, 7
60:18	men	50:9	50:9	81:16
Mcmonagle	31:19 32:3	mistakes	month	82:15, 18
25:14	36:3	44:8	13:3 60:10	84:2, 25
30:12 59:6	50:13, 14,	model	months	85:4
Mcpherson	23, 24	34:16	13:8 15:15	moved
27:10, 17	51:21 52:5	60:15 61:6	31:22	79:13
28:6	mention	74:21	morning	80:15, 19
meaning	67:13	modeling	4:11, 18	81:22
32:25	mentioned	32:20	6:24 9:9,	83:2, 6
means	44:21	mom	13, 14	84:8
38:11	mentor	73:8	10:25	85:12, 16
measure	56:2	moment	22:21, 22	moving
38:18, 23	message	61:10	27:21 30:9	15:21 43:8
45:11	53:22 60:3	moms	31:3	44:25
measured	messengers	55:24	53:14, 21	46:20
33:6	74:8, 10, 25	money	59:19, 20	49:9, 12
medical	Michigan	20:13 21:8	mosque	multi-
65:14	37:25	34:21	57:20, 21	levels
meet	77:13	36:12 37:3	mothers	19:17
18:2, 7, 10	midnight	40:16, 18	39:6 40:23	multiplier
45:18	30:10	41:7, 9, 17,	45:10	58:2
57:12 69:3		20, 21	motion	Mural
			78:24	7:11

murdered 40:24	58:6,7 73:15,19	16:21 17:15	offending 66:8	5:23 6:4 29:10
murdering 40:25	neighborhoods 56:15,18	notes 79:11	offer 79:3 81:12	34:14 56:5 59:22
murders 39:4 69:12	58:4 66:17 74:6	80:13 81:20	83:22	60:2,17
music 56:19	neighbors 57:12	82:24 85:10	office 9:4,11	opposed 54:16
	60:24	November 10:13 17:7	10:8 22:7	79:20 81:3
N	neutral 18:3 21:18	18:20 21:7	32:5,24	82:5 83:14
Naderah 50:4	News 39:20	33:10	54:5 65:16	84:15
names 67:13	Nice 45:18	number 12:18	officer 34:17	85:24
nation 5:23	night 73:13	16:25 17:19	offices 67:16	opposite 77:2
NBC 63:25	nights 32:22	21:22 23:21	officials 38:7 50:19	optimally 34:18
necessarily 46:7	33:4,7	38:15 39:5	offset 20:20	option 55:11
needed 5:15 72:13	non-profit 17:2 24:15	55:18	OHS 12:6 13:18	options 11:9
75:20	25:2	numbers 31:7	14:19	order 38:7
negotiate 32:12	non-profits 74:23	nuts 54:4	online 16:20	ordinance 4:25 5:4,
34:15	non-traditional 74:11,18,		opened 23:14,15	5,10,14
negotiated 6:23	21 75:19	0	11:22 15:7	10:14
negotiation 29:24	76:4	obsolete 39:10,17	operating	25:23 26:3
32:13	non-violence 55:25	occupied 55:3	operation 31:17,18	ordinances 5:15 6:7
negotiations 25:22	North 21:14 54:8	56:12,23,	32:21	organization 13:2 36:8
neighborhood 56:24	75:6	24	59:24	38:4,14
57:17	notated	occur 55:23	60:18	58:9
		56:16	operations 9:24	organizations 37:5 53:8
		occurred 5:17	Opportunities 56:19	57:9 58:15
		ODAAT 10:15	opportunity	66:3,4,17
				72:11

organize 57:13	Pardon 40:3	50:9	55:24 56:2	53:24 54:8
original 38:3	parent 75:24	patrol 32:10 58:4	58:6 60:21	55:23
outcomes 53:9	Parker 39:15	patrolling 31:12	61:6 62:8	57:19
outreach 55:21	42:17	60:20	63:14	71:14 73:9
overspend 16:5	Parker's 5:20	Paul 30:17	66:8,10	75:6,9
owe 12:15,19	Parks 7:8,20	37:23	67:9,15	Philly 31:5 50:5
owed 10:15,16, 17 17:8 18:21	parole 31:23	pause 24:13	70:23,24, 25 71:5,19	53:20
	part 27:2,4 28:5 45:5 46:17 54:13 55:14 60:16	paused 21:11	74:2	54:12
P	participate 36:9	Pay 57:11	75:16,18	55:21
p.m. 34:19	participati ng 30:23	paying 13:2 48:13 49:3,4 66:2	percent 19:23 20:3	58:16
P2 62:25 63:6	partner 36:25 63:15 68:13	payment 9:18 10:4, 19 11:9 20:5	33:11,12, 13 39:8,21 40:20 50:14	59:23
paid 18:22 19:2,12, 13,24 24:20 31:18	partners 10:9 11:22	payments 10:17 44:23	permanent 17:3	60:19
Palantino 27:21,22 28:22	partnership 36:4	Peace 32:10	permit 80:9,20 82:20 83:7 85:6,17	64:2,3
Panati 26:23 27:25	parts 75:15	people 31:23 33:14 36:17 38:14,18, 21 40:25 41:2,7 43:22 44:9,12 46:2 51:3, 4 54:10,22	person 25:15	69:2,3
Panther 38:2,3	Party 38:2,3		personnel 57:25	71:21,23, 24 72:18
paper 41:8	path		PHA 75:9	74:21
			Philabundan ce 9:20	76:15 77:6
			Philadelphi a 5:21 20:12 23:15 33:22 37:25 38:13 39:9,17,22 41:2 50:13	PHMC 18:18 19:3
				physical 32:15 36:2,10 37:5 43:6 69:14 70:17 72:7,9 77:9
				piece 64:19
				pilot 64:22,23, 25 69:17
				pimp 69:10
				pimping 66:16
				pimps 65:21

pipeline 52:7	8, 9, 10	presence 61:2 63:20 72:7, 10	prior 33:16	30:24 40:12
place 14:21 23:9, 13, 24 24:5, 11 35:6, 7 41:4 52:12	policing 57:11	present 4:16 6:16 35:12, 15	prioritize 35:24 36:25	41:17 45:4 46:12, 20 47:17
placement 14:11	policy 54:24	President 72:4	prioritized 26:21	productive 55:12 56:3, 7
places 54:8	political 61:23	pretty 60:3, 23 62:5	priority 32:14 45:12	Professiona l 63:7, 9
planned 28:17	pool 7:21	prevent 54:15 56:13	prison 52:7	program 5:6 56:6 57:21 66:11
plans 5:21 40:17	position 14:3	preventativ e 38:17, 23 45:11	privilege 33:21	programs 50:10 55:20
planting 56:21	positions 13:16, 18, 22, 25 14:9, 13 15:16, 19	prevention 13:22 36:7, 13 37:3 53:4, 6 58:15	probation 31:23 32:6	progress 14:12 62:10 63:7, 9
play 60:4	positive 53:9	preventivel y 36:22	problem 22:9 65:8 68:11	progressive 14:2, 10 62:10
Pleasure 45:20	Postell 30:18	previous 16:2 24:4	problematic 31:14	project 18:4 28:7, 8 43:6
pocket 67:5 77:12, 14	pot 49:11	previously 15:25 17:9, 22 19:2	problems 39:5 68:14, 15 74:19	projected 16:4 17:20 18:5
point 28:15 43:8 71:16	poverty 65:21 66:15 69:9	pride 78:4	proceed 4:9 28:3 30:25 37:22 50:2 61:17 70:13 73:4	projecting 12:12 13:8 15:17
police 33:4, 8, 22 34:17 36:4 38:5 44:23 50:17 57:12, 17, 18, 22, 23 58:2, 3, 8 65:16 73:20 75:3, 5, 7,	power 36:22 45:25 51:19 53:23 58:14	primarily 50:14	process 10:6, 14 12:4, 7 14:16, 17 19:12, 19, 25 20:4 25:23 29:23	projects 8:15 26:5, 8, 20, 22 27:17, 20, 23, 24
	powerful 60:6	principle 60:15		
	practical 55:8			
	preempt 36:22			

28:12, 13 pronouncing 26:23 proper 44:7, 8 properly 79:13 80:15 81:22 83:2 84:8 85:12 proposal 32:2 76:14 proposals 42:20 65:24 proposed 5:3 34:8 44:19 proposition s 39:14 prosecuting 31:24 protection 38:10 provide 22:2 provided 11:14 13:12 16:17 18:15, 20 21:3, 7 24:14 providers 15:23 18:8 pruning 7:8	public 30:17 39:15 50:19 55:6 56:6, 10 73:9 74:14, 17 78:15, 17, 20 pull 67:4 pulling 42:23 pushing 44:4 put 34:13 40:18 41:21 46:7 49:11 63:18, 19 67:3, 5 69:20 71:25 72:15 74:7 77:3, 7 putting 74:14, 17 Q quality 55:20 question 13:21 22:17 45:8 questions 6:9, 15 8:22 20:25 22:6 25:9	29:4 54:6 78:9 quick 25:17, 22 45:8 55:16, 19 R raise 34:13 rallied 34:2 ran 54:5 rapid 20:16 rapport 33:25 read 25:15 reading 80:9, 21 82:20 83:8 85:6, 18 ready 26:20 27:2, 17 28:2 real 25:16, 21 42:24 realigned 5:17 realistic 46:23 47:10 reality 35:9 47:4	realized 11:18 reallocated 15:11 reason 52:7 62:22 63:11 reasonable 48:15, 16, 24 reasons 70:16 reassure 49:13 Rebuild 26:5, 13, 17 Rec 7:20 receive 50:7 received 5:12 20:13 33:25 74:24 receiving 26:4 36:8 recent 14:20 32:25 recently 76:16 recognizes 78:22 79:24 81:7 82:11 83:18 84:6, 21	recommenda tion 80:7, 18 82:18 83:5 85:4, 15 record 4:9, 15 6:14, 22 7:2 8:7 22:5 26:9 29:8, 15 30:25 35:13 37:22 44:18 49:25 61:17, 18 70:13 79:11 80:13 81:20 82:24 85:10 Recreation 7:9 recruit 55:25 rectify 16:3 rectifying 11:10 reduce 53:23 reducing 60:5 reduction 12:22 33:11, 12, 14
--	--	---	--	---

reentry 32:8	83:4 85:2, 14	57:5	13:11	83:6 85:5, 16
reflect 6:2	reports 39:20	respond 76:17	14:14	run 54:20
rehousing 20:16	represent 37:24	response 22:8 25:11	15:2, 6	61:25 62:2
relate 51:2, 4	representat ives 4:23	29:2 34:12	16:11, 15	running 20:21
related 11:24	request 4:24 5:14	76:4 78:12	17:5, 14	43:20 44:4
20:15	6:6 9:6, 23	79:21 81:4	18:12	45:4
relating 19:8	22:25	82:6 83:15	20:2, 23	runs 62:2
relationshi p 29:12	23:3, 6, 7	84:16	21:23	
33:22	24:8 38:15	85:25	22:4, 11	S
relative 9:5 20:6	47:8, 20, 23	responses 36:21	29:18, 19	Sabrina 4:4, 8, 12,
relocation 21:6, 11	requesting 9:16 20:10	result 23:16	40:2, 8	20 6:20
remainder 19:25	35:24	retired 71:17, 19	44:15	29:22
remember 64:10	39:13	revenue- neutral 23:2	78:23	safe 36:18 50:9
remotely 34:11	requests 6:2 25:25	RFI 10:6	79:2, 25	75:5
rent 19:3	requirement 32:8	RFP 46:10	80:3 81:8, 11 82:12,	safer 61:8 75:13
repair 7:18	research 63:18	RFPING 17:2	14 83:19,	safest 5:22 75:8
repeat 14:25 15:5	69:18, 20	RHD 18:19 19:5	21 84:22, 24	salary 13:6 65:25
report 19:22	Reserve 7:24	ribbon 47:13	ride 35:3 67:16	salons 54:7
reported 39:7 80:5, 17 82:16	resolution 60:12	Richardson 6:17, 18	risk 65:4, 7	Sanctuary 18:19
	resolve 24:8 78:6	7:5 8:2, 6, 10, 13, 18,	risks 65:6	save 65:14, 17
	resources 56:17 71:8	21 9:2, 12, 15, 25	Road 31:19	savings 11:18
	respect	10:11, 23	Rob 26:15	12:2, 5, 9,
		11:12	29:21	12 16:7, 22
		12:14, 20	role 57:8 60:4	17:16, 18
			roll 64:23	18:16
			round 6:22	
			rules 6:6 80:8, 19 82:19	

21:5, 25	secure	6:8 80:10,	shootings	sir
Sawyer	35:8	21 82:21	33:2, 11,	39:23
32:6	securing	83:8 85:7,	13, 14	45:21
scared	35:7	18	55:23 64:4	sirens
65:6	security	set	shops	73:22
scenario	34:4	7:24 26:14	54:7	sister
18:10	seeking	sets	shortages	75:25
scene	20:5	56:2	5:17	sit
71:23	select	setting	shortly	67:15
school	43:9 46:11	57:6	19:13	site
55:4, 6, 10,	47:3	severely	shot	21:9, 10,
14 56:11,	selected	39:10	36:19	12, 14, 15,
16 61:21	10:3, 6, 18	shallow	show	19 23:14,
73:10	43:13	19:3	51:10	16 43:9,
schools	selection	share	showing	12, 16, 19
56:4, 6	43:19	54:3 58:12	23:22	47:16
science	47:16	sharing	Shula	sites
56:20	sentencing	65:9	66:19 67:2	23:23
scope	44:9	shelter	sibling	42:20, 22
28:13	sentiments	19:4 23:9	75:25	sitting
46:14	29:20	shelters	side	61:25 66:5
Sean	separate	11:23	7:16	six-hour
59:12	14:16 38:4	20:16	signed	34:18
seat	SEPTA	Sheriff	11:6 15:25	size
74:16	75:8	7:12	17:22	26:19
seconded	serve	Sheriff's	20:19 41:8	skill
79:9, 14	52:11	34:5	significant	56:2
80:11, 16	service	shifts	19:21	slogans
81:18, 23	9:21 10:9	34:19	20:13	69:2
82:22 83:3	12:4 15:16	Shirley	23:21	slowing
84:4, 9	services	21:6, 20	signify	76:5
85:8, 13	9:5, 11	shooters	79:17	smartest
seconds	10:10	67:10, 11	80:24 82:2	64:13
79:12	16:10	shooting	83:11	social
80:14	18:11 22:7	56:15	84:12	13:25
81:21	24:14, 19	63:24, 25	85:21	14:9, 11
82:25 84:7	41:23	64:7 67:11	single	society
85:11	session		33:8	55:13

solution 60:16	53:12 68:11	81:2, 5, 19 82:4, 7, 23 83:13, 16 84:5, 14, 17 85:9, 23 86:2	17:7 18:21 statistics 39:21 stay 70:7 STEM 56:20 step 38:25 stop 36:15 38:23 40:25 52:8, 9, 17 59:23 65:17 66:6, 14, 15, 16 67:17 68:7, 16 69:9, 10 75:20 stopping 67:11 stops 36:20 stores 54:7 strategies 56:8 street 7:17 21:14 54:23 57:23 65:12 71:17 73:25 streets 7:17 64:3	72:7 strike 60:9 strongly 41:19 stuff 36:14, 16 64:22, 23 66:13 69:5 77:17, 19, 23 subcontract 12:25 submit 20:25 22:7 submitted 76:14 substantial 54:15 succeed 68:20, 22, 23, 24 success 56:8 suffer 44:13 suit 39:23 summer 43:13, 14 55:4 69:16 73:12 summertime 43:21 summit 50:10 supplies 5:19
solve 39:4 68:6, 7 74:19	spoke 54:5 58:9 70:9	Stabilizati on 7:23 staff 11:19 stand 34:24 start 55:9 started 4:15 47:17 63:7, 9 starting 13:10 15:23 state 4:8 8:7 30:24 31:19 34:11 37:2, 21 42:15 49:25 61:16 63:16 70:12 73:3 75:10 state-of- the-art 39:3 stated 10:15 14:7, 22		
solved 41:3	sports 56:19 57:14			
solves 39:19	spring 5:3			
solving 39:4 65:8	spurred 49:21			
space 7:12	Squilla 4:7, 14, 19 6:12 8:24 16:14 22:14 25:7, 12, 21 27:6, 11, 15 28:10, 20, 23 29:3, 17 30:5, 22 37:12, 15, 20 41:11 42:5, 12 43:11, 15 48:6 49:18 52:20, 25 53:15 58:18, 23 59:4, 10 61:14 69:22 70:3, 8 72:20, 25 76:11 77:25 78:13 79:10, 19, 22 80:12			
speak 31:10 35:18 38:12 47:24				
speaking 39:24 40:5 54:22				
speaks 70:20				
specific 47:13				
specificall y 77:9				
spend 63:14 64:7 65:11				
spending 18:6 35:25 53:23 68:17				
spent 33:23 37:3, 4				

supplying 16:22	42:18	terms 42:24	56:24	48:14
support 5:2 17:3 20:11 31:16 51:21, 24, 25 52:2, 3, 4 55:19 61:9	talk 23:10 talked 26:22 41:7 56:9 76:20 talking 67:10 76:21 tangible 41:10 tax-related 7:14 taxpayer 46:12 75:25 teach 54:24 56:5, 6 57:3 teaching 55:7 team 13:2 19:14, 15 29:22 30:7 technologic al 64:14 technology 56:20 telling 64:8 Temple 75:9 ten 32:25 34:22	testified 44:5 78:4 testify 4:2, 25 6:5 25:15 30:13 37:21 44:22 49:24 59:2, 7 69:6 70:5 78:10 testifying 28:25 86:8 testimony 4:10 5:13 6:13, 21 25:13 31:2 37:16 40:11 44:18 49:23 53:2 58:24 76:12 theatre 56:20 then-mayor 60:11 thing 43:25 64:16 67:4 70:18 71:20, 22 73:14, 24 things 26:4 41:5 43:24 44:5 54:23	64:21 74:9 75:4, 12 76:2, 3 thinkers 64:9 65:3 66:7 thinks 37:9 Thirty-five 33:3 Thomas 4:16 45:16, 17, 20 46:3 47:7, 19 48:12 79:12 80:14 81:21 82:25 84:6 85:11 thought 11:24 12:3 25:17 60:21 threats 34:2 time 21:2 23:17, 24 31:12 33:15, 20, 24 41:24 47:2 52:12 55:17 70:5 77:21 timeline 42:2, 8 46:16, 20	tired 52:4 today 6:5 19:22 20:10 30:15 31:15 32:11 38:12 45:6 46:19 48:11 50:6 54:11 62:14 63:11 78:11, 19 86:6 told 57:23 Tonya 59:15 73:5 tours 70:22 Tower 23:17 town 69:12 70:22 71:11 track 14:2 trades 55:5 56:10 tragedy 23:16, 19 transfer 4:25 5:3, 14 9:16, 23 10:14
T				
table 4:6 9:8 25:20 27:14 30:21 59:17 tactics 38:5 takes 15:14 43:24 taking 19:17				

13:14	turnover	underway	18:22	vision
25:23 26:2	13:24 14:4	21:10 28:7	19:8, 11,	55:11
transparenc	turnovers	unit	20, 23	voice
y	14:8	13:18, 23	verbiage	66:25
29:9, 14	tutelage	14:5, 12	37:9	volunteer
trauma	38:2	units	victims	31:17 57:9
71:4	twenty-two	14:8 16:19	39:6 45:10	58:9
Treasurer	42:6	17:9, 20	Village	volunteers
50:4	twins	18:25 20:6	18:19	51:9
tree	73:8	unreasonabl	violence	vote
7:8 56:21	type	e	31:13	10:24
tremendousl	46:5	48:2	32:17	
y		unsolved	33:17	
35:20	U	39:9 40:21	35:24	W
trending	U.S.	up-to-date	36:6, 9	Wait
33:17	10:15	39:2	37:3 38:23	22:16
Troopers	11:16, 21	update	51:6 53:4,	waiting
75:10	12:15, 24	41:22	24 54:9, 15	39:7 40:23
trouble	unbelievabl	uplift	56:14	46:22 71:8
57:7	e	51:12	57:10	walk
Truce	74:13	useless	60:5, 14	57:16, 22
31:5 50:6	underfunded	39:17	62:21	58:8 71:6
53:20	39:12		64:19	walking
54:12	underspend	V	65:23	75:14
55:21	16:19	vacancy	66:11, 20,	wanted
58:16	18:9, 17	15:10	23, 25	6:21 22:24
59:23 64:3	understaffe	vacant	69:11	23:4 24:23
71:21, 23,	d	13:16	71:14 74:5	26:10
24 72:18	39:11	values	75:21 76:5	29:7, 20
74:22	understand	57:4	violent	40:9 42:15
76:15 77:6	12:21 20:6	Vare	32:24	44:17
true	23:5 43:12	7:21	33:12 53:6	48:11
70:11	47:15 68:9	vendor	55:22	49:12 54:3
trust	understandi	16:22	visible	57:20
17:10 19:2	ng	vendors	32:9, 15	59:22
20:8 63:21	7:2 9:19	9:18 10:3,	35:25	61:10
truth	Understood	5, 7, 18	36:10 37:6	watched
70:9	48:4	11:3 16:25	63:20	62:6
			69:14 77:9	ways
				74:18

weekends	77:8, 24	5, 6, 7, 18	
55:4 57:13	78:7	70:6, 15	
weeks	worked	77:17	
31:22	29:23	year	
weird	worker	11:5 13:7,	
62:3	13:25	9 15:22, 24	
West	workers	17:25	
54:8 57:19	12:4 13:5,	20:19	
60:19	6	31:25	
willingness	working	32:20	
29:14	19:14	33:9, 16	
window	33:21	34:21 37:4	
63:20	42:18	42:20 45:2	
winter	works	46:22	
19:5 23:22	35:14 68:9	48:24 54:2	
witnesses	world	62:19	
30:20	17:3 36:7	years	
59:16	worry	5:7 10:9	
woman	41:3	11:7 21:22	
38:10	worth	53:25 72:8	
women	51:11	young	
50:23, 24	write	55:24 56:2	
wonderful	65:23	67:3 74:2	
29:24	writing	youth	
54:10	14:7 22:3	52:17	
Woodstock	26:4	56:13 71:3	
19:6	written		
work	5:12 22:8	Z	
14:9, 11	wrong	zone	
25:3 29:10	54:24	24:23	
30:8, 11	wrongfully		
38:5, 6	52:14, 15		
43:10	wrote		
48:22	31:7		
49:10			
51:16, 17	Y		
53:7, 10	y'all		
63:4 66:18	68:8 69:4,		
73:17 75:2			